



# City of Daly City



## Comprehensive Annual Operating and Capital Budget

For Fiscal Year 2022



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# CITY OF DALY CITY

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**CITY OF DALY CITY  
ADOPTED  
COMPREHENSIVE ANNUAL  
OPERATING BUDGET  
FISCAL YEAR 2022**



**City Council**

Juslyn C. Manalo, Mayor  
Dr. Rod Daus-Magbual, Vice Mayor  
Glenn R. Sylvester  
Pamela DiGiovanni  
Raymond A. Buenaventura

**City Treasurer**

Daneca Halvorson

**City Clerk**

K. Annette Hipona

**City Manager**

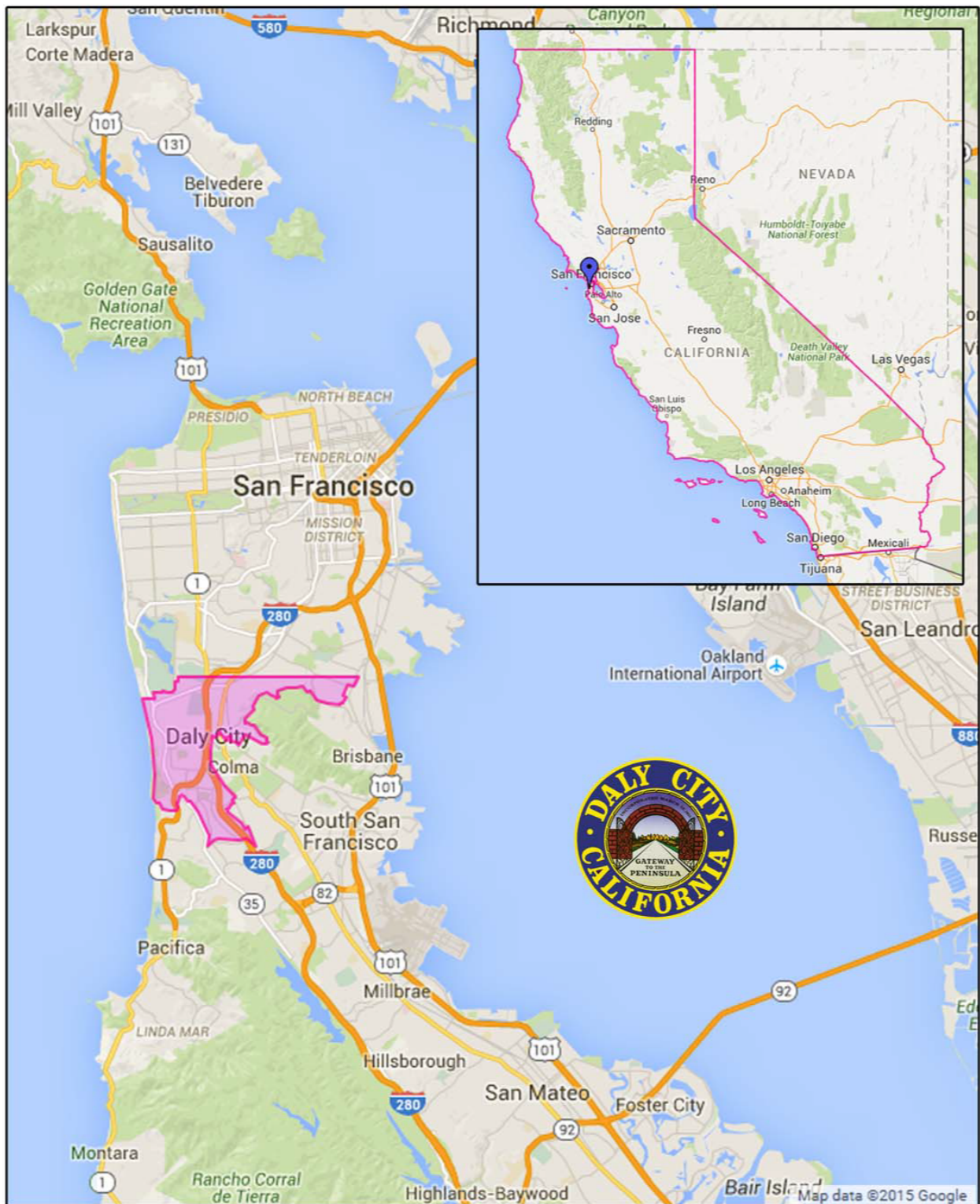
Shawna Maltbie

**Prepared by**

Department of Finance and Administrative Services  
Timothy Nevin, Director







## History of Daly City



Incorporated in 1911, Daly City is the largest of the 20 cities in San Mateo County, with a population of 108,599. Located on the southern border of San Francisco, the “Gateway to the Peninsula” covers approximately 7.66 square miles and is one of the most population-dense cities in California.

The City operates under a Council-Manager form of government and is a General Law City under California statute. The City of Daly City is a full-service city, providing police, fire, streets and roadways, library, recreation, planning and zoning, and general administrative services to one of the most ethnically diverse populations in the nation. The City also operates a water utility and a sanitation district.

Named after prominent dairy farmer and cattle rancher John Donald Daly, the City took shape in the aftermath of the 1906 San Francisco earthquake and fire. Displaced residents fled south to the Peninsula to rebuild their lives. Daly subdivided his ranch property in 1907 and housing tracts emerged to accommodate the new population. From that time until the 1940’s, housing steadily began to replace the farms and flower-growing operations in the City.

After World War II, Daly City again became a place to find a new home. In 1947, Henry Doelger, a local builder, broke ground for the Westlake Development. It was one of the first fully planned communities in the country – a “city within a city”. The development incorporated housing, shopping centers, offices, medical facilities, churches, and schools to accommodate those returning from the war and looking for a new place to settle.

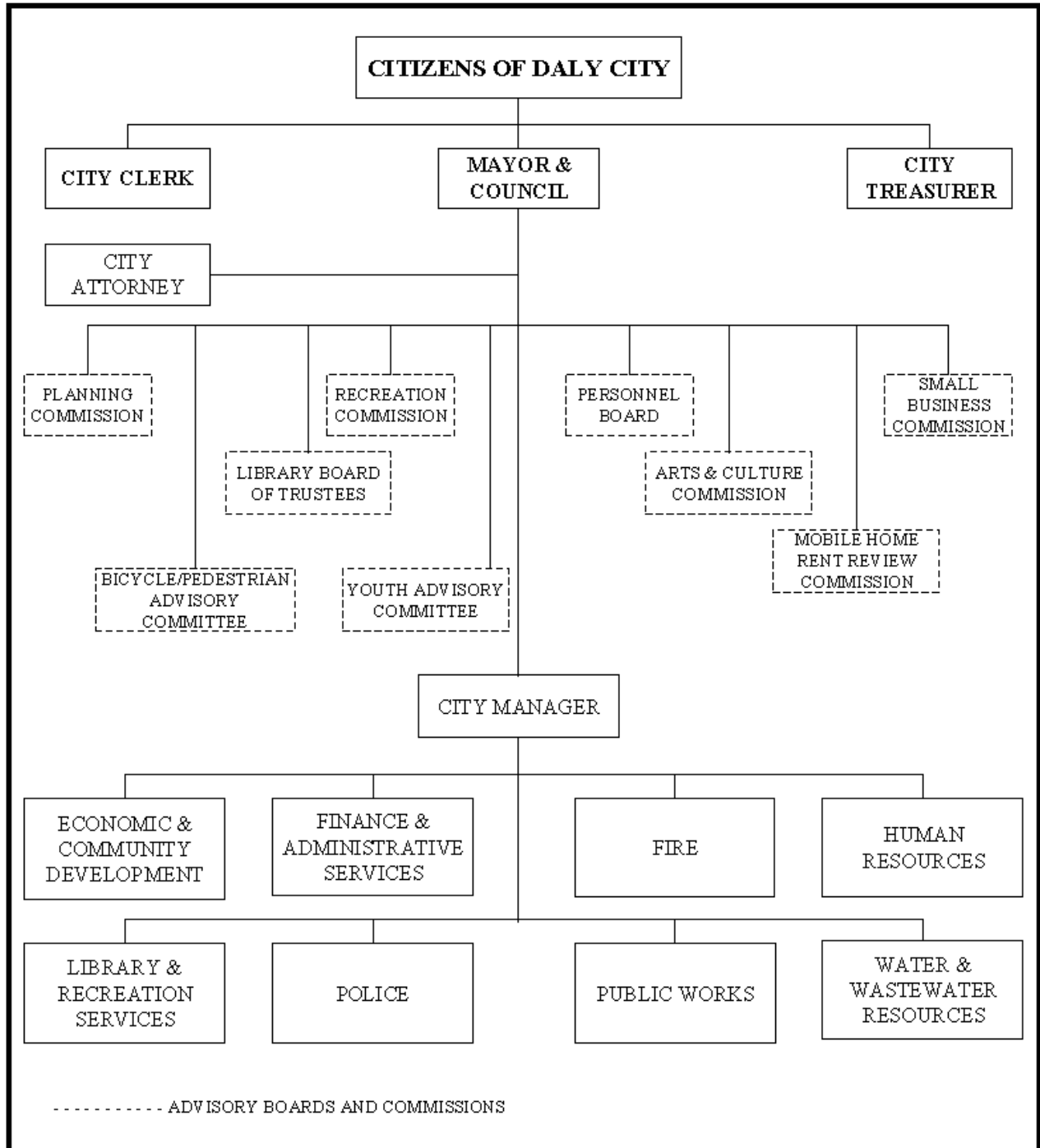
Doelger’s new vision was memorialized in the *Little Boxes* song, written by Malvina Reynolds in 1962 when she was traveling south from San Francisco and saw the new dwellings being built. Pete Seeger recorded it in 1963 and a legend was born. But Doelger knew that to be economically viable, the homes had to be affordable to average people, so his company had to invent ways to keep construction costs down while making them attractive enough to lure buyers.

Today, those “houses made of ticky-tacky” are nearly unaltered by later additions and remodels. Owners over the years have kept them well maintained and mostly original, a testimony to Doelger’s vision of a near perfect community and a reflection of the investment in place that is the Daly City community.





**CITY OF DALY CITY  
ORGANIZATIONAL STRUCTURE  
FISCAL YEAR 2022**



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# BUDGET OVERVIEW

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August 30, 2021

Honorable Mayor,  
Members of the City Council, and  
Citizens of Daly City

On behalf of the City's Leadership Team, we are pleased to present to you the City of Daly City Comprehensive Annual Operating and Capital Budget for Fiscal Year (FY) 2022.

The budget represents the City's financial plan and was carefully developed to further the City's important mission of delivering exemplary municipal services to our entire community that is consistent with the City's history, culture, and unique character.

The budget for FY 2022 reflects fiscal conditions which present challenges for the City resulting from the impacts of the COVID-19 pandemic. Furthermore, despite being the largest municipality in San Mateo County, Daly City falls behind other neighboring cities in economic growth due to lower tax revenue per capita.

While revenues are increasing modestly, operating costs are increasing as well. The City has a General Fund structural budget deficit of approximately \$9.7 million in the operating budget for FY 2022. The structural deficit is due to many factors including increasing salary and benefit expenditures to maintain a competitive workforce, rising healthcare costs, overtime due to staffing shortages, and escalating employer pension contributions due to changes in CalPERS actuarial assumptions. This, coupled with the lack of a diversified revenue base and overreliance on property, sales and utility users taxes, and the impacts of COVID-19 on revenues, has contributed to the structural deficit.

The City did not make significant changes to the FY 2022 one-year budget given the continuing uncertainties of COVID-19. For the next budget cycle, the City will review options for creating a more balanced budget. For FY 2022, General Fund reserves of approximately \$9.7 million is relied upon to bridge the funding gap.

The City continues to exercise fiscal prudence in managing its budget and maintaining financial stability. The City is committed to sustaining an unassigned General Fund balance representing 17% or two months of the total annual General Fund operating budgeted



expenditures and taking a longer view of fiscal sustainability through the implementation of a Long-Term Financial Plan to address pension and other post-employment benefits (OPEB), revenue enhancements, and cost recovery to support City operations.

## **BUDGET PROCESS**

The foundation of the budget process continues to be the Guiding Principles and related Priorities established by the City Council. The budget is designed to support each of them. Each department's budget narrative discusses the ways in which the organization is furthering those Principles and Priorities, which include:

### **GUIDING PRINCIPLES**

- Foster Economic Vitality and Financial Sustainability
- Enhance Quality of Life for Residents
- Promote an Aesthetic Community Environment
- Facilitate Community Building and Civic Engagement
- Create "Healthy Citizen/Healthy Community" Opportunities

### **PRIORITIES (All priorities are equally important)**

Economic Development and Revenue Enhancement to Ensure Long-Term Fiscal Sustainability

- Promote a diverse economic base through directed larger business development
- Develop a citywide economic development strategy and plan to identify new opportunities for expanding the economic base

Government Operations

- Continue to identify opportunities for greater cost effectiveness and efficiency in all City departments and through shared services with other local agencies

Transportation and Traffic Improvements

- Enhance the transportation network and reduce traffic congestion
- Expand the network of bike lanes and walking lanes for community health and recreation
- Enhance pedestrian-oriented improvements citywide

Affordable Housing

- Continue to develop quality affordable housing at all income levels to combat rising home prices

Public Safety

- Ensure adequate public safety resources to reinforce a sense of community and personal safety





### Infrastructure

- Allocate additional resources to maintain quality infrastructure throughout the community

### Land Use

- Enhance the physical development of the community consistent with sound environmental and other land use policies

### Community and Civic Support

- Engage and educate the community to participate in civic affairs and provide input on public policy initiatives and community concerns
- Focus on COVID-19 recovery and allocate appropriate resources to support the community

### Leisure Services

- Provide a variety of opportunities for community participation in recreation, library, cultural and other structured, as well as passive, leisure time activities

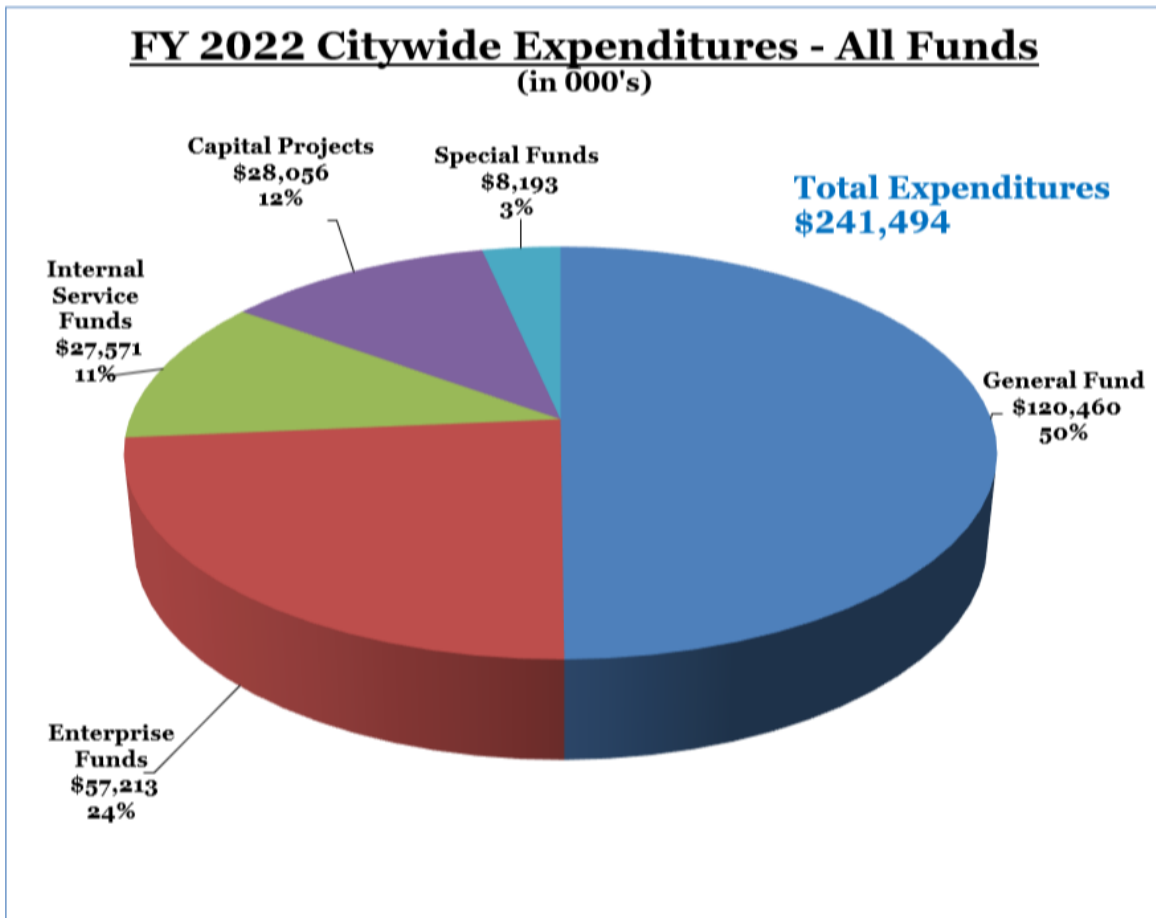
One of the many challenges moving forward is to find ways to continue to support these objectives with limited funding. Establishing concrete and achievable objectives serves to focus the City's efforts, promotes using the resources available in the most productive manner, and delivers meaningful results.

## **BUDGET OVERVIEW**

The citywide total operating and capital budget for FY 2022 is \$241.5 million.

Daly City's budget is dominated by the General Fund, which accounts for the core operations of this full-service city. The FY 2022 General Fund expenditure budget accounts for \$120.5 million or 50% of the total City budget. The Water and Wastewater Enterprise funds accounts for \$57.2 million or 24% of the total City budget.





### General Fund

Property, sales, and utility user taxes are typically the three major revenue sources in the General Fund which make up 58% or \$64.6 million of the total General Fund revenues of \$110.8 million in FY 2022. The City estimated approximately \$10 million in American Rescue Plan Act funds would be received and expended in FY 2022. The one-time source of funding is included in the General Fund revenue and is not representative of increased ongoing revenues.

Due to the COVID-19 pandemic, increasing workforce expenses, and the lack of a diversified revenue base, the adopted budget includes the use of General Fund reserves of approximately \$9.7 million in FY 2022 to bridge the funding gap.

The City's Reserve Policy is to maintain an unassigned General Fund balance equal to 17% or 2 months of annual General Fund budgeted expenditures. The projected unassigned General Fund balance will decrease to \$44.9 million or 37.2% of budgeted expenditures in FY 2022, which is above the General Fund reserve target of 17%.

<b><u>General Fund Summary</u></b>			
	<b><u>Actuals FY 2020</u></b>	<b><u>Year-end Estimate FY 2021</u></b>	<b><u>Adopted Budget FY 2022</u></b>
Revenues	\$98,254,434	\$105,772,286	\$110,777,898
Expenditures	<u>(\$90,729,198)</u>	<u>(\$93,899,905)</u>	<u>(\$120,460,358)</u>
Net	\$7,525,236	\$11,872,381	(\$9,682,460)
Transfer from General Fund Reserve			\$9,682,460

### **General Fund Revenue Projections and Assumptions - Major Revenue Sources**

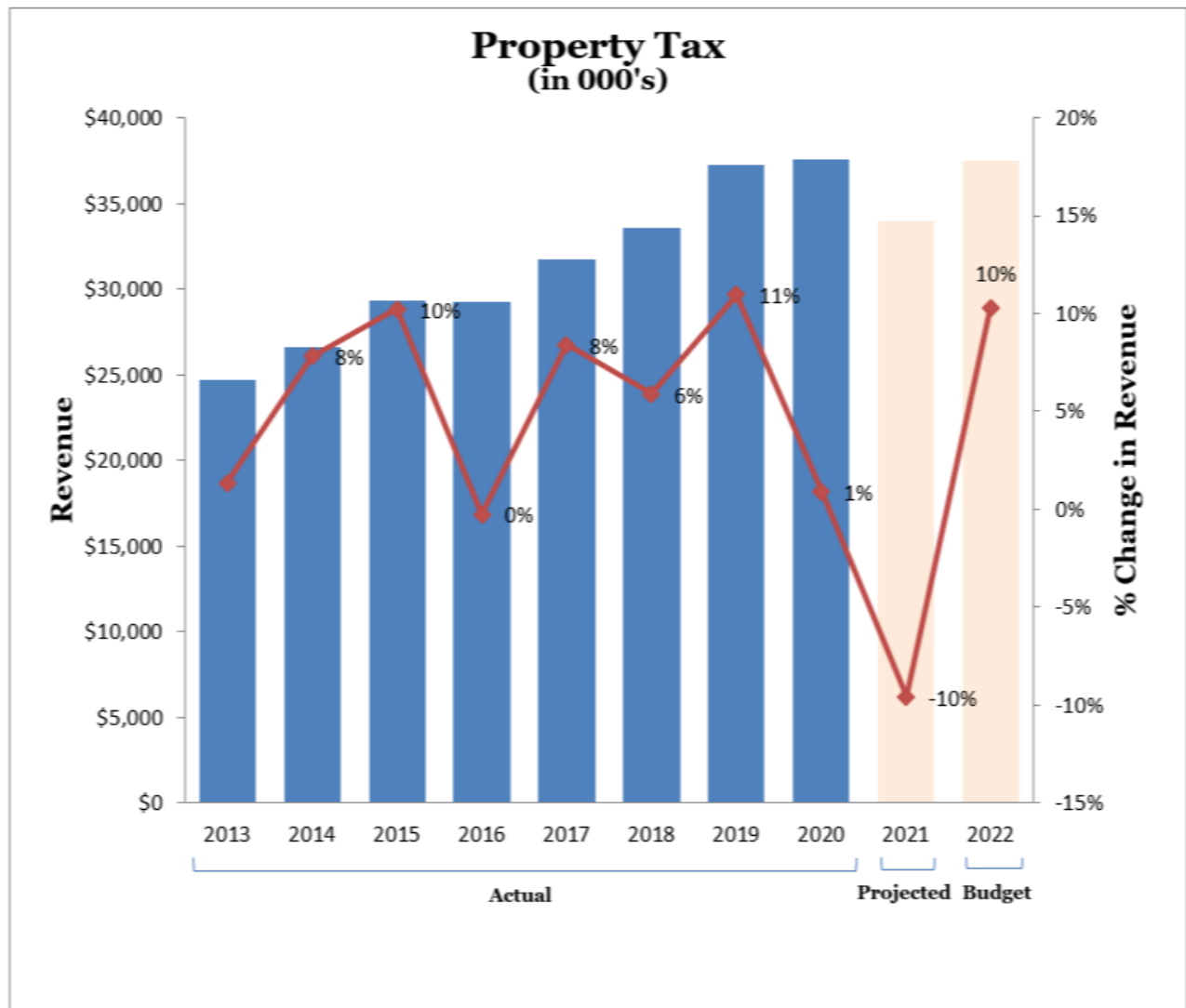
Although Daly City is the largest community in San Mateo County, with a population of 109,142, there are inherent difficulties with revenue projection. Cities of average size do not have sufficient economic diversity to cause their revenues to align with regional trends closely enough to allow revenue projections to be as accurate as one might like. Much reliance must be placed on the County and State governments, which are responsible for assessing and collecting most of the City's revenues.

Given this situation, the methodology employed relies on historical data combined with a general sense of the economic status of the local community to help predict future revenues. When combined with County and State data and regional and national trends, it is possible to produce a reasonably good picture of the near future.

### **Property Tax**

The largest single revenue source in the General Fund is property tax. Property tax is collected by the County and distributed to the City based upon a formula determined by State law. With the imposition of property tax limits through state Proposition 13 in 1978, taxes were limited to 1% of assessed values plus the rate necessary to service the debt on local voter-approved bonds. This 1% was split among cities, schools and counties in a ratio proportionate to the amounts of taxes collected before Proposition 13 was passed. Daly City receives an average of 22 cents of each \$1 collected. Property tax revenues increase when (1) property is transferred to a new owner and is reassessed at the current (higher) sales price, combined with (2) a maximum two percent annual increase on existing property that is not involved in a change of ownership or construction.

## **TOTAL PROPERTY TAX FYs 2013 – 2022**



Daly City has no control over the amount of property tax revenues it receives. However, property tax can be budgeted relatively accurately based on the County estimates of changes in assessed valuation.

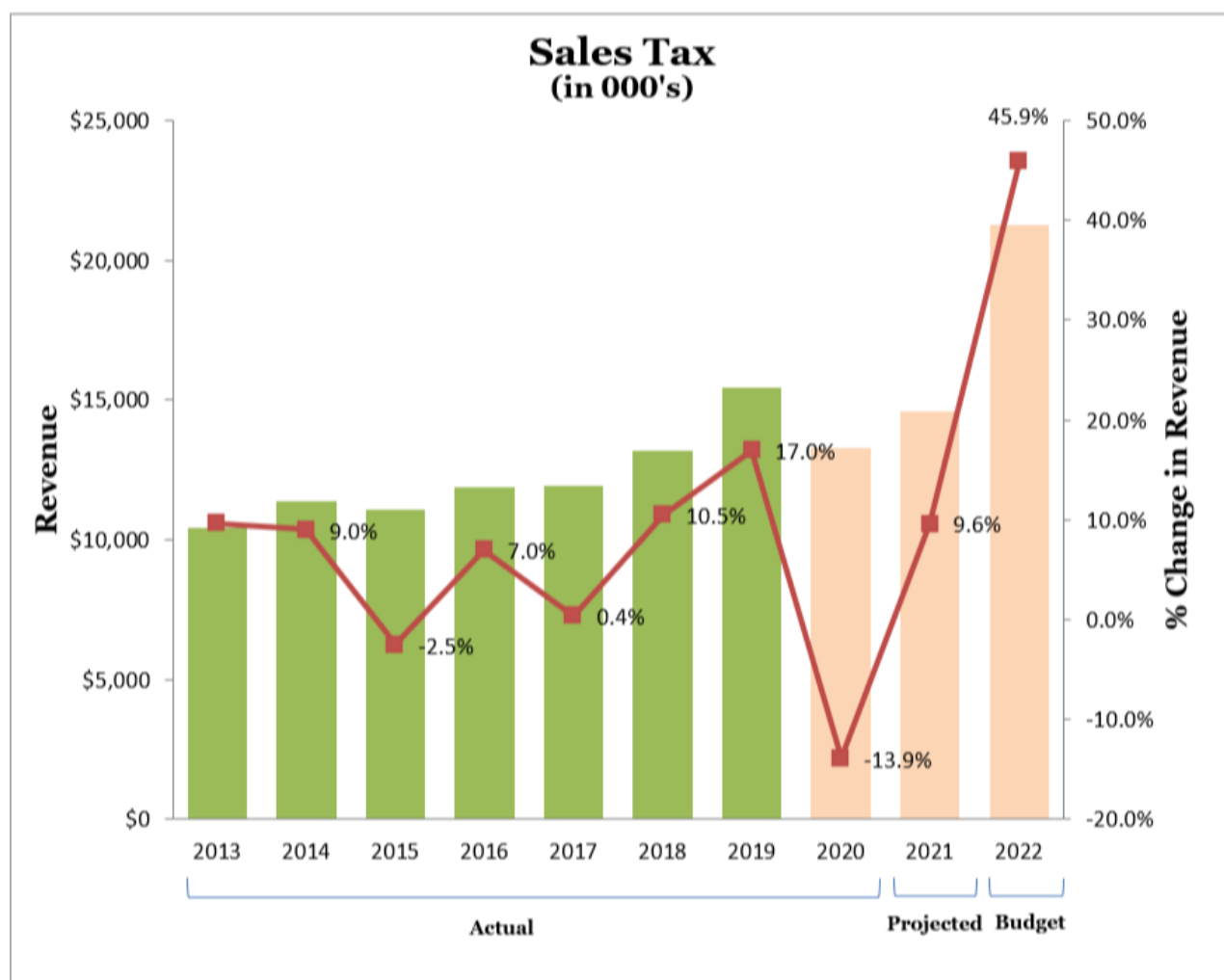
In FY 2019, Daly City saw an 11% increase in property taxes which aligned with an 11% increase in the City's overall assessed valuations that year. Since then, the assessed valuations for the City have increased more modestly with a 3-4% increase each year. This has led to steady increases in the property taxes each year, except for FY 2021. The total for FY 2021 shows the shortfall in property taxes in lieu of Vehicle License Fee (VLF) payments that all the cities in San Mateo County have been experiencing. For each year's shortfall, the County of San Mateo works with the State to recoup the County's property taxes. The County expects to recoup the lost funds for FY 2021 in a future fiscal year.

## Sales Tax

Sales tax is the second largest revenue in the General Fund. Due to the COVID-19 pandemic, sales tax in the General Retail, Transportation, and Food Products categories declined significantly, resulting in a 14% decrease in sales tax revenues in FY 2020. Although sales tax is not expected to recover to pre-pandemic levels in FY 2021 or FY 2022, the adoption of Measure Q by the Daly City voters in November 2020 adds to the City's sales tax base.

Measure Q – the Daly City Local Recovery and Relief Measure – adds a transaction and use tax of one-half cent to the total sales tax rate starting in April 2021. The total sales tax rate within the City of Daly City is now 9.875%. It is estimated that this sales tax will generate about \$1.5 and \$7 million in revenue for FY 2021 and FY 2022 respectively.

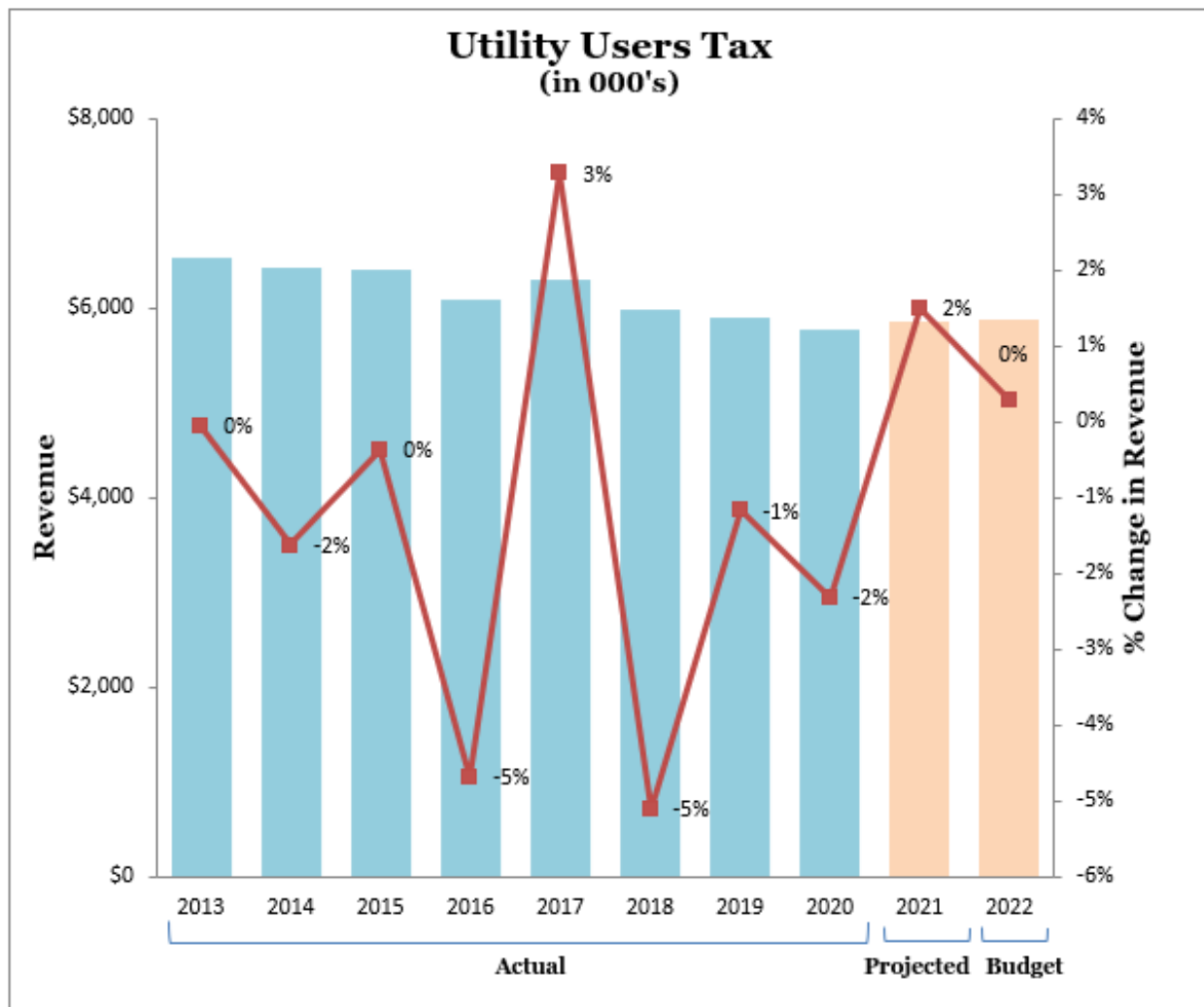
### **TOTAL SALES TAX FYs 2013 – 2022**



## Utility Users Tax

Since the usage of gas, electricity, telephone, and cable television service is relatively stable and increases are mainly dependent on population and rate changes, the Utility Users Tax (UUT) is normally more predictable than others. The UUT has declined at an average of approximately 1% annually since 2013 and is expected to remain flat in FY 2022. The changes reflect consumers disconnecting landline phone services and the decline of cable television due to an increase in streaming services. Projected UUT for FY 2022 is approximately \$5.9 million, which is 11% below the revenues from FY 2013.

### **TOTAL UTILITY USERS TAX FYs 2013 – 2022**



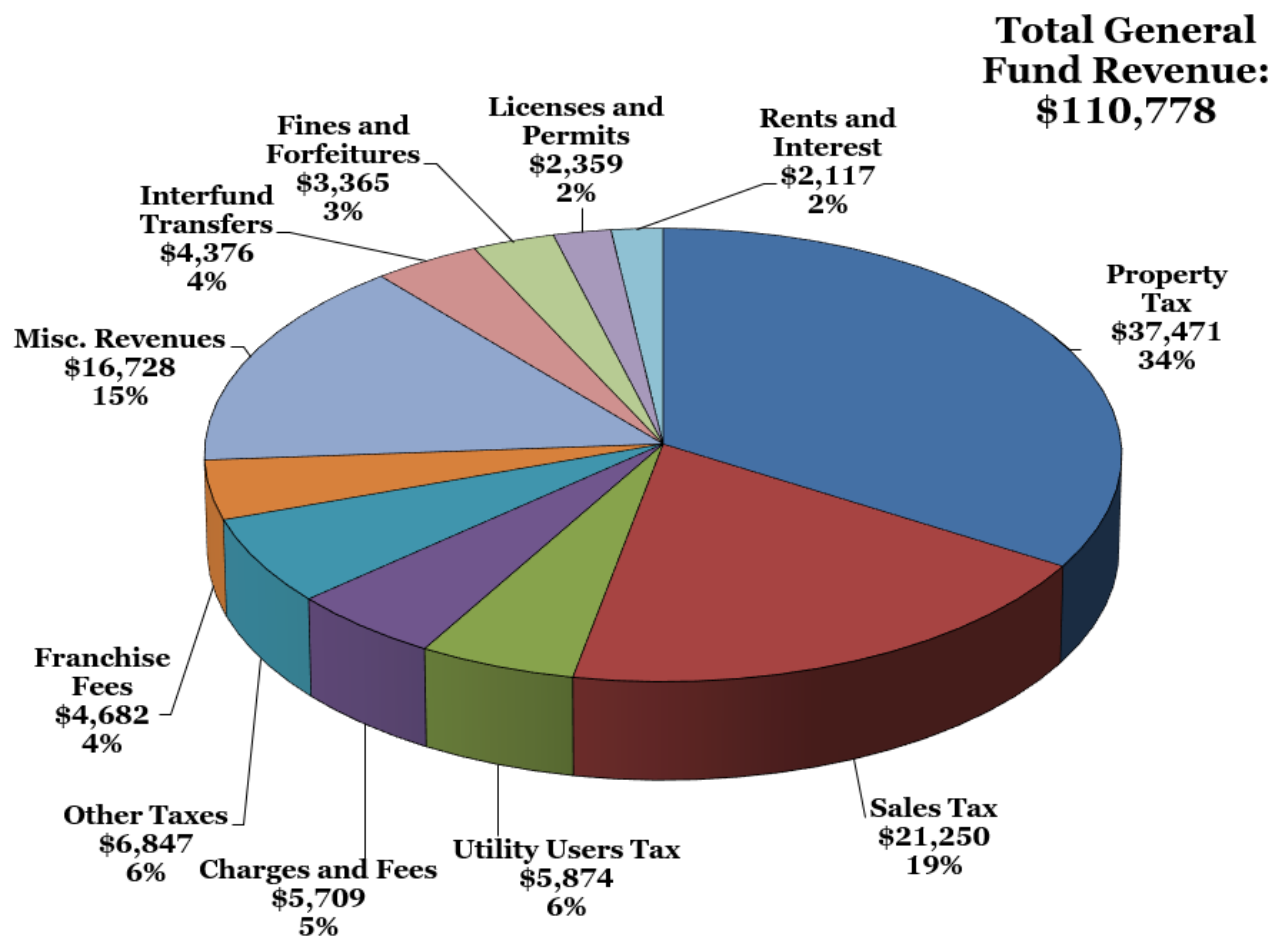


## General Fund Sources and Uses

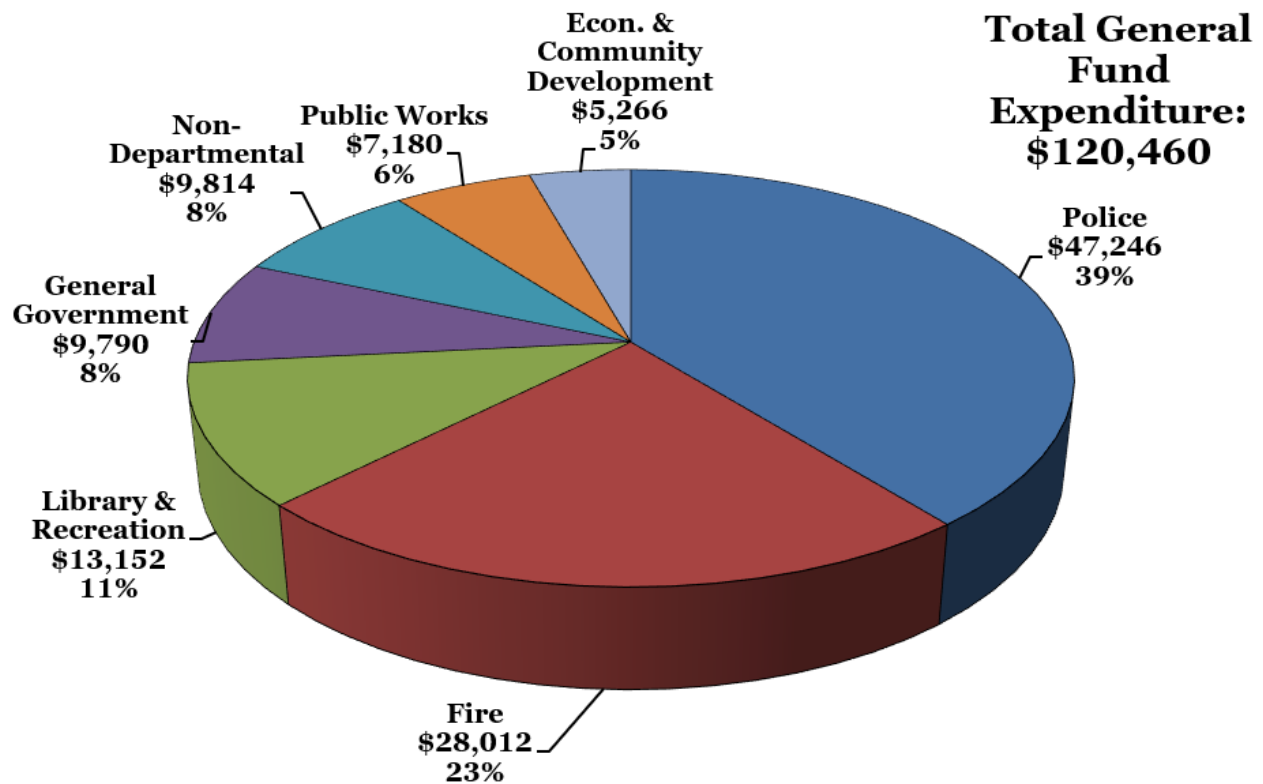
Revenue sources and expenditure categories for the General Fund appear below. It is important to note that 62% of the General Fund budget is allocated to public safety, Police and Fire, which is greater than property tax, at only 34%. This relationship is not atypical for California cities since the adoption of Proposition 13, which capped property tax rates at one percent of current valuation.

It has been necessary to find other revenue sources to fund basic services like police and fire, since the traditional method of funding expenditure increases by adjusting the property tax rate is not available to California cities. Greater reliance is placed on local taxes and user fees, such as the Utility Users Tax, which can be controlled at a local level. In addition, Measure Q was passed in FY 2021, which is funding the reinstatement of Engine 95 and the initiation of the Body Worn and Patrol Vehicle Camera Program.

### FY 2022 General Fund Revenues by Category (in 000's)



## FY 2022 General Fund Expenditures by Department (in 000's)



Note: General Government includes City Attorney, City Clerk, City Council, City Manager, City Treasurer, Finance, and Human Resources

### Total Taxes per Capita

To put Daly City's financial status in perspective, the following chart compares Daly City total taxes per capita with other cities in San Mateo County. Daly City ranks 9<sup>th</sup> out of the 10 largest cities in the County. The chart also reflects the impact of different tax structures.

- 6 of the 10 jurisdictions (Burlingame, Foster City, San Bruno, San Carlos, San Mateo, and South San Francisco) do not charge a utility users tax
- San Mateo has a substantially higher real property transfer tax

<b>Total Taxes per Capita</b>	
Burlingame	\$2,107.33
Menlo Park	\$1,495.93
South San Francisco	\$1,455.86
San Carlos	\$1,266.20
Redwood City	\$1,252.15
San Mateo	\$1,079.57
San Bruno	\$754.25
Pacifica	\$684.66
<b>Daly City</b>	<b>\$602.01</b>
Foster City	\$444.64

*Source: State Controller's Report, Cities Annual Report, FY 2018 and Census Annual Estimates of the Resident Population for Incorporated Places*

### **GENERAL FUND LONG-TERM FISCAL CHALLENGES**

The COVID-19 pandemic, which began in March 2020, continues to create uncertainties for Daly City, including with its estimated revenues and expenditures and its long-term fiscal sustainability. As a result, the City decided to adopt a one-year budget for FY 2022. The one-year budget allowed the City to make small changes to the expenditure side of the budget while waiting to see how and when revenues would return to more normal levels. Although the FY 2022 General Fund budget is projected to use some of the General Fund reserves, outside funding from the Federal Government, including Coronavirus Relief Fund and American Rescue Plan Act funding, are also helping to balance the General Fund budget. However, the immediate needs of the COVID-19 pandemic have not changed the overall long-term challenges for the City, and future budgets will need to address the following ongoing fiscal challenges.

### **CalPERS Pension Costs**

The California Public Employees' Retirement Systems (CalPERS) employer contribution rates are projected to increase significantly over the next 10 years with the implementation of the new actuarial assumptions. In December 2016, the CalPERS Board of Administration (CalPERS Board) made its first major change to discount rates in many years by voting to lower the discount rate from 7.50% to 7.00% which was to be phased in over a three-year period. The decision was made due to lower-than-expected investment returns and to ensure long-term sustainability of the CalPERS fund. In November 2021, the CalPERS Board is expected to formalize another major change to the discount rate. A Risk Mitigation Policy was triggered

in June 2021 due to investment returns of 21.3%, outperforming the discount rate by at least two percentage points. Given this policy, the discount rate should be reduced to 6.8%, which would increase the City's pension costs. At the same time, CalPERS is completing the Asset Liability Management process, which it conducts every four years. As part of this process, the CalPERS Board could adopt an even lower discount rate than 6.8%. Once the new discount rate is adopted, the City will see the impacts to its CalPERS rates starting in FY 2024.

Currently, the City's General Fund annual pension costs are projected to increase by 12% to \$17.5 million in FY 2022. Steep increases in CalPERS employer contribution rates are a major challenge for the City's budget.

The annual PERS contributions are comprised of two elements:

- Normal Cost (NC) represents the annual cost associated with service accrual for the upcoming fiscal year. Below are the NC rate and employer contributions for miscellaneous and safety members in FY 2022 for all funds.

<b>FY 2022</b>		
	<b>NC Rate</b>	<b>Employer Contributions</b>
Miscellaneous	12.69%	\$3.24 million
Safety	18.01%	\$4.14 million
<b>Total</b>		<b>\$7.38 million</b>

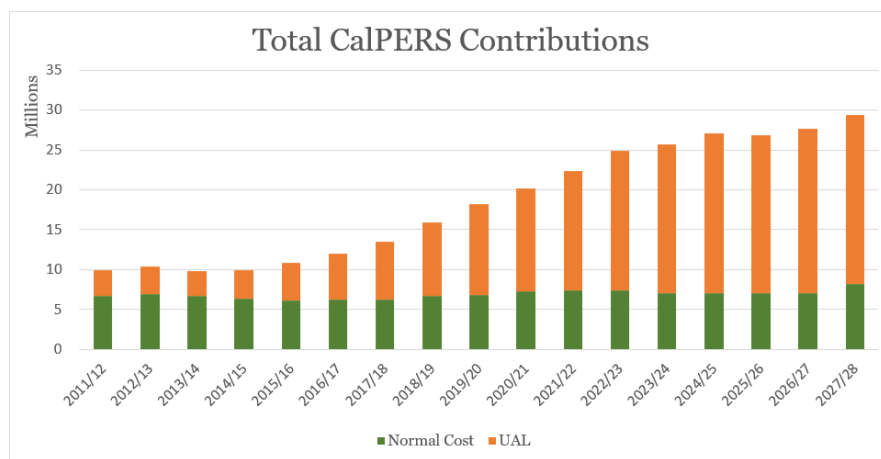
- Unfunded Accrued Liability (UAL) represents the amortized dollar amount needed to fund past service credit earned for members who are currently receiving benefits, active members, and for members entitled to deferred benefits, as of the valuation date. In FY 2018, CalPERS changed the amortization of the UAL from being represented as a percentage of active payroll to a dollar amount. Below are the UAL employer contributions for miscellaneous and safety members in FY 2022 for all funds.

<b>FY 2022</b>	
<b>UAL</b>	<b>Employer Contributions</b>
Miscellaneous	\$6.71 million
Safety	\$8.29 million
<b>Total</b>	<b>\$15.00 million</b>

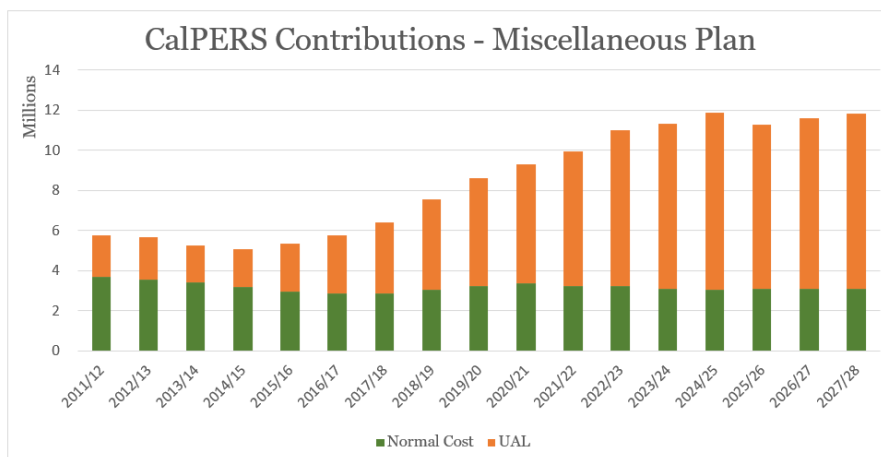
The below projected contributions are calculated under the assumption that the discount rate remains at 7.0% going forward and that the realized rate of return on assets for fiscal year 2021 is 7.0%.

Furthermore, these charts do not reflect any impacts from the COVID-19 pandemic on the pension plan. The impact of COVID-19 on retirement plans is not yet known, and CalPERS actuaries will continue to monitor the effects and, where necessary, make future adjustments to actuarial assumptions.

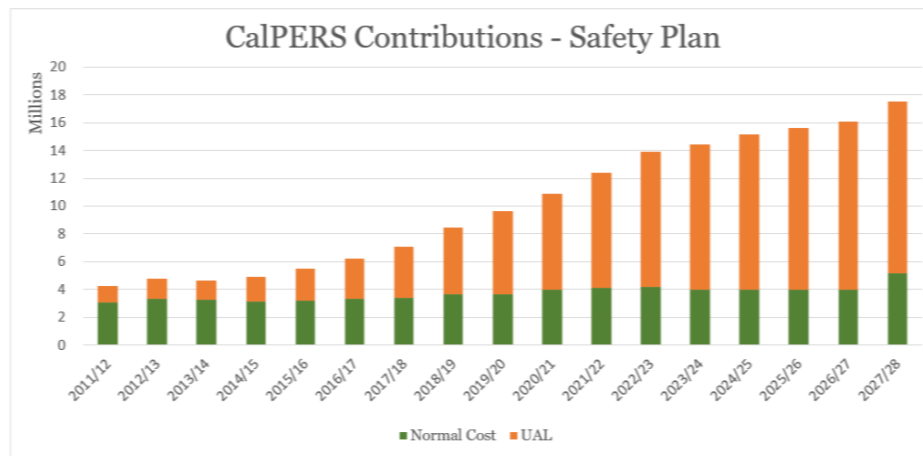
The following chart illustrates the historical and projected employer contributions for CalPERS Normal Cost and Unfunded Accrued Liability between FY 2012 to FY 2028. Total CalPERS contributions of all funds is projected to increase by \$6.97 million or 31.1% from \$22.38 million in FY 2022 to \$29.35 million in FY 2028.



The chart below shows the CalPERS contributions for the Miscellaneous Plan between FY 2012 and FY 2028. Total contribution for FY 2022 is \$9.95 million and the projected contribution for FY 2028 is \$11.82, representing a \$1.87 million or 18.7% increase.



The chart below shows the CalPERS contributions for the Safety Plan between FY 2012 and FY 2028. Total contribution for FY 2022 is \$12.43 million and the projected contribution for FY 2028 is \$17.53 million, representing a \$5.10 million or 41.1% increase.



The funded status is a measure in which the market value of the plan's assets is enough to cover the current benefit obligations and can be viewed as an estimation of the need for future contributions. The below charts are the funded status for the Miscellaneous and Safety Plan.

#### Miscellaneous

Fiscal Year	Accrued Liability	Market Value of Assets	Unfunded Accrued Liability	Funded Ratio
2012	236,515,479	179,348,892	57,166,587	75.8%
2013	247,419,741	198,949,094	48,470,647	80.4%
2014	270,586,998	228,083,175	42,503,823	84.3%
2015	276,543,850	226,479,886	50,063,964	81.9%
2016	291,705,042	220,915,531	70,789,511	75.7%
2017	304,932,049	238,992,108	65,939,941	78.4%
2018	326,775,942	252,257,682	74,518,260	77.2%
2019	338,885,650	261,801,363	77,084,287	77.3%
2020	353,024,052	267,067,635	85,956,417	75.7%

#### Safety

Fiscal Year	Accrued Liability	Market Value of Assets	Unfunded Accrued Liability	Funded Ratio
2012	238,721,552	178,562,810	60,158,742	74.8%
2013	249,556,044	195,564,141	53,991,903	78.4%
2014	275,520,326	223,220,891	52,299,435	81.0%
2015	285,993,326	220,709,204	65,284,122	77.2%
2016	310,813,117	213,913,110	87,900,007	70.9%
2017	317,048,393	229,463,179	87,585,214	72.4%
2018	343,992,987	240,061,593	103,931,394	69.8%
2019	358,906,687	247,780,480	111,126,207	69.0%
2020	374,119,027	251,370,660	122,748,367	67.2%



### Other Post-Employment Benefits (OPEB)

Retiree health benefits are provided on a pay-as-you-go basis. It is financially challenging to provide full funding for the Annual Required Contributions (ARC). The City's General Fund retiree health benefits are projected to increase by 3% to \$2.2 million in FY 2022.

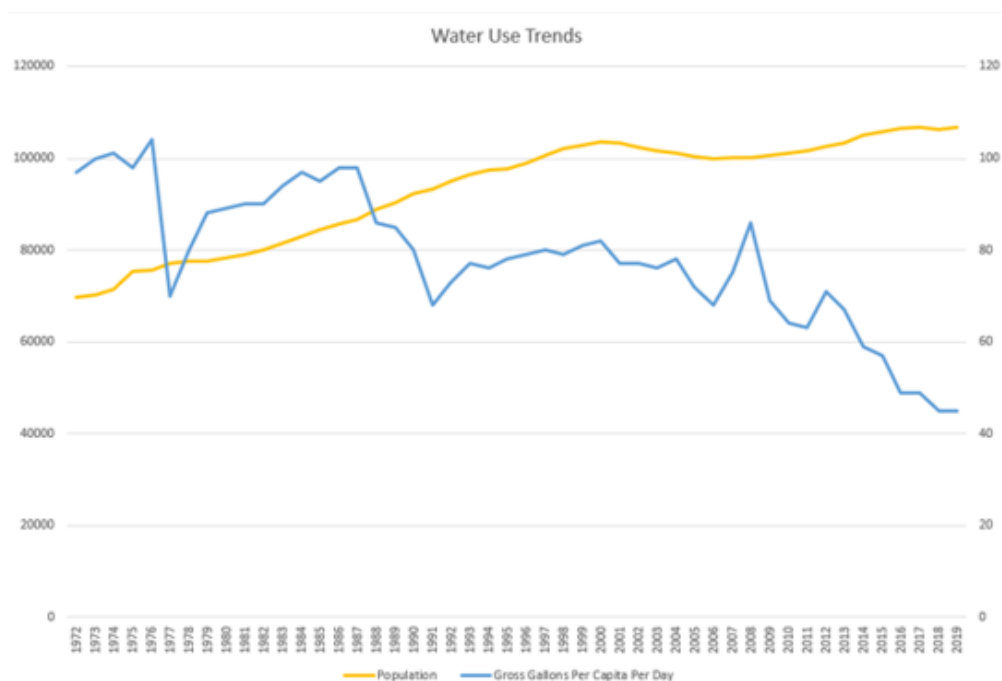
In May 2014, the City contracted with CalPERS California Employers' Retiree Benefits Trust (CERBT) to pre-fund Other Post-Employment Benefits (OPEB) liabilities. By joining the CERBT, investment return assumptions, known as discount rate assumptions, will be higher, making the ARC and unfunded liability lower. In addition, the City can help finance future OPEB costs from the investment earnings provided by CalPERS CERBT.

### Long-Term Capital Needs

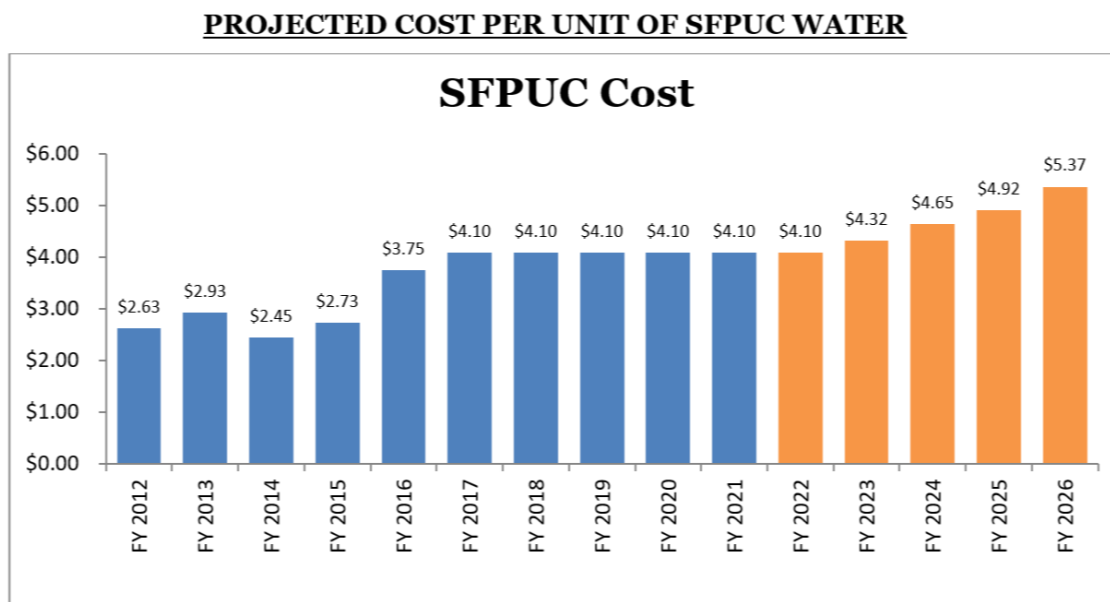
Another substantial challenge is the funding of long-term capital needs to properly maintain the City's infrastructure and to provide adequate maintenance and replacement of the City's facilities.

### Water and Wastewater Utility Revenues

Both the Water and Sanitation Enterprise Funds rely on water usage, measured in units of one hundred cubic feet or 748 gallons, for the utility revenues. As a result, revenues for both water and wastewater are impacted by population and water usage. Per capita usage has remained low since the droughts of 2011 and 2016 and is expected to stay low with current drought issues. Consequently, residents continue to have among the lowest per capita water usage per day in California, despite increases in population.



Daly City purchases more than half of its drinking water from the San Francisco Public Utilities Commission (SFPUC) through the wholesale water delivery system. In response to \$4.4 billion in seismic reliability upgrades to the system, rates for purchased water have risen proportionally for the last several years. The following graph tracks the historical and projected rate increase.



As a result of both the decline in usage and anticipated increases in the cost for purchased water, a five-year revenue plan was adopted for the Water Utility in FY 2019 with a final 9.5% rate increase expiring in FY 2023. The 5% rate increases listed below for FY 2024 through FY 2026 are estimates subject to future approval by the City Council.

<b>Water Sales – 5-Year Revenue Plan</b>						
<b>Fiscal Year</b>	<b>2021 Estimated</b>	<b>2022 Projected</b>	<b>2023 Projected</b>	<b>2024 Projected</b>	<b>2025 Projected</b>	<b>2026 Projected</b>
<b>Increase</b>	9.5%	9.5%	9.5%	5%	5%	5%
<b>Water Sales (in 000's)</b>	<b>\$23,792</b>	<b>\$24,506</b>	<b>\$25,241</b>	<b>\$25,998</b>	<b>\$26,778</b>	<b>\$27,581</b>

Similarly, sewer rates have been impacted from reduced water consumption (winter monthly usage) and have not kept pace with operating costs and identified deferred capital improvement projects and maintenance needs. In FY 2021, the North San Mateo County Sanitation District approved rate increases of 5%, 9%, and 9% for the next three years. The 5% rate increases listed below for FY 2025 through FY 2026 are estimates subject to future approval by the City Council.

<b>Sewer Service Charges – 5-Year Revenue Plan</b>						
<b>Fiscal Year</b>	<b>2021 Estimated</b>	<b>2022 Projected</b>	<b>2023 Projected</b>	<b>2024 Projected</b>	<b>2025 Projected</b>	<b>2026 Projected</b>
<b>Increase</b>	0%	5%	9%	9%	5%	5%
<b>Sewer Service Charges (in 000's)</b>	<b>\$22,223</b>	<b>\$23,451</b>	<b>\$25,562</b>	<b>\$27,862</b>	<b>\$29,255</b>	<b>\$30,718</b>

### **CAPITAL IMPROVEMENT PLAN**

The Capital Improvement Plan (CIP) addresses the major one-time capital acquisition, reinvestment, and rehabilitation needs of the City. The CIP is comprised of restricted funds such as Sanitation, Water, and Transportation funds as well as unrestricted or only partially restricted General Funds. The overall focus of this CIP is to repair, maintain, rehabilitate, or reconstruct existing infrastructure.

The total CIP budget for FY 2022 is \$28 million.

<b>Proposed New Appropriations by Fund (in 000's)</b>	
<b>Fund</b>	<b>FY 2022</b>
General Capital	\$8,340
Transportation	\$8,793
Water	\$3,489
Sanitation	\$7,435
<b>Total</b>	<b>\$28,057</b>

## **General Fund Capital**

General Fund Capital includes major maintenance of facilities including Americans with Disabilities Act (ADA) upgrades, HVAC and roof replacements, parking lot improvements, maintenance and repairs at the closed Mussel Rock Landfill, park improvements, storm drains, and multiple Fire Station improvements. In general, staff strives to extend the lifecycle/useful life of facilities and assets; thus, full-scale replacement is only recommended when replacement parts or equipment are unattainable.

The Mussel Rock Landfill has and will continue to put considerable strain on the General Fund. Solid Waste Franchise Fees from Republic Services, accounted for in the General Capital Funds, finance Mussel Rock projects. However, Mussel Rock projects over the next year will cost the City approximately \$1.3 million, and include rehabilitation of the seawall, regulatory compliance monitoring, and storm drain repairs.

## **Transportation Fund**

The largest share of the Transportation Fund is dedicated to the City's pavement preservation program. Daly City's comprehensive Pavement Management System (PMS) indicates inadequate funding to maintain our streets at optimal condition. The City's overall Pavement Condition Index (PCI) rating of 78 is a decline from previous years. The City believes that by focusing on preventative maintenance through the application of slurry seals, the frequency of more costly pavement rehabilitation projects will be reduced in the future. In addition, the City has allocated funds for bicycle, pedestrian, Vision Zero, and ADA improvements and is pleased to report success in securing grants to fund these types of projects.

## **Water Enterprise Fund**

The capital projects in the Water Fund are divided into three categories: water supply/water quality, pipelines, and facility reliability. One of the major factors that impacts revenue available for capital projects is reduced water consumption by rate payers because of water conservation brought on by extended drought conditions. In FY 2018, revenues came in approximately \$1.6 million under budget. However, with water rate adjustments starting in FY 2019, this trend reversed, funding the Capital Program and meeting the target level of reserves. This current water rate structure will fund a Capital Program of 10 projects estimated at \$3.5 million over the next year. An additional Water Fund project funded with AB 1600 fees is budgeted at \$1.0 million. Another significant financial event will be the repaying of the \$5.0 million loan from the Sanitation Fund. This will be repaid through a series of payments ending in FY 2023.

In FY 2021, S&P Global also revised its credit rating outlook to stable from negative and affirmed its 'AA+' rating on the Water Fund's revenue debt.



### **Sanitation Enterprise Fund**

The projects in the Sanitation Fund are divided into four categories: facility improvement, system reliability, storm water protection, and pipelines. Most of the projects in the Capital Program are centered on repairing and maintaining the aging wastewater treatment plant and infrastructure. Staff is in the process of updating the Collection System and Wastewater Treatment Plant Master Plans which will produce a long-term Capital Program for both systems. Also, a project that will have long-term cost implications is the Vista Grande Drainage Basin Improvement Project. This project is fully designed, and staff is in the final permitting and financing plan phases. The project is tentatively scheduled to go out to bid in FY 2022. The Sanitation Fund includes capital reserves that will fund a significant Capital Program of 17 projects estimated at \$7.4 million over the next year.

The Sanitation Fund was experiencing declining or stagnant revenue due to not adjusting rates the last two years. At the end of Fiscal Year 2021, the North San Mateo County Sanitation District Board of Directors approved rate increases of 5%, 9%, and 9% for the ensuing three years. The City continues to see greater expenditure pressures placed on the Sanitation Fund due to federal and state mandates, inflationary increases in operational costs, and the Vista Grande Project.

### **Significant Changes from the Prior CIP**

Two-year CIP budgets are typically prepared and adopted by the City Council. However, due to the pandemic and associated uncertainties, last year's CIP budget was a one-year roll over budget from the previous year, and this year's CIP budget was prepared again as a one-year budget for adoption. More detailed information regarding the criteria used to justify projects can be found in the general information section of the Comprehensive Capital Budget book.

Due to reduced revenue projections attributed to the pandemic, this year's CIP budget focused primarily on infrastructure maintenance, regulatory requirements, and mission critical projects.

### **Declining Capital Funds**

With a "pay-as-you-go" funding model, projects are implemented when funds have been accrued over time. Given the City's current fiscal constraints in the General Fund following the Great Recession in 2008 and the COVID-19 pandemic, new transfers for the capital plan via General Fund surplus is not possible.

In addition, construction costs continue to outpace inflation, making it more expensive to invest in capital improvements. Daly City is not unique in this regard; local governments across the nation have less buying power for capital projects.

The one bright spot in an otherwise discouraging long term CIP outlook is the increase in Transportation Funds made available by the passage of San Mateo County Measure W, a half-cents sales tax measure to improve transit and relieve traffic congestion. The Transportation CIP is based on the projected availability of these new funds.

Given the limited revenues available and other funding constraints, capital expenditures are deferred to later years in the capital plan. The completed Building and Facilities Assessment conducted by staff estimates \$17.5 million in immediate need with a total need of \$40 million by 2026. The ADA Self Evaluation and Transition Plan estimates \$5.6 million in building and facility upgrades and \$640 million in right-of-way facility upgrades. The Parks and Open Space Master Plan estimates \$21.3 million in short term needs with an additional \$35.2 million by 2030. The Pavement Management System report estimates \$45 million needed over the next 5 years to bring all the streets to optimal condition. The Green Infrastructure Plan identifies the need for significant investment to treat stormwater issues and keep up with state mandates, and the upcoming Storm Drain Master Plan is anticipated to forecast capital storm drain needs ranging from several million to tens of millions of dollars.

### **Impact of Capital Projects on the Operating Budget**

Insufficient funds available for Capital Projects over the past several years have resulted in projects being deferred. The resulting impact from delaying much needed capital projects is an increase in operating cost and emergency repair cost. It is less costly to repair/replace something at the end of its useful life, compared to paying many times more to repair/replace the item under emergency conditions. For example, less capital funding for pavement resurfacing means more operating costs to fix potholes. In addition, not replacing something at the end of its useful life may also result in damage and increased repair cost.

### **DEBT MANAGEMENT**

The City generally does not incur debt, except in instances where there will be long-term benefits or where no other method of acquiring an asset is possible. All equipment purchases are prefunded, typically through user charges from internal service funds. This generally includes such items as motor vehicles, computers, and photocopiers. This policy saves countless dollars of interest expense and reflects a rational and fiscally sound approach to asset acquisition in a municipal government.

Daly City issued an unprecedented \$55 million of debt in FY 2004. Interest rates hit all-time lows in 2004, and the City was able to effectively leverage the availability of these financings to its long-term benefit. The single largest issue was \$36,235,000 in pension obligation bonds. The proceeds of these bonds were used to pay off the unfunded accrued actuarial liability with the state-wide pension system, CalPERS. Repayment is made by both governmental and enterprise funds relative to each fund's personnel costs in lieu of payments to the CalPERS pension plan.





The City also issued certificates of participation to fund water system improvements in the Bayshore area of the City and used the State Water Resources Control Board Revolving Loan Program to finance a recycled water project in the Sanitation District Fund, both of which are being repaid through user charges. Both debt service payments and user charges have been budgeted.

In addition, the City was able to take advantage of a U.S. Housing and Urban Development loan program to effectively receive an advance on future Federal Block Grant monies to finance most of the construction costs of the Bayshore Community Center and Library. Debt service payments are budgeted in the Community Development Block Grant Fund.

Lastly, the City financed two fire apparatus pumpers in FY 2021. The lease is over seven years with the option to pay off the lease at any time after the first year.

<b>Outstanding Debt at June 30, 2021</b>					
<b>Description</b>	<b>Issued</b>	<b>Final Maturity</b>	<b>Interest</b>	<b>Original Principal</b>	<b>Balance at June 30, 2021</b>
<u>Bayshore Community Center</u> HUD Sec 108 Loan	6/30/2004	8/1/2022	5.41%	\$4,500,000	\$808,000
<u>Sanitation District Recycled Water Project</u> State Water Resources Revolving Fund	3/1/2004	12/1/2024	2.50%	\$4,450,128	\$1,089,753
<u>Fire Apparatus Pumpers</u> Lease	12/18/2020	12/18/2027	2.67%	\$1,483,056	\$1,483,056
<u>Water System Improvements</u> Revenue Refunding Bonds	10/16/2012	6/1/2024	2.00%	\$6,890,000	\$1,880,000
<u>Pension Obligation Bonds</u>	6/29/2004	6/1/2024	5.97% (taxable)	\$36,235,000	\$11,810,000

## **LONG-RANGE FINANCIAL PLANNING**

The City employs a ten-year financial forecasting model to ensure accountability of service levels and to plan for future challenges. Long-range financial planning enables the City to foresee potential budget issues, giving the City sufficient time to respond to and analyze the long-term financial impact, as well as to take appropriate action before a problem develops. In addition, long-range financial planning serves as a key planning tool for future budgets and decision-making.



The budget deficit drivers fall into two main categories, those that the City can control and those outside of the City's control. Some of the deficit drivers the City can control are compensation, benefits, and total staffing. The City's operating costs are driven by desired levels of service and the programs offered by the City. However, with over 79% of the General Fund budget related to workforce costs, efforts to balance the budget by controlling or reducing personnel costs could be difficult to enact. Some of the deficit drivers outside the City's control include: changes in the national and local economies; federal and state legislations; and, CalPERS actuarial assumptions and investment returns and its impact on employer contribution rates.

Given the current and forecasted budget challenges, the City has implemented a multi-pronged approach to address long-term fiscal challenges and to ensure the sustainability of the City's finances into the future.

1. *Maintain General Fund reserve.* The City's Financial Policy is to maintain General Fund unassigned fund balance equal to 17% or 2 months of annual budgeted expenditures. Accomplishing the reserve target of 17% requires closely monitoring the balance between revenues and expenses on an ongoing basis. The General Fund reserve provides a buffer to the City in the event of unexpected reductions in revenues or increases in costs. If the City draws down the General Fund reserve, year-end budget surpluses will be used to replenish the reserve.

2. *Develop workforce management strategies.* Since the 2008 Great Recession, the City has explored options to reduce operating costs. Many different opportunities to improve efficiency and cost effectiveness have been analyzed and several have been implemented at significant cost savings with improved efficiency, including the consolidation of Parks Maintenance in Public Works and the consolidation of Police Dispatch with the County of San Mateo. The City will continue evaluating the current level of services to the community, evaluating alternative service delivery models to maximize efficiency, and aligning staffing with service demand.

3. *Identify voter-approved taxes or assessments and other revenues.* Over the next ten years, General Fund expenses will continue to increase beyond the City's ability to fund them with current revenue sources. The City placed a ballot measure to increase the transaction and use tax by one-half cent, which increased the total sales tax rate within the City of Daly City to 9.875%. This measure, identified as Measure Q, passed and is projected to provide the City with approximately \$7 million in additional sales tax revenue in FY 2022. The City has also retained a consultant to conduct a cost allocation plan and fee study for improved cost recovery.

4. *Promote economic development and COVID-19 Recovery.* Although the Daly City community was significantly impacted by the COVID-19 pandemic, the City has identified several economic development opportunities which will both improve economic activity in the City and assist in its COVID-19 recovery efforts. These include economic development opportunities related to the disposition of former Redevelopment sites, implementation of commercial cannabis business licensing, and the provision of financial assistance to local small and minority-owned businesses. Additionally, the City is working collaboratively with the San Mateo County Economic Development Association (SAMCEDA) and the County of San Mateo on the development of a small business assistance center as well as regional strategies to incentivize community members to shop local. The City will continue to identify new opportunities for expanding and diversifying its economic base to ensure long-term fiscal sustainability.

5. *Pre-fund Pension and Other Post-Employment Benefits (OPEB).* In April 2017, the Council authorized participation in the Section 115 Trust Program which will allow the City to set aside funds towards pension cost increases due to changes in CalPERS actuarial assumptions. The Section 115 Trust Program would provide the City with an alternative to sending funds to CalPERS that will allow for greater control of the assets held in the trust and risk tolerance level for the investment. Other potential benefits include pension rate stabilization. Assets in the Trust Program can be transferred to CalPERS at the City's discretion, which could reduce large fluctuations in employer contributions to CalPERS.

6. *Complete comprehensive facilities condition assessment.* In 2017, the Public Works Department started this process by completing the Facilities Condition Assessment. The project included development of an automated inventory of City facilities, evaluation of existing conditions of facilities, prioritization of deficient conditions, and development of short- and long-range maintenance needs.

In 2020, Public Works completed the ADA Self Evaluation and Transition Plan. City facilities and right-of-way were inspected for accessibility and an inventory of needed upgrades were developed and prioritized.

In 2020, Public Works completed the Parks and Open Space Master Plan. The city has over 30 parks and open space sites. Many facilities are outdated and underutilized. A list of improvements was developed to address short, medium, and long-term needs.

In 2020, Public Works also updated the City's Pavement Management System Report. The City's street network is 115.25 centerline miles in length and covers approximately 23.5 million square feet of pavement. The report provides a recommended schedule for maintenance and rehabilitation work needed to bring the street system to a condition that would minimize ongoing maintenance cost.



The findings from the above planning documents will be incorporated into a future Capital Improvement Plan for budgeting purposes. Future planning studies to be performed include a Storm Drain Master Plan, Water Master Plan, Sanitary Sewer Master Plan, and Seismic Evaluation of Critical Facilities. Results of these studies will identify needed work to properly maintain the City's infrastructure. It is imperative to have a comprehensive understanding of the infrastructure needs of the City, so that resources can be identified and a long-term budget plan developed.

#### ACKNOWLEDGMENT

The City Manager's Office and the Department of Finance and Administrative Services acknowledge the leadership and dedication of the City Council, as well as the cooperation and assistance of City staff in addressing the financial and organizational challenges in the FY 2022 budget. Many individuals throughout the City organization contributed a high degree of commitment and technical skill in the production of this document. Through their combined efforts, the timely issuance of this report has been made possible, and their collective dedication is both acknowledged and sincerely appreciated.

Respectfully submitted,



Shawnna Maltbie  
City Manager



Timothy Nevin  
Director of Finance and  
Administrative Services

## THE BUDGET PURPOSE & PROCESS

### Budget Purpose

Daly City is a full-service city, providing police, fire, library and recreation services to our residents, along with water and sewer utilities, as well as the other administrative duties of city government. As explained below, and illustrated throughout this document, the budget provides a comprehensive financial framework for all City activities during the fiscal year.

The budget is meant to serve the following four major purposes:

1. To define Policy, as outlined by the City Council.
2. To serve as an Operating Guide for management to aid in the control of financial resources, while complying with State requirements for General Law Cities and Generally Accepted Accounting Principles for Government.
3. To present the City's Financial Plan for the designated fiscal year, showing appropriations and projected revenues by which the appropriations are funded.
4. To serve as a Communications Document for the residents of Daly City to understand how the City operates and the methods used to finance those operations.

### Budget Organization

The budget contains four major parts:

Summary Statements - provide an overall picture of the financial condition of the City. Included here are projected available fund balances and revenues and expenditures by fund. One year of actual results, estimates for the current year, and the next fiscal year's budget are presented. This allows the reader to compare, on a historical basis, the financial results of the City's funds.

Department Budgets - present the budget selectively detailed by operating unit. Two years of actual results, estimates for the current year, and budget for the next fiscal year are presented, first on a department-wide basis if there are multiple programs. The department's programs are described, goals and objectives are set forth, how the programs support city-wide priorities is described, and performance measures are presented. Each department program budget is then presented separately. Finally, a listing of staff by budgetary unit is provided.

Each Budget Narrative is intended to answer the following three questions.

1. How do the programs in each department support the City-wide priorities as well as other established goals?



2. What objectives need to be met to consider this a success?
3. What performance metrics will be used to measure outcomes to determine success or identify opportunities for improvement?

Capital Projects - are presented by fund. This section includes a summary of current expenditures and the remaining 5-year plan which includes the approved FY 2022 budget. The narratives for all expected projects can be found in the separate 10-year comprehensive Capital Projects Budget document.

Technical/Statistical - presents ten-year historical and forecast information about the City's finances. It also contains a glossary of terms to aid the reader in understanding the budget document.

### Budget Development

The City Council review and revise their priorities as needed for the coming annual budget period to give direction on budget development to the City Manager and the departments. Departments then ensure that they have aligned their priorities and planned outcomes for the coming fiscal year with the City Council's priorities and objectives. Performance measurements are reviewed to be certain that they reflect the overall objectives and are measurements of outcomes.

### Budget Preparation Process

Each Department is responsible for preparing the program budget and capital projects budget for their area of functional responsibility based on guidelines from the City Manager's Office. These guidelines are based on preliminary revenue and expenditure projections prepared by the Finance Department. Finance provides the departments with projected salary and benefits data, spreadsheet templates for developing revenues and expenses, and performs the initial review of each budget. The department's proposed operating and capital budgets are then reviewed by the City Manager's Office and revisions are incorporated, as appropriate.

A consolidated budget proposal consisting of all fund types for all agencies is prepared next. The City Manager's Office then evaluates and identifies any necessary changes, determines final funding levels for capital projects, and recommends supplemental budget proposals, if any.

Finance prepares a final budget draft, along with updated revenue projections, for submittal to the City Manager to present to the City Council in budget meetings in April and May. Copies of the final draft budget are made available to the public and the press at the public meetings. After the public meetings are concluded, the City Council adopts the budget incorporating such modifications as deemed appropriate. The City Council approves total appropriations on a fund-by-fund basis before the start of each fiscal year.





## Budget and Operating Guidelines

- Each department is responsible for preparing and monitoring its budget, both operating and capital.
- The department head shall assign priorities to supplemental budget proposals both within each program and for the department as a whole.
- The budget will be constructed by line item to provide management control.
- The City Manager may establish a budget cap or percentage limit, either increase or decrease, in conjunction with budget preparation by the departments.
- Department heads are responsible for operating within their budget, as recommended by the City Manager and adopted by the City Council.
- Amendments to the adopted budgets must be approved by the City Manager if transferred between budget categories, programs or funds. Overall increases must receive the additional approval of the City Council.
- The City Manager's Office will perform quarterly budget and program performance reviews in conjunction with the departments to monitor budget implementation and performance.

## Two-Year Budgeting - Policies and Procedures

A two-year operating budget has a number of advantages. It allows for a longer planning horizon, enabling the City to better allocate resources. It saves time in budget preparation, in that it limits the need to do an in-depth budget process to once every two years. It also helps to better integrate goal setting and budgetary processes. In order for the process to work successfully and retain proper fiscal controls, certain policies and procedures are necessary. Although the City typically adopts a two-year operating budget, the City adopted a one-year budget for FY 2022 due to the COVID-19 pandemic and economic uncertainties. A one-year budget allows for more accurate planning and flexibility given the uncertainties of the pandemic.

## Budget Carryovers

Operating budget carryovers of appropriations from one fiscal year to the next, require a formal amendment of the budget. The request must first be approved by the City Manager, then by the City Council.



### Mid - Budget Review

A mid-period review shall be performed by the departments near the end of the third quarter. The review includes estimates of any differences between actual revenues and expenditures for the budget, and any necessary adjustments to the current budget with justifications. Budget adjustments with no change in total appropriations will require approval by the City Manager. Budget adjustments with an increase in total appropriations will be brought to City Council for approval.

### Budget Basis

Budget Basis refers to when revenues and expenditures or expenses are recognized in the City's accounts. Daly City's Budget is prepared on the same basis as the City's annual financial statements. The modified accrual basis is followed in all governmental funds. Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available. Expenditures are recognized generally when the related liability is incurred. Proprietary funds are accounted for using the accrual basis of accounting. Revenues are recognized when they are earned, and expenses are recognized when incurred.



# City of Daly City Annual Operating and Capital Budget Calendar Fiscal Years 2022

Date	Task	Responsible Party
<b>FINANCIAL (BUDGET WORKSHEETS)</b>		
January 2021	Financial Budget Preparation	Departments
January 26, 2021	Operating Budget Worksheets due to Finance (includes Budget Reductions)	Departments
February 8, 2021	City Council Financial Forecast	Finance
February 27, 2021	City Council Retreat – Priority Setting	All
March - May 2021	Finalize proposed Operating Budget based on City Council directives	Finance/Departments
April - May 2021	Review with City Manager	Finance/City Manager
May 24, 2021	Budget Adoption	Finance/City Manager
June - July 2021	Adopted Operating Budget Document preparation by Finance	Finance
<b>BUDGET NARRATIVES &amp; PERFORMANCE MEASURES</b>		
May 2021	Budget Narratives & Performance Measures prepared by Departments	Departments
June 2021	Budget Narratives & Performance Measures due to Finance	Departments
July 2021	Review of Budget Narratives & Performance Measures by Finance/City Manager and return for revisions	Finance/City Manager
July 2021	Revised Budget Narratives & Performance Measures finalized	Departments



## **IMPACT OF OTHER PLANNING PROCESSES ON BUDGET DEVELOPMENT**

General Plan – The General Plan covers areas such as employment, housing, and open space and identifies the public services and circulation improvements needed to service those land uses. The intensity, placement, and manner in which these uses interrelate form the basis for the City’s design, its livability and its economic stability. These decisions drive the economics of local revenues and therefore affect the available resources to fund local services as delineated in the City’s budget.

Ten-year Capital Plan – The Capital Plan lays out the long-term needs for major maintenance of City facilities and infrastructure. The separate Capital Projects budget document presents each project in detail and can be found on the city’s web site at [www.dalycity.org](http://www.dalycity.org).

Water Master Plan and Wastewater Master Plan – These long-term capital plans delineate the future needs of the City’s utilities and influence both the operating budgets and the rate setting process. These plans are reflected in the capital plan segments for each utility as presented after the Capital Projects tab in this operating budget.



## SUMMARY OF FISCAL POLICIES AND PRACTICES

A necessary component of self-government is the allocation by the elected governing body of scarce resources to provide for the common good. The demands for these scarce resources have the potential to, without good financial management, lead to over commitment and overspending. Appropriate financial policies and practices are essential to good financial management. These policies and practices need to be flexible in their application to meet the changing needs of the community and the changes in the local economy. The following summarizes the City of Daly City's guiding principles of financial management.

Balanced Budget - The City of Daly City will strive to adopt a budget where current recurring revenues are sufficient to fund current on-going expenditures. In no event will a budget be adopted where resources available, including available reserves, are not sufficient to fund planned expenditures.

One-time Revenues will not be used to fund on-going expenditures.

Use of Prior Year Surplus – Prior year surpluses of revenues over expenditures are generally considered to be one-time money that should not be counted on to pay for on-going costs. Consideration of the disposition of surpluses will be made in the event that the amounts are significant. In that case allocation of such amounts to capital repair and replacement, reducing unfunded liabilities for pension or other post-employment benefits, or meeting reserve balance goals will be weighed.

Adequate Reserves will be maintained in each of the City's funds to provide for cash flow needs as well as for unexpected emergencies. Levels will be adjusted as required to reflect current and anticipated economic conditions. Adequate reserves for the General Fund are unassigned fund balance equal to seventeen percent or 2 months of annual budgeted expenditures. This is after taking into consideration the need for a reserve for cash flow equal to the historical difference between cash at the City's June 30 fiscal year end and cash on November 30, at which date the cash balance is typically at its lowest point. It is also necessary to recognize that this level of reserves is not an absolute but is a goal.

Revenue Diversification will be promoted in order to have a stable revenue stream that can weather fluctuations in the economy and provide reliable resources to fund services to the community.

User Charges and Fees shall be set at levels such that the costs of providing the service are recovered, unless it is determined by City Council that subsidizing a particular program or activity is in the best interest of the community. Fees and charges, and the methodology for their calculation, shall be reviewed on a regular basis to ensure that amounts recover but do not exceed cost.



Funding of Capital Needs will be accomplished through replacement reserves built into internal service fund charges to departments and user rates in the utilities. Funding for capital maintenance should be provided at a level such that the City's capital assets are preserved in serviceable condition over the long term.

Long-term Debt will only be employed as a financing mechanism for capital improvements that have long-term benefit to the community, and for which no other method of procurement is available or where the financial benefits clearly outweigh other methods of financing those improvements.

Enterprise funds shall be self-supporting, levying user charges proportionate to demand and in amounts necessary and appropriate to fund on-going operations and required long-term capital replacement.

Long-term financial planning, including a ten-year capital plan and an annual operating budget, will be employed to help ensure that the City remains financially solvent. As a function of the ten-year capital plan, the condition of all major capital assets will be assessed to determine the financial commitments required to provide adequate maintenance, upkeep and replacement of those assets.

Periodic Review of Financial Performance will be performed on a quarterly basis to help ensure that actual results conform to the budget. Where significant differences from expectations are found, corrective action plans can be developed to help ensure continued fiscal sustainability.

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# SUMMARY STATEMENTS

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**CITY OF DALY CITY**  
**Projected Available Fund Balances/Net Assets**  
**To June 30, 2021**

	Balance July 1, 2020	Estimated Revenues 2021	Estimated Expenditures 2021	Other	Estimated Balance June 30, 2021
<b>Governmental Funds:</b>					
<b>OPERATING:</b>					
General Fund	\$40,960,228	\$105,203,776	(\$106,723,698)		\$39,440,307
Housing Agency	5,142,840	815,296	(4,518,087)		1,440,050
Community Block Grant	(49,645)	1,855,135	(1,779,455)		26,035
Linda Vista Benefit Assessment	(10,065)	49,645	(21,442)		18,138
Traffic Safety	99,977	12,120	(42,164)		69,934
Traffic Enforcement	469,203	319,100	(291,596)		496,707
Grants	509,906	2,751,004	(3,214,954)		45,956
Redevelopment - J.S./Mission	(127,866)	-	-		(127,866)
Housing - J.S./Mission	-	-	-	-	-
Redevelopment Obligation Retirement	33,081	-	-		33,081
Redevelopment - Bayshore	(74,250)	39,900	(25,516)		(59,866)
<b>CAPITAL:</b>					
Transportation (Gas Tax)	6,844,945	22,639,106	(20,432,691)		9,051,359
AB1600	4,511,414	643,165	(2,941,022)		2,213,557
Capital Outlay	7,554,299	8,061,974	(7,207,790)		8,408,482
Major Facility Improvements	11,871,204	-	-	-	11,871,204
<b>Total Governmental</b>	<b>77,735,272</b>	<b>142,390,220</b>	<b>(147,198,415)</b>	<b>-</b>	<b>72,927,078</b>
<b>Proprietary Funds</b>					
<b>ENTERPRISE:</b>					
Water Utility	17,925,666	32,660,771	(30,181,288)	1,247,958	21,653,107
Civic Center	1,284,035	959,231	(1,010,943)	190,694	1,423,017
Transfer Station	1,547,121	108,390	(110,194)	-	1,545,317
Sanitation District	19,118,342	36,069,274	(37,601,558)	2,492,465	20,078,523
<b>Total Enterprise</b>	<b>39,875,163</b>	<b>69,797,667</b>	<b>(68,903,983)</b>	<b>3,931,117</b>	<b>44,699,963</b>
<b>INTERNAL SERVICE:</b>					
Pension Bonds	5,667,533	4,423,889	(4,106,874)		5,984,548
Motor Vehicles	3,966,475	4,693,163	(6,248,749)	1,099,404	3,510,293
Central Services	186,114	291,218	(255,575)	-	221,757
PBX - Telephones	337,391	288,419	(335,774)	-	290,035
Building Maintenance	1,940,590	5,145,852	(5,033,900)	6,668	2,059,210
Information Services	5,134,504	3,209,116	(4,439,341)	42,000	3,946,279
Self Insurance	5,160,132	7,010,112	(7,166,457)		5,003,786
<b>Total Internal Service</b>	<b>22,392,738</b>	<b>25,061,768</b>	<b>(27,586,669)</b>	<b>1,148,072</b>	<b>21,015,909</b>
<b>COMBINED TOTAL</b>	<b>140,003,173</b>	<b>\$237,249,654</b>	<b>(243,689,067)</b>	<b>\$5,079,189</b>	<b>\$138,642,950</b>





**CITY OF DALY CITY**  
**Projected Available Fund Balances/Net Assets**  
**To June 30, 2022**

	Estimated Balance <u>June 30, 2021</u>	Projected Revenues <u>2022</u>	Adopted Budget <u>2022</u>	Other	Projected <u>June 30, 2022</u>
<b>Governmental Funds:</b>					
<b>OPERATING:</b>					
General Fund	\$39,440,307	\$110,777,898	(\$120,460,358)	-	\$29,757,847
Housing Agency	1,440,050	333,903	(421,131)		1,352,822
Community Block Grant	26,035	-	-		26,035
Linda Vista Benefit Assessment	18,138	49,645	(21,442)		46,341
Traffic Safety	69,934	40,182	(41,291)		68,825
Traffic Enforcement	496,707	-	(475,000)		21,707
Grants	45,956	426,155	(516,657)		(44,546)
Redevelopment - J.S./Mission	(127,866)	-	-		(127,866)
Housing - J.S./Mission	-	-	-	-	-
Redevelopment Obligation Retirement	33,081	-	-		33,081
Redevelopment - Bayshore	(59,866)	39,900	(12,585)		(32,551)
<b>CAPITAL:</b>					
Transportation (Gas Tax)	9,051,359	7,199,114	(14,300,347)		1,950,126
AB1600	2,213,557	626,130	(1,935,000)		904,687
Capital Outlay	8,408,482	200,000	(6,404,784)		2,203,698
Major Facility Improvements	11,871,204	-	-	-	11,871,204
<b>Total Governmental</b>	<u>72,927,078</u>	<u>119,692,927</u>	<u>(144,588,595)</u>	<u>-</u>	<u>48,031,410</u>
<b>Proprietary Funds</b>					
<b>ENTERPRISE:</b>					
Water Utility	21,653,107	25,707,321	(27,962,137)	1,081,946	20,480,236
Civic Center	1,423,017	994,690	(1,036,636)	190,694	1,571,765
Transfer Station	1,545,317	114,580	(114,580)	-	1,545,317
Sanitation District	20,078,523	28,219,238	(39,023,608)	2,263,775	11,537,928
<b>Total Enterprise</b>	<u>44,699,963</u>	<u>55,035,828</u>	<u>(68,136,961)</u>	<u>3,536,415</u>	<u>35,135,246</u>
<b>INTERNAL SERVICE:</b>					
Pension Bonds	5,984,548	4,556,606	(3,262,498)		7,278,656
Motor Vehicles	3,510,293	4,837,957	(6,356,035)	772,572	2,764,787
Central Services	221,757	299,865	(292,419)		229,203
PBX - Telephones	290,035	296,981	(244,688)		342,328
Building Maintenance	2,059,210	5,281,673	(5,697,020)	6,483	1,650,346
Information Services	3,946,279	3,760,645	(4,212,001)	26,151	3,521,074
Self Insurance	5,003,786	6,964,126	(7,506,169)	-	4,461,743
<b>Total Internal Service</b>	<u>21,015,909</u>	<u>25,997,852</u>	<u>(27,570,830)</u>	<u>805,206</u>	<u>20,248,137</u>
<b>COMBINED TOTAL</b>	<u><b>\$138,642,950</b></u>	<u><b>\$200,726,607</b></u>	<u><b>(\$240,296,385)</b></u>	<u><b>\$4,341,621</b></u>	<u><b>\$103,414,793</b></u>



# CITY OF DALY CITY

## COMPARISON OF EXPENDITURE BUDGETS

	ACTUAL <u>2019</u>	ACTUAL <u>2020</u>	BUDGET <u>2021</u>	APPROVED <u>2022</u>
<b>GENERAL FUND</b>				
City Attorney	1,017,394	1,081,713	1,272,511	1,378,931
City Clerk	649,407	585,213	799,914	680,009
City Council	261,663	273,277	311,644	335,177
City Manager				
City Manager Administration	1,146,189	1,617,979	1,942,769	2,251,148
Community Sustainability	-	-	113,845	24,512
Community Service Center	<u>172,100</u>	<u>184,706</u>	<u>192,232</u>	<u>170,437</u>
Total City Manager	<u>1,318,289</u>	<u>1,802,686</u>	<u>2,248,846</u>	<u>2,446,097</u>
City Treasurer	42,396	46,836	53,422	56,124
Economic & Community Development				
Administration	437,795	483,673	641,905	646,856
Planning & Zoning	782,380	912,209	1,138,240	1,439,763
Building	1,752,427	1,889,157	2,291,948	2,360,472
Code Enforcement	627,823	688,130	768,508	812,075
RDA Successor Agency	<u>3,338</u>	<u>3,438</u>	<u>7,000</u>	<u>7,000</u>
Total Economic & Community Devel	<u>3,603,763</u>	<u>3,976,607</u>	<u>4,847,600</u>	<u>5,266,165</u>
Finance-Admin/Accounting	2,150,595	2,680,118	3,261,032	3,398,946
Fire	21,229,206	21,498,019	25,680,386	28,012,253
Human Resources	1,028,683	1,075,402	1,280,404	1,495,106
Library & Recreation				
Administration	1,552,582	1,625,264	1,605,240	1,766,385
Library	3,670,647	3,795,168	3,973,572	4,432,419
Recreation	<u>5,125,098</u>	<u>5,221,057</u>	<u>5,156,778</u>	<u>6,952,869</u>
Total Library & Recreation	<u>10,348,327</u>	<u>10,641,489</u>	<u>10,735,590</u>	<u>13,151,673</u>
Police				
Police Services	34,075,275	35,048,402	43,793,679	47,245,507
Citizens' Option for Public Safety	<u>168,325</u>	<u>245,142</u>	<u>-</u>	<u>-</u>
Total Police	<u>34,243,600</u>	<u>35,293,544</u>	<u>43,793,679</u>	<u>47,245,507</u>
Public Works				
Administration	470,599	437,046	470,923	502,237
Engineering	918,119	2,572,925	3,014,138	3,298,075
Parks Maintenance	<u>2,561,452</u>	<u>2,497,790</u>	<u>3,273,944</u>	<u>3,379,763</u>
Total Public Works	<u>3,950,170</u>	<u>5,507,761</u>	<u>6,759,005</u>	<u>7,180,075</u>
Nondepartmental	3,179,991	3,591,466	5,673,326	9,814,294
Supplemental Interfund Transfer	-	2,675,068	-	-
<b>TOTAL GENERAL FUND</b>	<b><u>\$83,023,482</u></b>	<b><u>\$90,729,199</u></b>	<b><u>\$106,717,359</u></b>	<b><u>\$120,460,358</u></b>



**CITY OF DALY CITY**  
**COMPARISON OF EXPENDITURE BUDGETS**

	ACTUAL <u>2019</u>	ACTUAL <u>2020</u>	BUDGET <u>2021</u>	APPROVED <u>2022</u>
<b>SPECIAL REVENUE</b>				
Housing Agency	212,072	254,741	4,518,087	421,131
Doelger Senior Center	1,078,370	1,153,432	-	-
Community Block Grant:	994,874	943,073	1,779,455	-
Linda Vista Benefit Assessment	44,438	18,828	21,442	21,442
Traffic Safety	41,854	23,665	42,164	41,291
Traffic Enforcement	300,485	296,665	291,596	475,000
Federal Grants	775,075	691,224	3,214,954	516,657
Special Deposits	34,686	108,072	2,800	9,740
City Loan Repayment	-	-	3,518,019	1,187,765
Redevelopment - Bayshore	<u>9,021</u>	<u>15,435</u>	<u>25,516</u>	<u>12,585</u>
<b>TOTAL SPECIAL REVENUE</b>	<b><u>\$3,490,876</u></b>	<b><u>\$3,505,137</u></b>	<b><u>\$13,414,032</u></b>	<b><u>\$2,685,612</u></b>
<b>CAPITAL PROJECTS</b>				
Transportation (Gas Tax)	9,110,479	12,145,533	20,432,691	5,507,347
AB1600	2,759,076	635,000	2,941,022	-
Capital Outlay	<u>3,964,457</u>	<u>2,926,642</u>	<u>7,207,790</u>	<u>-</u>
<b>TOTAL CAPITAL PROJECTS</b>	<b><u>\$ 15,834,012</u></b>	<b><u>\$ 15,707,176</u></b>	<b><u>\$ 30,581,504</u></b>	<b><u>\$ 5,507,347</u></b>
<b>ENTERPRISE</b>				
Water Utility	18,619,464	20,027,477	30,181,288	24,473,637
Civic Center	997,355	1,229,306	1,010,943	1,036,636
Transfer Station	340,108	124,605	110,194	114,580
Sanitation District	<u>25,628,814</u>	<u>27,276,951</u>	<u>37,601,558</u>	<u>31,588,608</u>
<b>TOTAL ENTERPRISE</b>	<b><u>\$45,585,741</u></b>	<b><u>\$48,658,338</u></b>	<b><u>\$68,903,983</u></b>	<b><u>\$57,213,461</u></b>
<b>INTERNAL SERVICE FUNDS</b>				
Pension Bonds	1,202,663	1,044,839	4,106,874	3,262,498
Motor Vehicles	4,752,000	4,263,702	6,248,749	6,356,035
Central Services	138,430	270,985	255,575	292,419
PBX - Telephones	234,611	262,460	335,774	244,688
Building Maintenance	4,167,347	4,317,811	5,033,900	5,697,020
Information Services	2,589,220	2,529,354	4,439,341	4,212,001
Self Insurance	<u>4,838,217</u>	<u>5,893,714</u>	<u>7,166,457</u>	<u>7,506,169</u>
<b>TOTAL INTERNAL SERVICE</b>	<b><u>\$17,922,488</u></b>	<b><u>\$18,582,864</u></b>	<b><u>\$27,586,669</u></b>	<b><u>\$27,570,830</u></b>
<b>COMBINED EXPENDITURE TOTAL</b>	<b><u>\$165,856,598</u></b>	<b><u>\$177,182,713</u></b>	<b><u>\$247,203,547</u></b>	<b><u>\$213,437,606</u></b>



**CITY OF DALY CITY**  
**COMPARISON OF REVENUE BUDGETS**

	ACTUAL 2019	ACTUAL 2020	BUDGET 2021	APPROVED 2022
<b>GENERAL FUND</b>				
Property Tax	37,149,869	37,587,981	34,051,421	37,470,681
Sales Tax	15,428,681	13,287,655	14,505,744	21,250,054
Utility Users Tax	5,906,695	5,769,698	5,857,300	5,874,200
Franchise Fees	4,178,006	4,536,241	4,475,461	4,682,274
Business License Taxes	4,928,602	5,797,669	5,917,200	5,737,500
Other Taxes	1,475,668	1,154,127	820,800	1,109,700
Licenses and Permits	2,970,666	3,013,078	2,546,922	2,358,766
Fines and Forfeitures	3,145,215	3,113,719	3,364,668	3,364,668
Rents and Interest	2,921,792	3,936,245	1,859,697	2,116,896
From Other Agencies	5,530,793	8,972,604	18,068,129	16,505,595
Charges and Fees	4,016,616	5,444,608	4,974,965	4,761,107
Program Fees	1,572,706	981,057	58,280	947,811
Miscellaneous	1,745,866	1,338,456	311,750	222,537
Sale of Property	11,639	-	629,195	-
Interfund Transfers	3,259,804	3,321,296	6,619,743	4,376,109
<b>TOTAL GENERAL FUND</b>	<b><u>\$94,242,617</u></b>	<b><u>\$98,254,434</u></b>	<b><u>\$104,061,274</u></b>	<b><u>\$110,777,898</u></b>
<b>SPECIAL REVENUE</b>				
Housing Agency	498,080	1,321,893	815,296	333,903
Doelger Senior Center	1,078,370	1,153,432	-	-
Community Block Grant:	994,874	943,073	1,855,135	-
Linda Vista Benefit Assessment	56,893	61,200	49,645	49,645
Traffic Safety	40,182	11,383	12,120	40,182
Traffic Enforcement	234,103	587,186	319,100	-
Federal Grants	731,294	740,351	2,751,004	426,155
Special Deposits	43,457	52,074	75	15,700
City Loan Repayment	-	-	1,142,502	1,187,765
Redevelopment - J.S./Mission	1,875,498	1,093,898	-	-
Redevelopment - Bayshore	32,476	47,375	39,900	39,900
<b>TOTAL SPECIAL REVENUE</b>	<b><u>\$5,585,227</u></b>	<b><u>\$6,011,865</u></b>	<b><u>6,984,777</u></b>	<b><u>\$2,093,250</u></b>
<b>CAPITAL PROJECTS</b>				
Transportation (Gas Tax)	10,506,118	14,089,137	22,639,106	7,199,114
AB1600	568,847	1,206,702	643,165	626,130
Capital Outlay	5,475,533	6,287,204	8,061,974	200,000
Major Facility Improvements	317,834	393,317	-	-
<b>TOTAL CAPITAL PROJECTS</b>	<b><u>\$ 16,868,333</u></b>	<b><u>\$ 21,976,360</u></b>	<b><u>\$ 31,344,244</u></b>	<b><u>\$ 8,025,244</u></b>



# CITY OF DALY CITY

## COMPARISON OF REVENUE BUDGETS

	ACTUAL	ACTUAL	BUDGET	APPROVED
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>ENTERPRISE</b>				
Water Utility	22,228,902	24,118,100	32,660,771	25,707,321
Civic Center	889,620	922,232	959,231	994,690
Transfer Station	311,221	110,998	108,390	114,580
Sanitation District	<u>27,725,629</u>	<u>27,627,612</u>	<u>36,069,274</u>	<u>28,219,238</u>
<b>TOTAL ENTERPRISE</b>	<b><u>\$51,155,373</u></b>	<b><u>\$52,778,942</u></b>	<b><u>\$69,797,667</u></b>	<b><u>\$55,035,828</u></b>
<b>INTERNAL SERVICE FUNDS</b>				
Pension Bonds	3,901,912	4,170,502	4,423,889	4,556,606
Motor Vehicles	6,450,689	4,898,191	4,693,163	4,837,957
Central Services	298,943	286,204	291,218	299,865
PBX - Telephones	283,666	285,376	288,419	296,981
Building Maintenance	4,825,328	5,060,188	5,145,852	5,281,673
Information Services	3,261,819	3,444,230	3,209,116	3,760,645
Self Insurance	<u>7,050,532</u>	<u>7,902,402</u>	<u>7,010,112</u>	<u>6,964,126</u>
<b>TOTAL INTERNAL SERVICE</b>	<b><u>\$26,072,890</u></b>	<b><u>\$26,047,093</u></b>	<b><u>\$25,061,768</u></b>	<b><u>\$25,997,852</u></b>
<b>COMBINED REVENUE TOTAL</b>	<b><u>\$193,924,440</u></b>	<b><u>\$205,068,694</u></b>	<b><u>\$237,249,729</u></b>	<b><u>\$201,930,072</u></b>



# CITY OF DALY CITY

## FULL-TIME EQUIVALENT ALLOCATION \*

DEPARTMENT / DIVISION	FY 2019	FY 2020	FY 2021	FY 2022
CITY COUNCIL	5.00	5.00	5.00	5.00
CITY ATTORNEY	5.00	5.00	5.00	5.00
CITY CLERK	4.00	4.00	4.00	4.00
CITY TREASURER	0.18	0.15	0.15	0.15
CITY MANAGER				
Administration	5.00	6.00	6.00	6.00
Sustainability	1.00	-	-	-
	6.00	6.00	6.00	6.00
ECONOMIC & COMMUNITY DEVELOPMENT				
Administration	1.30	1.30	2.30	2.30
Building	9.10	9.10	9.10	9.10
Code Enforcement	4.10	4.10	4.10	4.10
Planning	4.25	4.25	4.25	4.25
Housing Agency	0.96	0.96	0.65	1.14
Block Grant	0.90	0.90	0.85	0.83
Block Grant - CV	-	-	0.45	-
Residential Rehab	1.24	1.24	1.00	1.14
Home Program	0.15	0.15	0.30	0.14
	22.00	22.00	23.00	23.00
FINANCE & ADMINISTRATIVE SERVICES				
Administration	13.22	14.45	14.45	14.45
Information Services**	11.00	9.40	9.40	9.40
Risk Management General Liability	1.60	-	-	-
Utility Billing	7.00	8.00	8.00	8.00
	32.82	31.85	31.85	31.85
FIRE				
Fire Services	64.00	67.00	68.00	66.00
Measure Q Fire	-	-	-	9.00
	64.00	67.00	68.00	75.00
HUMAN RESOURCES				
Human Resources	3.65	3.80	3.65	4.65
Workers' Comp Claims	1.35	1.20	1.35	1.35
	5.00	5.00	5.00	6.00
LIBRARY & RECREATION SERVICES				
Measure Q Library	-	-	-	3.00
Measure Q Recreation				2.00
Administration	4.85	4.85	5.00	5.00
Library Total	16.75	16.75	16.75	16.75
Recreation Total	12.90	12.40	12.25	12.25
	34.50	34.00	34.00	39.00



# CITY OF DALY CITY

## FULL-TIME EQUIVALENT ALLOCATION \*

DEPARTMENT / DIVISION	FY 2019	FY 2020	FY 2021	FY 2022
<b>POLICE</b>				
Police Services	138.00	138.00	138.00	140.00
Citizens Option For Public Safety	1.00	1.00	1.00	1.00
	<u>139.00</u>	<u>139.00</u>	<u>139.00</u>	<u>141.00</u>
<b>PUBLIC WORKS</b>				
Administration	1.82	1.82	1.82	1.82
General Fund Engineering	5.00	11.46	11.46	11.46
Capital Fund Engineering	6.46	-	-	-
Transportation Fund Streets	13.35	13.35	13.35	13.35
Transportation Fund Traffic Signal & Street Lighting	2.25	2.25	2.25	2.25
Parks Maintenance	11.30	11.30	11.30	11.30
Building Maintenance***	23.41	23.41	23.41	23.41
Motor Vehicles	6.41	6.41	6.41	6.41
	<u>70.00</u>	<u>70.00</u>	<u>70.00</u>	<u>70.00</u>
<b>WATER &amp; WASTEWATER RESOURCES</b>				
Administration	9.00	9.00	9.00	11.00
Water Operations	5.00	5.00	5.00	5.00
Wastewater Operations	13.00	13.00	13.00	14.00
Plant & Equipment Maintenance	18.00	18.00	18.00	18.00
Laboratory	3.00	3.00	3.00	3.00
Distribution System	14.00	14.00	14.00	14.00
Collection System	11.00	11.00	11.00	11.00
	<u>73.00</u>	<u>73.00</u>	<u>73.00</u>	<u>76.00</u>
<b>GRAND TOTAL</b>	<b>460.50</b>	<b>462.00</b>	<b>464.00</b>	<b>482.00</b>

\* Does not include Hourly Employees

\*\*Includes 1 frozen Network Administrator II position

\*\*\*Includes 2 frozen Custodian positions





## DESCRIPTION OF FUNDS

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Government resources 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. The various funds are grouped into five generic fund types and two broad fund categories as follows:

GENERAL FUND - The General Fund is the general operating fund of the City. It is used to account for all financial resources traditionally associated with governments that are not required to be accounted for in a separate fund.

### SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes or for which separate accounting is required by administrative action. The City's Special Revenue Funds are as follows:

Housing Agency - The Daly City Housing Development Finance Agency is the successor housing agency to the former Daly City Redevelopment Agency. Activities reflect the management of housing assets and responsibilities transferred from the former Daly City Redevelopment Agency effective on its dissolution February 1, 2012.

Transportation Fund - to account for gas tax moneys allocated to the City for the streets and roads program.

Community Block Grant - to account for moneys received by the City as a participant in the federal Community Development Block Grant (CDBG) program.

Federal Grants - to account for miscellaneous federal grant moneys, such as aircraft noise mitigation and rental property rehabilitation.

Linda Vista Benefit Assessment - to account for the charges and for the costs of maintenance of storm drains and related facilities in the Linda Vista Subdivision.

AB 1600 Public Facilities Fees - to account for the revenues derived from developer fees required, under AB 1600, to be expended for infrastructure expansion caused by new development.

Redevelopment Agency - to account for moneys restricted for the purpose of eliminating blight in designated project areas. The Redevelopment Agency was established in 1971 for the purpose of developing certain portions of the City's older business areas. While



the Redevelopment Agency is technically an administrative arm of the State, exercising State powers, it is governed and effectively controlled by the City Council. The Bayshore Redevelopment Area was added in 1999.

Redevelopment Agency Tax Increment - to account for incremental revenues generated through the increased value of developed property.

Redevelopment agencies in California were dissolved by the State Legislature effective February 1, 2012. The City chose to act as Successor Agency to the Former Daly City Redevelopment Agency. The budget for FY 2022 reflects activities for the Bayshore area.

### CAPITAL PROJECTS FUNDS

Capital Outlay Fund - to account for financial resources to be used for the acquisition, repair, or construction of capital facilities (other than those financed by Proprietary Funds).

Major Facilities Improvements – to account for a limited number of major facilities improvements that occurred city-wide.

### ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City maintains the following enterprise funds:

Water Utility – The City provides water service to the majority of parcels located within the boundaries of the City, as well as several adjacent areas.

Sanitation District - The North San Mateo County Sanitation District became a subsidiary district of the City of Daly City in 1985. Because the boundaries of the District are not contiguous with those of the City and because sanitation districts have special legal standing in California, it must remain a separate legal entity. This fund accounts for the total costs of services for the collection, treatment and administration of the District's sanitation system.

Civic Center Office Buildings - to account for rental activity of real property owned by the City in the Civic Center area, consisting of two office buildings in which space is leased to outside parties, including the County of San Mateo.



Transfer Station/Sustainability - to account for the remaining activity with Republic Services who provides garbage collection services under a franchise agreement with the City.

### INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments on a cost-reimbursement basis. The City's Internal Service Funds are:

Pension Bonds – to account for the debt service on bonds issued in order to pay the unfunded accrued actuarial liability of the City's pension obligations.

Motor Vehicles - to account for the purchase and maintenance of all motor vehicles used by all City departments.

Central Services - to account for mail messenger and postage costs.

PBX Telecommunications - to account for the costs of operation and maintenance of the City's telephone system, including switching equipment and per-call charges.

Building Maintenance - to account for services provided to departments for the maintenance of City facilities.

Information Services - to account for the distribution of computer operating costs to various City departments as well as the purchase and service of photocopiers.

Self-Insurance - to account for the payment of workers compensation, automotive, and general liability insurance costs.

### BASIS OF ACCOUNTING

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. The modified accrual basis of accounting is followed in all governmental funds. Under the modified accrual basis of accounting revenues are recognized when they become measurable and available as net current assets. Property taxes, gross receipts and sales taxes are considered measurable and available when in the hands of intermediary collecting governments and are recognized as revenue at that time. The primary revenue sources which are susceptible to accrual include taxes, rents, interest, and grant contributions.

Expenditures, other than interest on long-term obligations which are recorded when paid, are recognized under the modified accrual basis of accounting generally when the related fund liability is incurred.



Licenses, fines and penalties and other revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

Enterprise and internal service funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred.



# CITY OF DALY CITY FUNDS AND FUNCTIONAL UNITS

	General Fund	Traffic Safety	Redevelopment Successor	Sanitation District	Water Utility	Transfer Station/ Sustainability	Civic Center	Central Services	Information Services	Self Insurance	PBX	Motor Vehicles	Pension Bonds	Building Maintenance	Community Block Grant	Linda Vista Benefit Assessment
City Attorney	X					X				X						
City Clerk	X															
City Council	X															
City Manager	X					X										
City Treasurer	X															
Economic & Community Development	X		X												X	
Finance & Admin Services	X					X		X	X		X		X			
Fire	X															
Human Resources	X															
Library & Recreation	X															
Police Department	X	X														
Public Works	X											X		X		X
Water & Wastewater Resources				X	X											
Nondepartmental	X					X	X						X			X

Daly City's budget is organized around departments as functional units because we believe that this makes it more understandable to a wider range of users.

This chart is an attempt to illustrate the interrelationship between the budget layout and the traditional accounting concept of funds. An X appears in each fund where a department has operational activities or is responsible for performance.

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# DEPARTMENT BUDGETS

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## **CITY ATTORNEY'S OFFICE**



### **DEPARTMENT MISSION STATEMENT**

The City Attorney's Office endeavors to support the services of the City's elected officials, commissions, agencies, and staff by providing legal counsel and representation. To the extent possible, the City Attorney's Office completes legal work in-house, and in areas of legal specialty or matters that require large commitments of time over a short period, the City contracts with outside legal counsel to represent the City's interest.

### **CORE SERVICES**

- Provide legal counsel to and attend meetings of the City Council, certain Council committees, the Planning Commission, Daly City Housing Finance Agency, North San Mateo County Sanitation District, and special City Department task forces.
- Provide advice or written opinions to any City officer, Department Director, board commission, or other unit of local government on widely diverse areas of law including but not limited to land use, personnel, elections, conflict of interest, and economic development.
- Prosecute and defend legal actions where the City is a named party.
- Draft, review, and approve as to form all contracts, surety bonds, ordinances, policies, and resolutions.
- Investigate, evaluate, and recommend disposition of all claims and lawsuits against the City.
- Respond to requests for public records and other documents within the time frame established by law.
- Assist City staff with the updates to internal City policies.
- Enforce City Code provisions and prosecute municipal code infractions.



## **SUPPORT FOR CITY-WIDE PRIORITIES**

This Department supports Citywide priorities through the following:

The City Attorney's Office provides legal representation to the Mayor, City Council, and City Manager, City Departments, City boards, and Commissions. The City Attorney's Office serves as general counsel for, the Daly City Housing Development Finance Agency, and the Public Facilities Finance Corporation as well as serves in the capacity of District Counsel to the North San Mateo County Sanitation District.

## **ANNUAL BUDGET OUTCOMES**

- Continue to assist in the disposition and development of Former Redevelopment Agency parcels and draft and review all Agreements and necessary implementation documents for the development of economically beneficial Projects for the City.
- Continue to work with the Daly City Housing Finance Agency and City to implement affordable housing agreements and projects without impacting the City's General Fund.
- Conduct and complete an audit of the City's Municipal Code; update and revise ordinances, policies, and codes to comply with current local, state, and federal laws and further implement the priorities of the City Council.
- Continue to review, negotiate, and draft development agreements to implement strategies for economic development.
- Continue to work closely with other participating departments involved in the interdepartmental Code Enforcement Task Force to address and swiftly resolve sensitive issues.
- Continue to work closely with City Departments to reduce litigation exposure through updating policies and overseeing legally required trainings.
- Develop and implement policies and procedures to comply with State Law regarding workplace safety, including COVID-19 protocols and OSHA requirements.
- Update and annually review the City's Safety Manual.
- Continue to review Agreements and Insurance documents for Capital Improvement Projects for the Water Division, the Sanitation District and the Public Works Division.



## SIGNIFICANT CHANGES FROM THE PRIOR BUDGET

The City Attorney's Office continues to focus on the following priorities: increased risk management claims and litigation; ongoing legal issues related to increased land use and development projects; and anticipated increase in Municipal Code changes and ordinance updates due to revisions in state law, and employment and labor related matters. The City Attorney's Office added the position of Management Analyst to operate the daily functions of the City's Risk Management Program. The City Attorney's Office has also taken the lead role in the Insurance Program, ensuring adequate coverage and competitive rates.

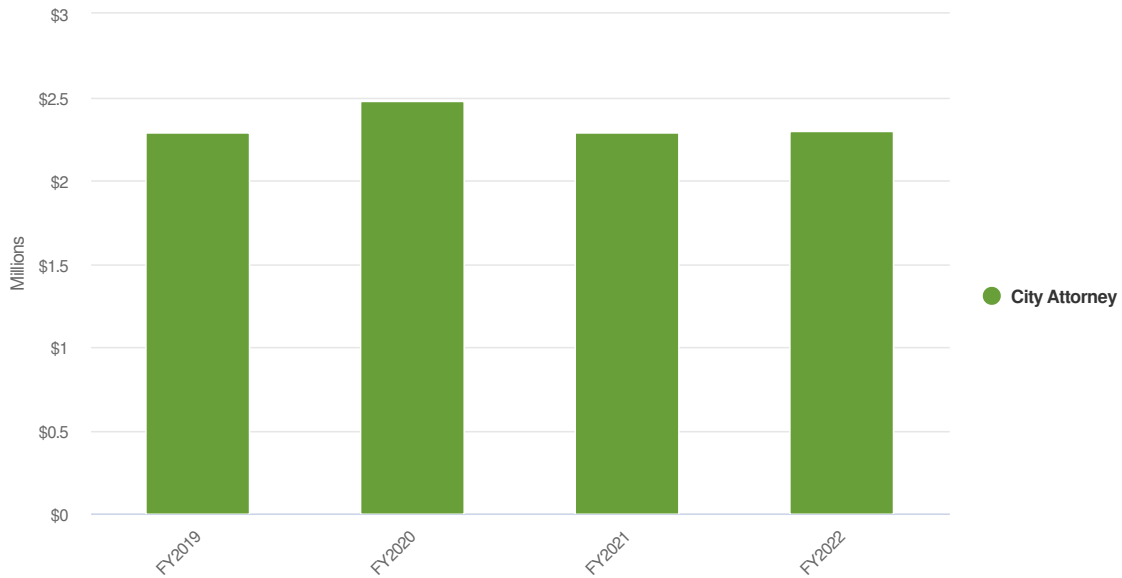
## PERFORMANCE MEASURES

Measure	Methodology	System	Actual 2020	Estimate 2021	Projected 2022
Advocate, defend and prosecute on behalf of the City	Percentage of litigation cases resolved prior to trial, percentage of code enforcement cases resolved, number of cases resolved with City judgment	Department Tracking	97% cases resolved prior to litigation	95% cases resolved prior to litigation	95-98%
Provide oral and written advice on legal issues and prepare documents to implement official City actions	Percentage of interdepartmental personnel that utilize legal advice/opinion and are satisfied with the service they are provided	Department Tracking	98%	98%	100%



# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022

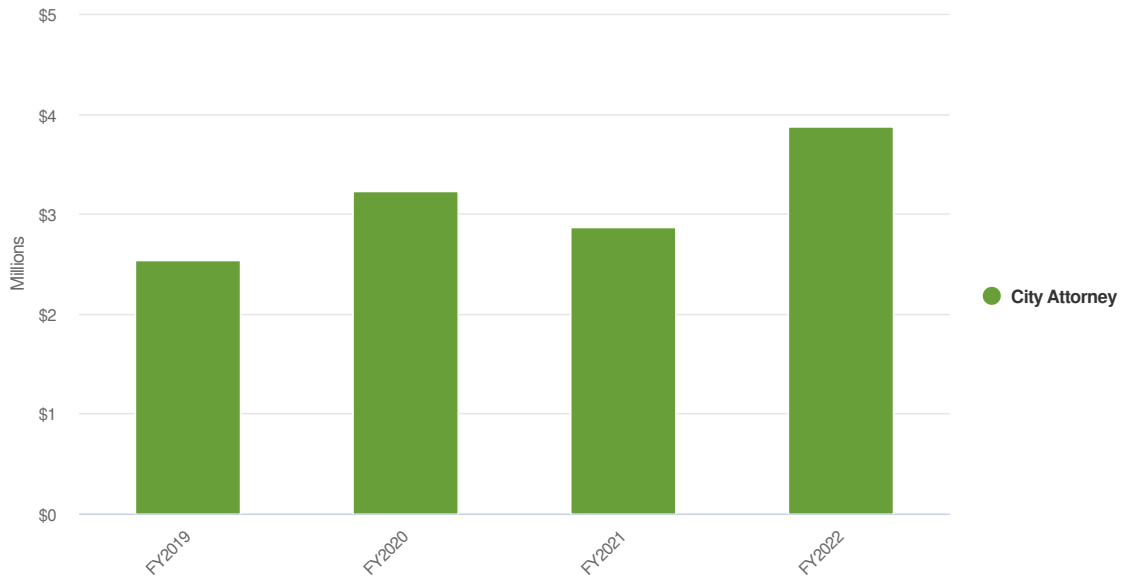


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
City Attorney				
Risk Management				
General Liability				
From Other Agencies			\$2,557	
Rents and Interest	\$118,832	\$108,613	\$76,826	\$25,000
Charges and Fees	\$1,933,878	\$2,011,233	\$2,071,570	\$2,133,717
Miscellaneous Revenues	\$238,898	\$273,917	\$106,220	\$98,442
<b>Total General Liability:</b>	<b>\$2,291,608</b>	<b>\$2,393,763</b>	<b>\$2,257,173</b>	<b>\$2,257,159</b>
Unemployment				
From Other Agencies		\$55,477	\$836	\$0
<b>Total Unemployment:</b>	<b>\$0</b>	<b>\$55,477</b>	<b>\$836</b>	<b>\$0</b>
<b>Total Risk Management:</b>	<b>\$2,291,608</b>	<b>\$2,449,239</b>	<b>\$2,258,009</b>	<b>\$2,257,159</b>
City Attorney				
From Other Agencies		\$16	\$0	
Charges and Fees		\$32,075	\$34,475	\$36,444
Miscellaneous Revenues	\$15	\$0		
<b>Total City Attorney:</b>	<b>\$15</b>	<b>\$32,091</b>	<b>\$34,475</b>	<b>\$36,444</b>
<b>Total City Attorney:</b>	<b>\$2,291,623</b>	<b>\$2,481,330</b>	<b>\$2,292,484</b>	<b>\$2,293,603</b>
<b>Total Revenue:</b>	<b>\$2,291,623</b>	<b>\$2,481,330</b>	<b>\$2,292,484</b>	<b>\$2,293,603</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
City Attorney				
Risk Management				
General Liability				
Salaries and Benefits	\$190,053	\$78,144	\$143,277	\$172,222
Services and Supplies	\$267,224	\$319,805	\$277,675	\$368,500
Other Charges	\$918,520	\$1,468,983	\$999,710	\$1,718,714
Fixed Charges	\$6,013	\$6,236	\$6,423	\$6,616
Operating Transfers Out	\$115,440	\$116,317	\$119,498	\$123,082
<b>Total General Liability:</b>	<b>\$1,497,250</b>	<b>\$1,989,485</b>	<b>\$1,546,583</b>	<b>\$2,389,134</b>
Unemployment				
Salaries and Benefits	\$27,602	\$151,199	\$126,508	\$100,000
Services and Supplies	\$0	\$1,311	\$2,813	\$4,254
<b>Total Unemployment:</b>	<b>\$27,602</b>	<b>\$152,511</b>	<b>\$129,320</b>	<b>\$104,254</b>
Disaster Expense				
Services and Supplies				\$4,254
<b>Total Disaster Expense:</b>				<b>\$4,254</b>
<b>Total Risk Management:</b>	<b>\$1,524,853</b>	<b>\$2,141,995</b>	<b>\$1,675,904</b>	<b>\$2,497,642</b>
City Attorney				
Salaries and Benefits	\$859,062	\$929,536	\$1,020,233	\$1,182,205



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Services and Supplies	\$68,981	\$59,983	\$80,159	\$95,400
Other Charges	\$1,219	\$2,968	\$3,333	\$6,665
Fixed Charges	\$86,122	\$89,228	\$91,905	\$94,662
Operating Transfers Out	\$2,011	\$0		
<b>Total City Attorney:</b>	<b>\$1,017,394</b>	<b>\$1,081,715</b>	<b>\$1,195,630</b>	<b>\$1,378,931</b>
<b>Total City Attorney:</b>	<b>\$2,542,247</b>	<b>\$3,223,710</b>	<b>\$2,871,533</b>	<b>\$3,876,573</b>
<b>Total Expenditures:</b>	<b>\$2,542,247</b>	<b>\$3,223,710</b>	<b>\$2,871,533</b>	<b>\$3,876,573</b>



# ORGANIZATIONAL CHART



**CITY OF DALY CITY  
CITY ATTORNEY  
FISCAL YEAR 2022**



## FULL TIME SALARIED POSITION LISTING

### CITY ATTORNEY

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>01-050-050</b>					
City Attorney	M502	1.00	1.00	1.00	1.00
Assistant City Attorney	M339	1.00	1.00	1.00	1.00
Management Analyst	U058	0.20	0.20	0.20	0.20
Legal Secretary	U045	1.00	1.00	1.00	1.00
Legal Office Assistant	U028	1.00	1.00	1.00	1.00
		4.20	4.20	4.20	4.20
<b>58-038-425</b>					
Management Analyst	U058	0.80	0.80	0.80	0.80
		0.80	0.80	0.80	0.80
		5.00	5.00	5.00	5.00





## **CITY CLERK**



### **DEPARTMENT MISSION STATEMENT**

The Office of the City Clerk is responsible for three primary functions:

- As an Election Official, administers federal, state, and local procedures through which local government representatives are selected; assists candidates in meeting legal responsibilities before, during, and after an election; prepares candidate packets; issues and receive nomination papers; accepts and transmits necessary campaign statements and conflict of interest forms to the Fair Political Practices Commission.
- As a Legislative Administrator, prepares City Council packets, verifies publishing and posting of legal notices, and recordation of legislative decisions.
- As a Records Manager, oversees the preservation and protection of public record, and maintains and indexes the minutes, ordinances, and resolutions adopted by the City Council. Ensures public records are readily accessible to the public.

### **CORE SERVICES**

- Maintains a complete and accurate record of City Council proceedings. Preserves, records, maintains, stores, and retrieves official City records. Conducts municipal elections.
- Provides prompt and high-quality service to the public. Ensures municipal records are readily accessible to all citizens and serves as a source of information to the public, other agencies, and City Staff.

### **SUPPORT FOR CITY-WIDE PRIORITIES**

Maintains the organization's capability to provide existing services to the community:

- Provides assistance with applications for exemption from utility user's tax.
- Provides a collection point for absentee ballots.
- Accepts U.S. Passport applications on behalf of the U.S. Department of State.

## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Provides information to the public about civic meetings and activities.
- Provides support for the election process.
- Maintains an efficient record management system.
- Posts agendas and publishes legal notices and ordinances.
- Maintains and indexes official records.
- Conducts bid openings.
- Prepares Planning Item Notices and sends mass mailings to the public.
- Accepts Claims against the City.
- Implements all state and federal mandates as efficiently and effectively as possible, including the requirements of the following:
  - Freedom of Information Act
  - California Public Records Act
  - The Brown Act
  - Federal Voting Rights Act; and
  - Open Meeting Act

## **ANNUAL BUDGET OUTCOMES**

- Provides high quality service to the public in the recording, maintenance, storage, and retrieval of the City's official documents.
- Continue to plan and administer local elections, including the development of an updated candidates' guide and coordinate with the County Recorder/Assessor/Clerk & Chief Election Officer to conduct the City's general municipal election in 2022.

## **SIGNIFICANT CHANGES FROM THE PRIOR BUDGET**

In March 2020, Passport Acceptance Services were discontinued due to the COVID-19 pandemic and consequent nationwide shutdown. Passport services will resume once City Hall is reopened to the public.

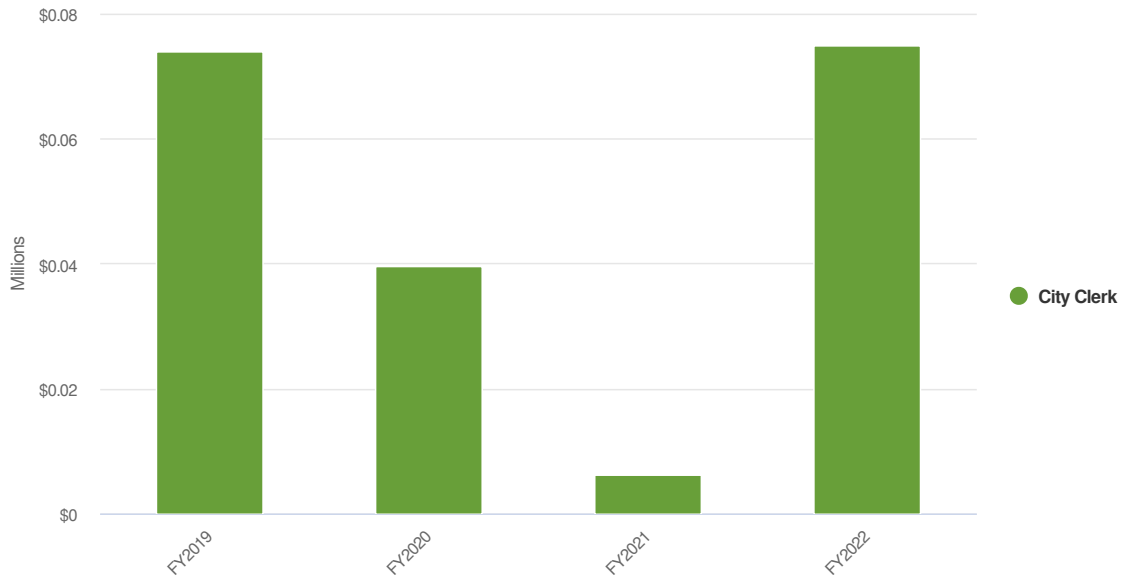


## PERFORMANCE MEASURES

<b>Measure</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
Field and respond to incoming calls and requests to City Hall	98%	98%	98%
Comply with the Political Reform Act in submittal of forms to Fair Political Practices Commission (FPPC)	99%	100%	100%
Administer and ensure procedures for local elections and measures are completed and certified by County	100%	100%	100%
Ensure City Council actions (ordinances, resolutions, minutes) are properly executed, recorded and archived	100%	100%	100%
Accept Passport Applications for the U.S. Department of State and process to send daily to National Passport Center(s)	COVID	COVID	100%
Verify, post and publish legal notices appropriately before a public hearing	100%	100%	100%

# REVENUES

## Historical Actuals and Budgeted Revenue for FY 2022

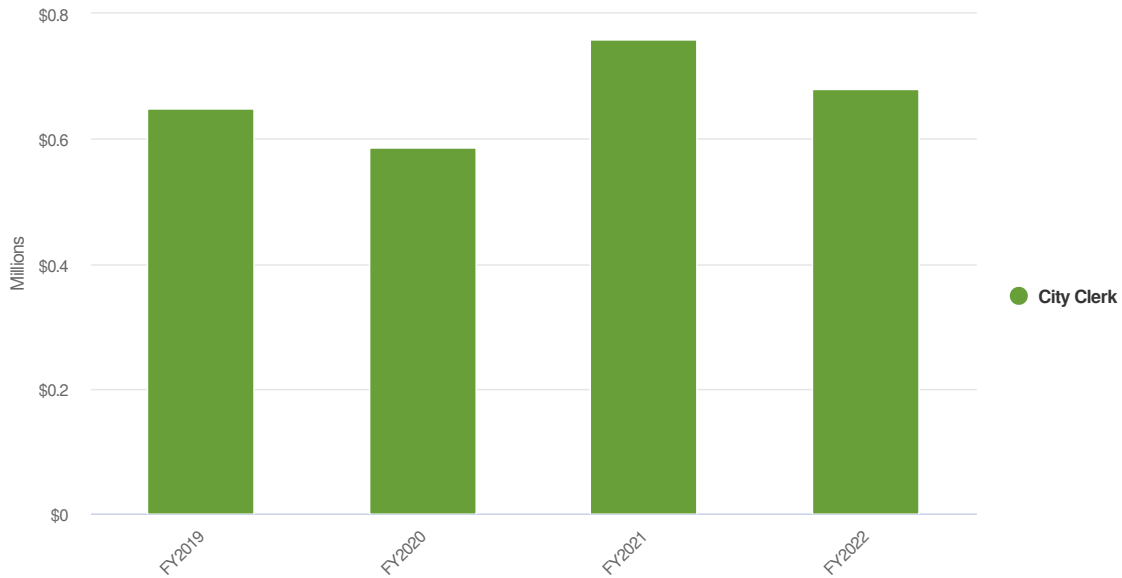


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
City Clerk				
Charges and Fees	\$73,896	\$39,485	\$6,148	\$75,025
Miscellaneous Revenues	\$34	\$65	\$0	\$25
<b>Total City Clerk:</b>	<b>\$73,930</b>	<b>\$39,550</b>	<b>\$6,148</b>	<b>\$75,050</b>
<b>Total Revenue:</b>	<b>\$73,930</b>	<b>\$39,550</b>	<b>\$6,148</b>	<b>\$75,050</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



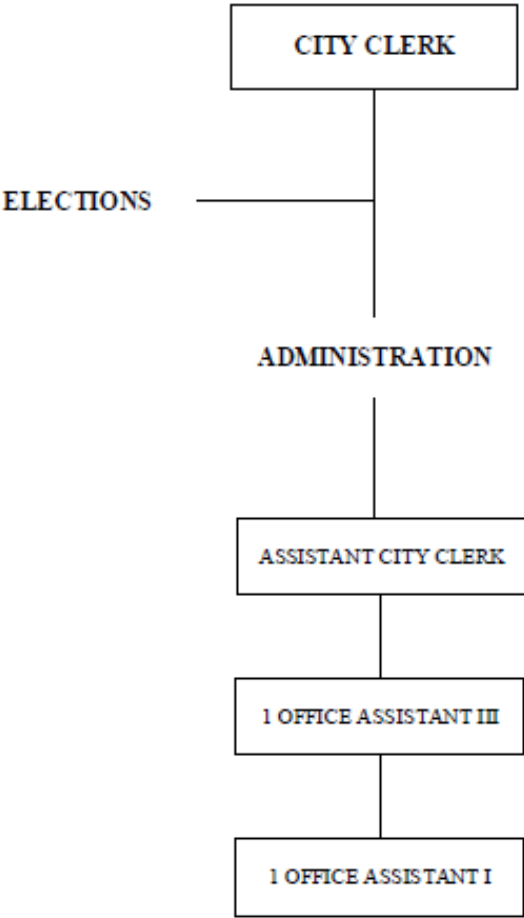
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
City Clerk				
Salaries and Benefits	\$442,845	\$491,914	\$533,836	\$573,286
Services and Supplies	\$119,236	\$5,445	\$135,191	\$8,100
Other Charges	\$2,927	\$468	\$565	\$5,915
Fixed Charges	\$84,399	\$87,386	\$90,007	\$92,708
<b>Total City Clerk:</b>	<b>\$649,407</b>	<b>\$585,213</b>	<b>\$759,599</b>	<b>\$680,009</b>
<b>Total Expenditures:</b>	<b>\$649,407</b>	<b>\$585,213</b>	<b>\$759,599</b>	<b>\$680,009</b>



# ORGANIZATIONAL CHART



## CITY OF DALY CITY CITY CLERK FISCAL YEAR 2022



## FULL TIME SALARIED POSITION LISTING

### CITY CLERK

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>01-020-020</b>					
City Clerk	Q910	1.00	1.00	1.00	1.00
Assistant City Clerk	U047	1.00	1.00	1.00	1.00
Office Assistant III	Z030	-	-	1.00	1.00
Office Assistant II	Z125	1.00	1.00	-	-
Office Assistant I	Z016	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	4.00



## CITY COUNCIL



### DEPARTMENT MISSION STATEMENT

The City Council is committed to addressing the diverse and changing needs of residents, businesses, and employees. It will accomplish its mission through the efficient delivery of quality municipal services provided with a human touch.

The City Council established five guiding principles for setting priorities:

- Foster Economic Vitality and Financial Sustainability
- Enhance Quality of Life for Residents
- Promote an Aesthetic Community Environment
- Facilitate Community Building and Civic Engagement
- Create “Healthy Citizen/Healthy Community” Opportunities

### CORE SERVICES

To define City policies and priorities through legislative actions and to provide direction to the City Manager and City Attorney.

### **SUPPORT FOR CITY-WIDE PRIORITIES (All priorities are equally important)**

In order to help fulfill the mission of the City of Daly City, the City Council has set the following priorities and objectives:

- Community and Civic Support
  - Engage and educate the community to participate in civic affairs and provide input on public policy initiatives and community concerns
  - Focus on COVID-19 Recovery and allocate appropriate resources to support the community
- Government Operations
  - Continue to identify opportunities for greater cost effectiveness and efficiency in all City departments and through shared services with other local agencies



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Economic Development and Revenue Enhancement to Ensure Long-Term Fiscal Sustainability
  - Promote a diverse economic base through directed larger business development
  - Develop a citywide economic development strategy and plan to identify new opportunities for expanding the economic base
- Public Safety
  - Ensure adequate public safety resources to reinforce a sense of community and personal safety
- Land Use
  - Enhance the physical development of the community consistent with sound environmental and other land use policies
- Affordable Housing
  - Continue to develop quality affordable housing at all income levels to combat rising home prices
- Transportation and Traffic Improvements
  - Enhance the transportation network and reduce traffic congestion
  - Expand the network of bike lanes and walking lanes for community health and recreation
  - Enhance pedestrian-oriented improvements citywide
- Infrastructure
  - Allocate additional resources to maintain quality infrastructure throughout the community
- Leisure Services
  - Provide a variety of opportunities for community participation in recreation, library, cultural and other structured, as well as passive, leisure time activities



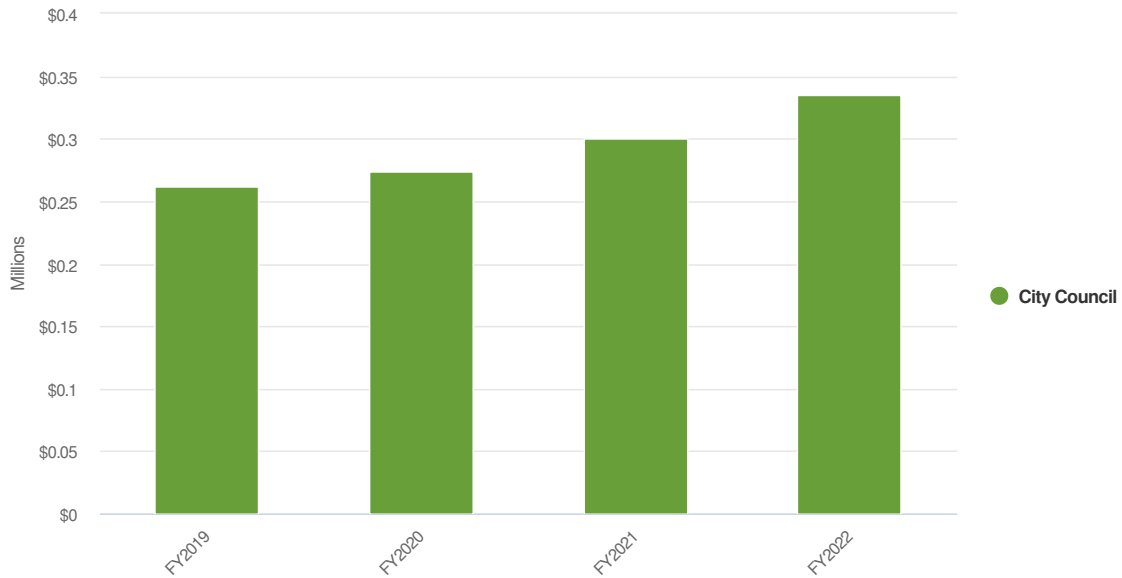
## **ANNUAL BUDGET OUTCOMES**

- Take legislative action and provide progressive policy direction to the City Manager and City Attorney to guide the City's ongoing growth and development, as well as to achieve fiscal sustainability.
- Confer with and support the City Manager in the implementation of Council policy decisions and work to enhance the City's long-term fiscal sustainability.
- Strive to ensure a balance between the services provided to the community and stewardship over the City's limited financial resources.
- Direct the City Manager to work collaboratively with other local agencies and City employee groups to identify opportunities for shared or consolidated services to provide greater efficiency and cost effectiveness of service delivery.



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



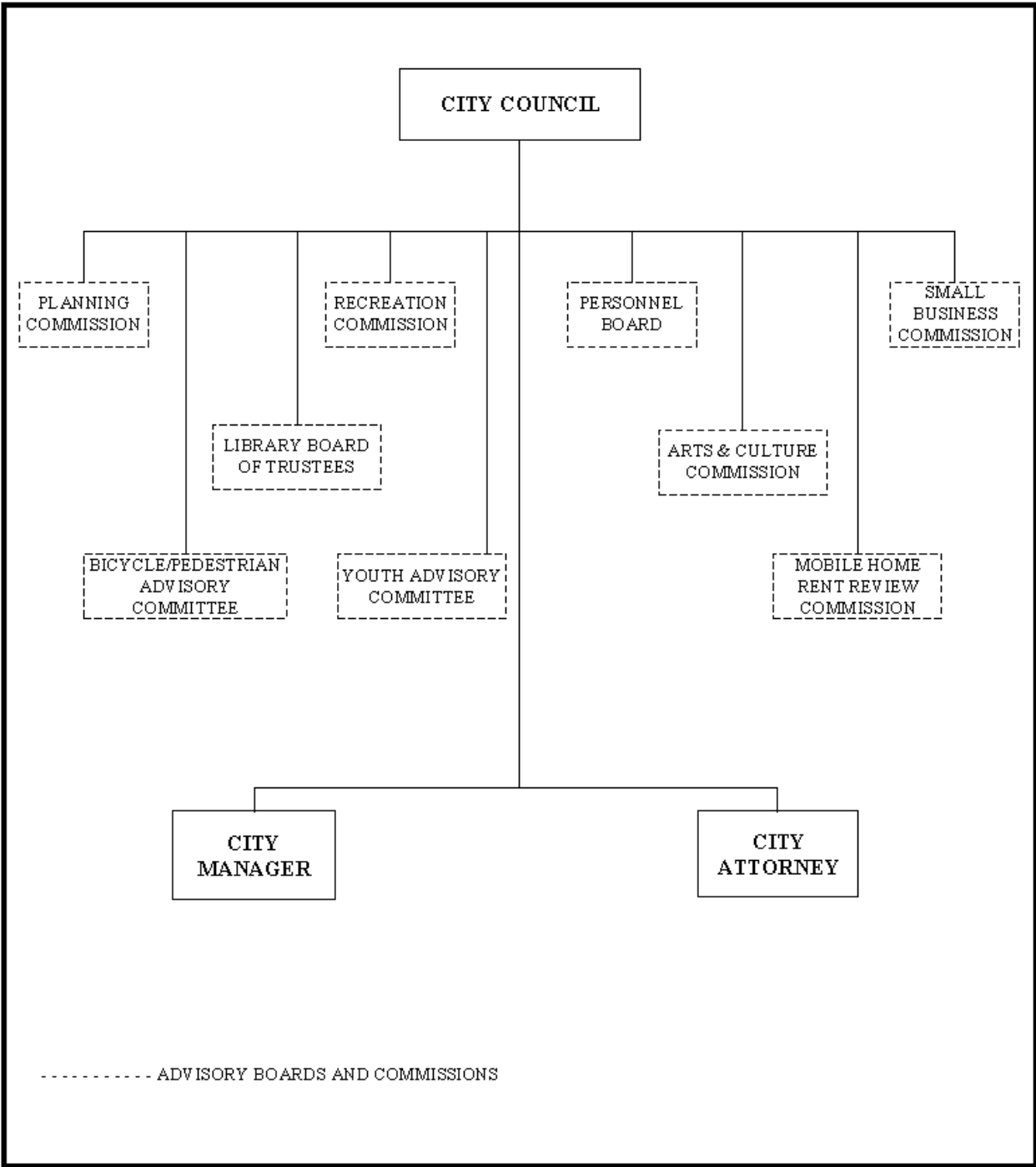
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
City Council				
Salaries and Benefits	\$203,640	\$213,230	\$247,717	\$256,255
Services and Supplies	\$5,569	\$5,431	\$3,213	\$9,179
Other Charges	\$19,580	\$20,367	\$14,400	\$33,408
Fixed Charges	\$32,874	\$34,249	\$35,276	\$36,334
<b>Total City Council:</b>	<b>\$261,663</b>	<b>\$273,276</b>	<b>\$300,606</b>	<b>\$335,177</b>
<b>Total Expenditures:</b>	<b>\$261,663</b>	<b>\$273,276</b>	<b>\$300,606</b>	<b>\$335,177</b>



# ORGANIZATIONAL CHART



## CITY OF DALY CITY CITY COUNCIL FISCAL YEAR 2022



## FULL TIME SALARIED POSITION LISTING

### CITY COUNCIL

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>01-001-019</b>					
Mayor	Q220	1.00	1.00	1.00	1.00
City Council	Q220	4.00	4.00	4.00	4.00
		5.00	5.00	5.00	5.00



## CITY MANAGER'S OFFICE



### DEPARTMENT MISSION STATEMENT

Provide strategic leadership to support the City Council in its policy-making responsibilities and guide the municipal organization to deliver high quality, efficient and effective services and programs that meet the needs of the community and City organization.

### CORE SERVICES

#### **Implementation of City Council Policies and Priorities**

Ensure that policies and legislative actions established by the City Council are implemented in an effective manner. Provide the City Council with adequate, timely information and recommendations regarding technical and professional issues under policy consideration. Provide clear organizational direction to make certain City Council policies and actions are executed.

#### **General Management and Oversight**

Provide effective management, oversight, and accountability for Daly City's municipal operations. These duties are carried out under the direction of the City Manager and through the Department Directors who are responsible for the implementation of City Council policies and legislative actions. Identify opportunities to share and consolidate services to provide more efficient and cost-effective service delivery.

#### **Fiscal Responsibility and Accountability**

Maximize the value and efficiency of City services to ensure a balance between revenues and expenditures. Ensure that municipal revenues are prudently managed and that there is a high level of accountability for the City's financial resources.

#### **Intergovernmental Relations**

Coordinate the interactions between the City and federal, state, and other local governments to review legislative actions and their impacts. Work with other entities to assess and discuss the benefits and impairments of all relevant intergovernmental issues.

#### **Workforce Strengthening**

Offer training and development programs to improve and sustain employees. Support and foster staff in generating professional growth and opportunities as well as improve job satisfaction and retention.



## **CORE SERVICES (continued)**

### **Economic Development and Business Support**

Improve the quality of life through the strategic development of the City. Promote sustainable expansion and business development.

### **Community Participation**

Develop and coordinate the exchange of information with residents to educate the community about their local government. Encourage community participation in all municipal decision-making processes and activities to promote transparency and accountability at all levels of the organization.

### **Communications**

In addition to maintaining the City's website, [www.dalycity.org](http://www.dalycity.org), deliver a quarterly print newsletter and monthly electronic newsletter, as well as provide regular support to various social platforms, including Nextdoor, Facebook and Twitter.

### **Community Sustainability**

Enhance community resilience to climate change and foster greater environmental sustainability in both City operations and the community. Engage a diversity of citizens and businesses to further sustainability initiatives in the community. Manage the implementation of the City's Climate Action Plan.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

- Maintain the organization's capability to provide existing services to the community.
- Promote efficiency and cost-effective service delivery of all City services.
- Provide leadership and support for organizational innovation to promote a creative, effective, and skilled workforce.
- Provide leadership and direction for the organization's all-hazard emergency response planning efforts.

### **Identify Opportunities to Improve Services to the Community**

- Monitor community satisfaction with City services, seek community input, participation, and suggestions.
- Address quality of service issues related to City franchise agreements and contracts.
- Support long-range strategic planning with the City Council and the community.



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

### **Encourage and Support Economic Development to Create Jobs, Expand the Community's Financial Base and Improve the Quality of Life**

- Provide leadership and guidance to enhance Daly City's ability to attract and retain an optimum balance of business and residential development.
- Work collaboratively with community stakeholders to support and sustain a pro-active business environment.
- Aid in the expansion of community sustainability and climate action programs/services.

### **Improve Organizational Capability and Effectiveness in Order to Better Serve the Community**

- Evaluate proposals for participating in shared regional service approaches to enhance efficiency and effectiveness and produce cost savings.
- Sustain efforts to address long-term infrastructure and capital improvement needs.

## **ANNUAL BUDGET OUTCOMES**

- Maintain organizational accountability by increased public access through online information, television broadcast and video streaming of City Council meetings and other civic meetings, as well as printed materials such as the Daly News.
- Manage the restoration of Fire Engine Company 95 and maintain quality emergency response services.
- Implement a financial sustainability strategy to improve the long-term fiscal condition of the City.
- Expand emergency assistance programs to support pandemic recovery and provide case management services at the Community Services Center through an effective public/non-profit model with the Daly City Partnership to provide emergency housing assistance, food, and other supportive services to 9,498 individuals and 4,270 households in need.
- Continue to implement the City's redesigned and modern website with new features that create greater access to programs, services, and information.
- Update the City's Climate Action Plan to continue to reduce greenhouse gas emissions; City sustainability efforts have been recognized with multiple awards since 2017 through the Institute for Local Government's Beacon Program, including the highest level honor of the Beacon Vanguard Award Silver Level (2020) for the following achievements: Platinum Level Award for 20% Community Greenhouse Gas Reductions, Gold Level Award for 18%





## **ANNUAL BUDGET OUTCOMES (continued)**

Agency Greenhouse Gas Reductions, Silver Level Award for 6% Agency Energy Savings, Silver Level Award for 7% Agency Natural Gas Savings, and Gold Level Award in Sustainability Best Practices.

- Continue promoting Project Green Space, the recipient of the Helen Putnam Award for Excellence in Local Government, to expand and diversify the urban canopy and plant trees and rain gardens across the City through an impact volunteering model.
- Expand environmental sustainability programming throughout the City including Earth Day activities, supporting Peninsula Clean Energy, and creating an Environmental Purchasing Policy.
- Promote C.L.E.A.N. Daly City, continue implementation of the 4E's through education and engagement of residents and businesses including completion of a youth mural, and begin the enforcement phase.
- Support the Arts & Culture Commission for successful Art Exhibits, Artist Receptions, and other citywide arts programs.
- Support the newly created Small Business Commission to review and advise on small business recovery and assistance programs.

## **SIGNIFICANT CHANGES FROM THE PRIOR BUDGET**

- The Daly City Local Recovery & Relief Measure (Measure Q) was approved in November 2020 with overwhelming community support, receiving more than 72% of the vote.
- The C.L.E.A.N. Daly City Initiative (Clean Livable Environment and Neighborhoods) launched to address illegal dumping in partnership with our community through four phases: Education, Engagement, Enforcement and Eradication. C.L.E.A.N. Daly City empowers residents to take pride in our City, so together we can take a stance against illegal dumping.
- A CRV Redemption center has returned to Daly City after closures of buy-back centers in 2019. This CalRecycle-supported pilot program provides cash value to residents for qualifying recyclable materials.

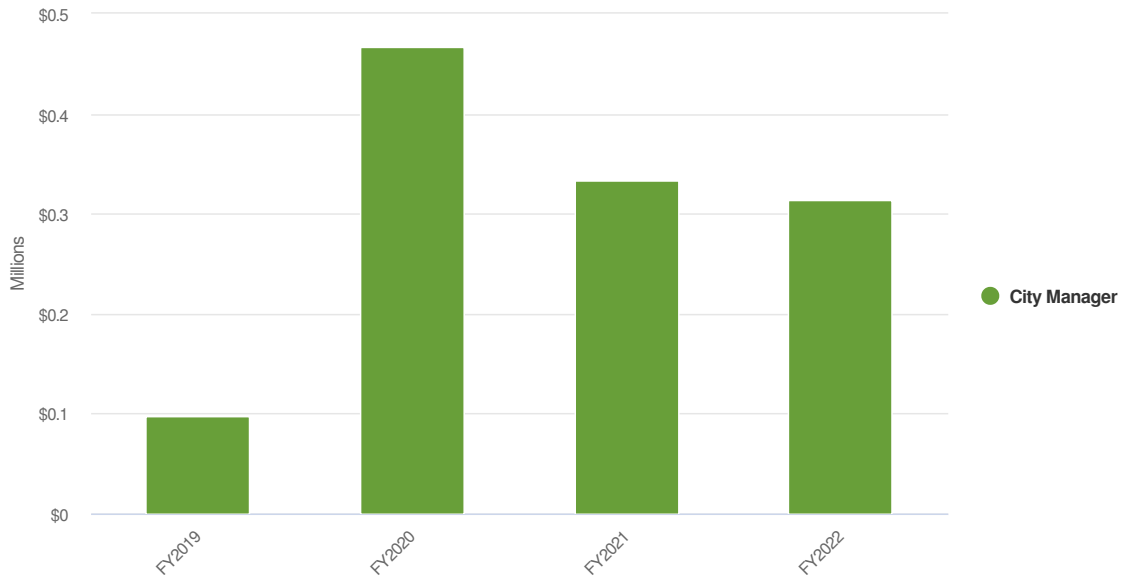


## PERFORMANCE MEASURES

Measure	Methodology	System	Measure Type
% of residents who rate the overall quality of the City's Public Information Services as good or excellent.	The monitoring of this core service ensures accountability, responsiveness and ensures the public has adequate access to information.	Data will be collected through community engagement events, resident surveys and departmental tracking.	Outcome
Number of residents served by Community Services Center related to expenditures.	This core service measure examines the dynamic and effectiveness of services provided to residents.	Departmental tracking.	Efficiency
Number of departments operating within their adopted budget.	The monitoring of this core service ensures that total City expenditures do not exceed adopted City expenditures.	Organizational and departmental systems for the tracking of fiscal data.	Output

# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
City Manager				
City Manager				
Charges and Fees		\$182,427	\$137,899	\$145,775
<b>Total City Manager:</b>		<b>\$182,427</b>	<b>\$137,899</b>	<b>\$145,775</b>
Community Engagement				
Charges and Fees	\$1,166	\$3,316	\$0	
<b>Total Community Engagement:</b>	<b>\$1,166</b>	<b>\$3,316</b>	<b>\$0</b>	
4R Sustainability Grant				
From Other Agencies		\$4,500	\$5,000	\$0
Operating Transfers In		\$423	\$0	
<b>Total 4R Sustainability Grant:</b>		<b>\$4,923</b>	<b>\$5,000</b>	<b>\$0</b>
Community Service Center				
Community Service Center				
From Other Agencies	\$80,803	\$263,810	\$190,454	\$168,006
<b>Total Community Service Center:</b>	<b>\$80,803</b>	<b>\$263,810</b>	<b>\$190,454</b>	<b>\$168,006</b>
Emergency Family Needs				
Miscellaneous Revenues	\$15,072	\$12,300	\$0	
<b>Total Emergency Family Needs:</b>	<b>\$15,072</b>	<b>\$12,300</b>	<b>\$0</b>	
<b>Total Community Service Center:</b>	<b>\$95,875</b>	<b>\$276,110</b>	<b>\$190,454</b>	<b>\$168,006</b>

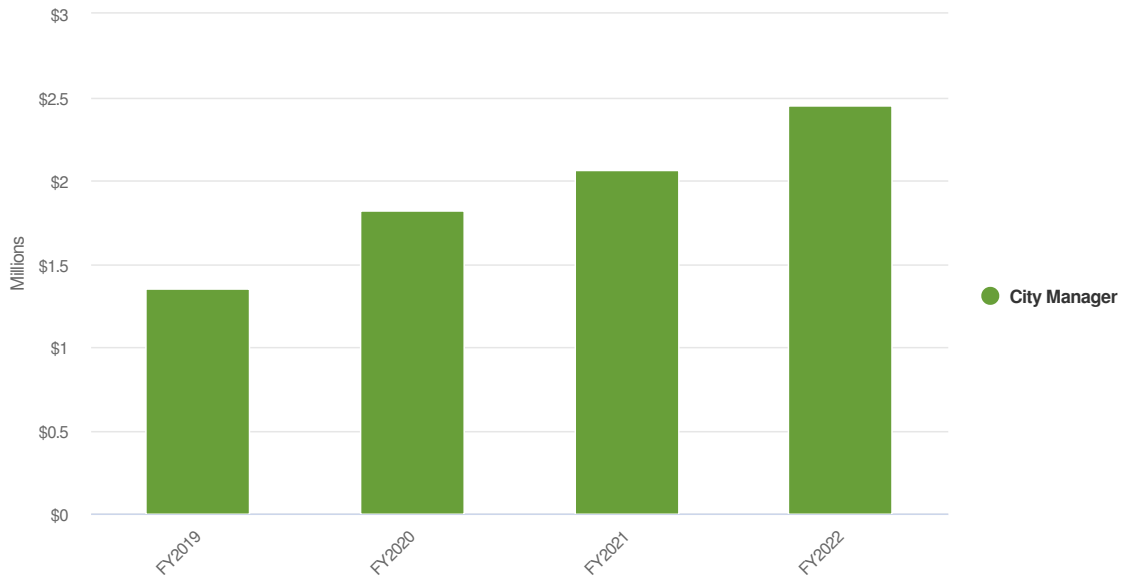


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Total City Manager:	\$97,041	\$466,776	\$333,353	\$313,781
Total Revenue:	\$97,041	\$466,776	\$333,353	\$313,781



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
City Manager				
City Manager				
Salaries and Benefits	\$613,491	\$1,116,946	\$1,316,065	\$1,768,632
Services and Supplies	\$18,382	\$69,418	\$257,817	\$215,098
Other Charges	\$7,173	\$3,037	\$85,250	\$104,613
Fixed Charges	\$148,525	\$153,460	\$158,064	\$162,806
Operating Transfers Out	\$0	\$310	\$0	
<b>Total City Manager:</b>	<b>\$787,572</b>	<b>\$1,343,171</b>	<b>\$1,817,195</b>	<b>\$2,251,148</b>
Community Engagement				
Salaries and Benefits	\$6,335	\$8,790	\$295	
Services and Supplies	\$273,935	\$183,573	\$0	
Other Charges	\$78,347	\$82,021	\$18,628	\$0
Operating Transfers Out		\$423	\$0	
<b>Total Community Engagement:</b>	<b>\$358,617</b>	<b>\$274,808</b>	<b>\$18,923</b>	<b>\$0</b>
4R Sustainability Grant				
Services and Supplies		\$4,943	\$5,000	\$0
<b>Total 4R Sustainability Grant:</b>		<b>\$4,943</b>	<b>\$5,000</b>	<b>\$0</b>
Community Sustainability				
Services and Supplies			\$30,542	\$24,512



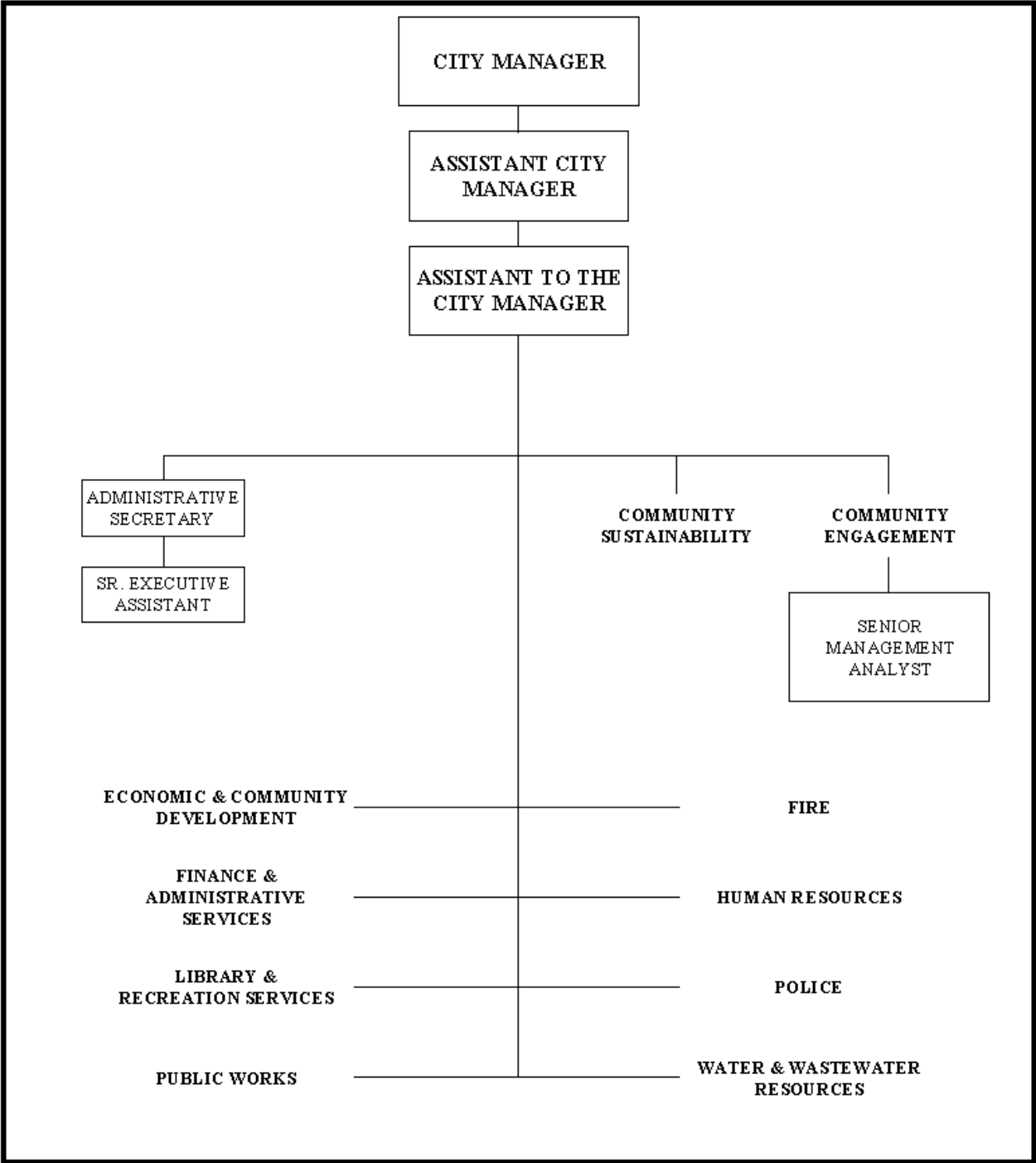
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Community Sustainability:</b>			<b>\$30,542</b>	<b>\$24,512</b>
Community Service Center				
Community Service Center				
Services and Supplies	\$171,251	\$183,858	\$191,410	\$169,537
Fixed Charges	\$848	\$848	\$874	\$900
<b>Total Community Service Center:</b>	<b>\$172,100</b>	<b>\$184,706</b>	<b>\$192,284</b>	<b>\$170,437</b>
Emergency Family Needs				
Services and Supplies	\$31,652	\$15,000	\$0	
<b>Total Emergency Family Needs:</b>	<b>\$31,652</b>	<b>\$15,000</b>	<b>\$0</b>	
<b>Total Community Service Center:</b>	<b>\$203,752</b>	<b>\$199,706</b>	<b>\$192,284</b>	<b>\$170,437</b>
<b>Total City Manager:</b>	<b>\$1,349,941</b>	<b>\$1,822,628</b>	<b>\$2,063,943</b>	<b>\$2,446,097</b>
<b>Total Expenditures:</b>	<b>\$1,349,941</b>	<b>\$1,822,628</b>	<b>\$2,063,943</b>	<b>\$2,446,097</b>



# ORGANIZATIONAL CHART



**CITY OF DALY CITY  
CITY MANAGER  
FISCAL YEAR 2022**



## FULL TIME SALARIED POSITION LISTING

### CITY MANAGER

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>City Manager's Office 01-010-010</b>					
City Manager	M520	1.00	1.00	1.00	1.00
Assistant City Manager	M452	1.00	1.00	1.00	1.00
Assistant to the City Manager	U113	-	-	1.00	1.00
Senior Management Analyst	U074	-	1.00	1.00	1.00
Administrative Secretary	U049	1.00	1.00	1.00	1.00
Senior Executive Assistant	U035	1.00	1.00	1.00	1.00
Executive Assistant	U028	1.00	1.00	-	-
		5.00	6.00	6.00	6.00
<b>Community Sustainability 45-010-423</b>					
Sustainability Coordinator / Senior Management Analyst	U074	1.00	-	-	-
		1.00	-	-	-
		6.00	6.00	6.00	6.00





## CITY TREASURER



### PROGRAM DESCRIPTION

The Office of the City Treasurer is responsible for the management of cash and investments for the City, the Redevelopment Agency and the Sanitation District, Trust and Agency Funds, and Public Facilities Financing Corporation.

The City Treasurer is an elected official and is responsible for investments made in compliance with State law and the City's Investment Policy, with the following objectives:

- **Safety** – at no risk, at any time, to the City, Successor Agency to the former City of Daly City Redevelopment Agency, Sanitation District, Public Facilities Financing Corporation, and any trust that the City hold fiduciary responsibility.
- **Liquidity** – availability of monies when needed.
- **Yield** – maximum interest earnings without sacrifice of the first two objectives.

Investments include various short-term government insured certificates of deposit, Federal Government Obligations, deposits in the State of California Local Agency Investment Fund and County of San Mateo Investment Pool.

### PROGRAM GOAL

To monitor financial trends to maximize investment income and to maintain adequate cash availability while ensuring that principal invested is protected from loss.

### HIGHLIGHTS

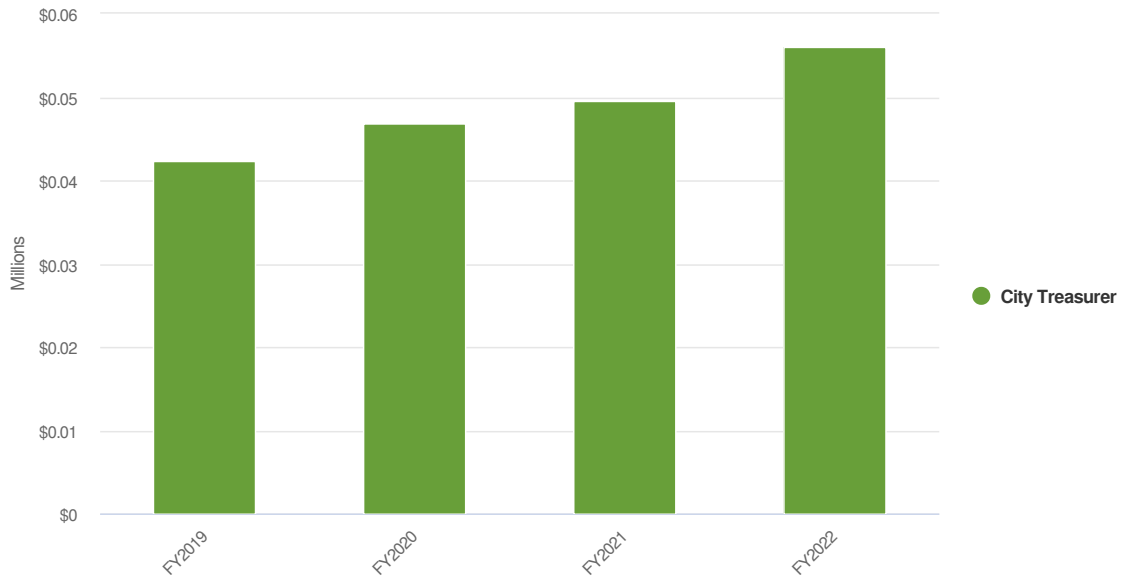
With a portfolio of over \$160 million, the City of Daly City has realized an average current yield of 7% for the past year.

### PROGRAM OBJECTIVES

- Investment of funds will be in compliance with governing positions of law and the City's Investment Policy.
- Maintain adequate cash availability while ensuring that principal invested is protected from loss.

# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



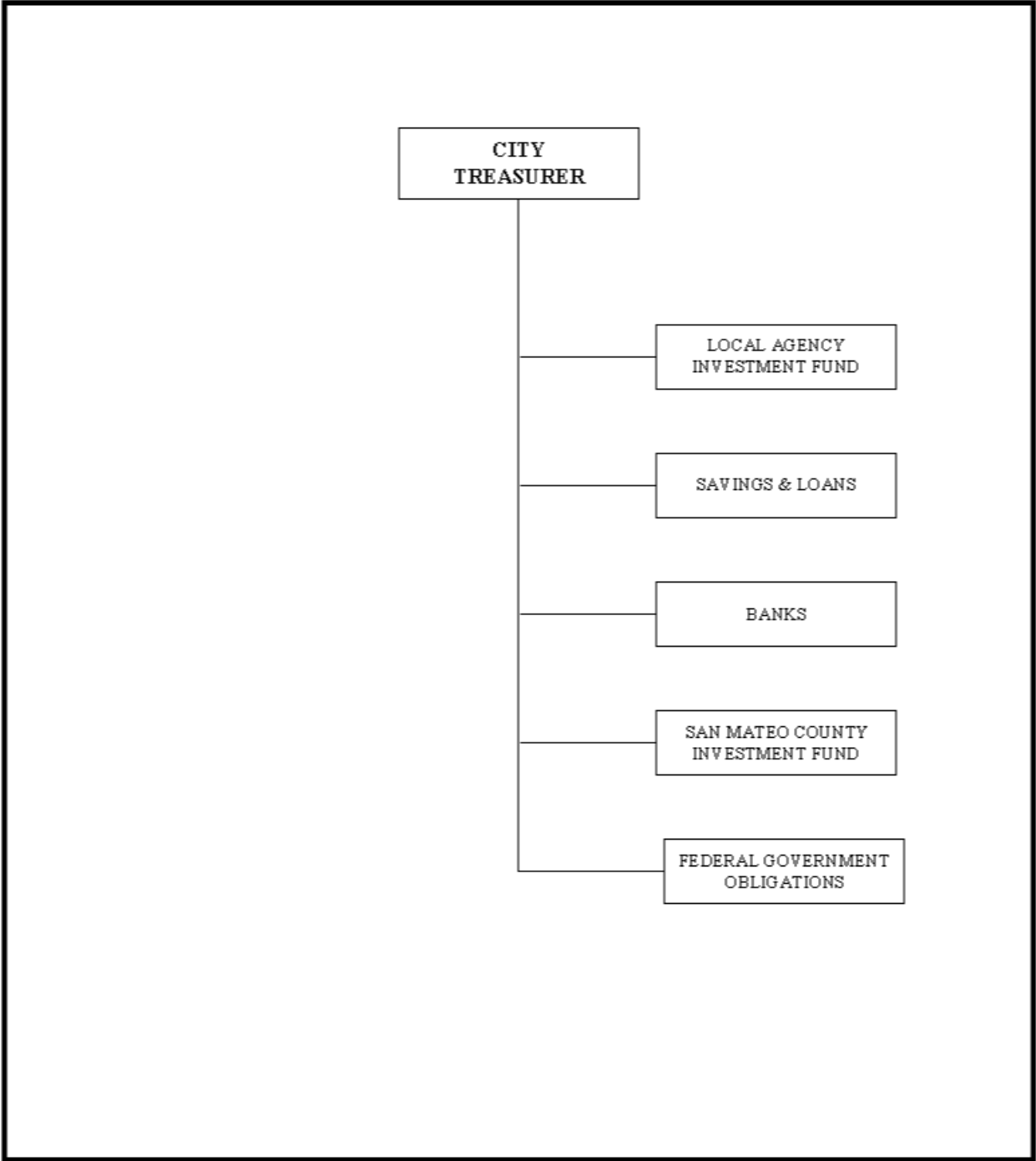
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
City Treasurer				
Salaries and Benefits	\$32,958	\$36,191	\$40,373	\$42,069
Services and Supplies	\$12	\$96	\$558	\$250
Other Charges	\$1,862	\$2,720	\$589	\$5,500
Fixed Charges	\$7,563	\$7,828	\$8,064	\$8,305
<b>Total City Treasurer:</b>	<b>\$42,395</b>	<b>\$46,836</b>	<b>\$49,584</b>	<b>\$56,124</b>
<b>Total Expenditures:</b>	<b>\$42,395</b>	<b>\$46,836</b>	<b>\$49,584</b>	<b>\$56,124</b>



# ORGANIZATIONAL CHART



## CITY OF DALY CITY CITY TREASURER FISCAL YEAR 2022



## FULL TIME SALARIED POSITION LISTING

### CITY TREASURER

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>01-040-040</b>					
City Treasurer	Q900	0.18	0.15	0.15	0.15
		0.18	0.15	0.15	0.15



## **ECONOMIC & COMMUNITY DEVELOPMENT**



### **DEPARTMENT MISSION STATEMENT**

To direct activities for the Department's Divisions and Programs to assure orderly growth, responsive service, interdepartmental coordination, economic growth, and fulfillment of the City's long-range objectives.

### **CORE SERVICES**

#### **Planning, Building & Code Enforcement**

- Land use development review.
- Implementation of General Plan, Specific Plans, and design guidelines.
- Participation in regional and interagency planning activities (Grand Boulevard Initiative, Bi-County Transportation Study, etc.)
- Building plan review, permit issuance & construction inspection.
- Community code enforcement.
- Administrative support to the above services.

#### **Economic Development**

- Promote economic development, creation of new employment opportunities and enhance City revenue.
- Initiate and facilitate private development.
- Promote and implement neighborhood improvement strategies.
- Provide staff support to the Daly City Small Business Commission.
- Manage City real estate holdings.

## **CORE SERVICES (continued)**

### **Housing & Community Development**

- Increase the extent of new affordable housing and help maintain the existing affordable housing stock.
- Provide oversight to CDBG-funded non-profit organizations that help meet the basic needs of low-income residents.
- Administer and ensure compliance with federal housing and community development programs, including the housing rehabilitation loan program.
- Provide staff support to the Daly City Housing Development Finance Agency.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

### **Economic Development/Revenue Enhancement**

- Update the City's website to provide information to small and micro-enterprise businesses.
- Promote public/private partnerships for priority development sites by aggressively marketing the properties.
- Implement economic development strategies that create jobs, expand the community's financial base, provide affordable housing, and improve the quality of community life.
- Support appropriately planned upgrades and expansions of Daly City shopping centers and commercial operations.

### **Civic Engagement**

- Manage the Department's webpage to provide current, timely information to the public, and development community.
- Continue implementation actions for use of Agenda Plus for Planning Commission meetings to increase public access to meeting notices, staff reports, and on-line meeting video.
- Provide information and assistance to all members of the public through a variety of mediums, including timely assistance at the front counter, by phone, email, and written correspondence.



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

### **Government Operations**

- Monitor all underground fuel storage tanks for compliance with State regulations.
- Monitor tax-exempt bond-financed housing projects for compliance with Regulatory Agreements.
- Manage and coordinate the building permit and entitlement review processes to ensure compliance with City codes, and to expand interdepartmental collaboration.
- Adopt and update Building, Housing, and Planning ordinances and codes to comply with State and Federal mandates.
- Administer the Construction and Demolition (C&D) Recycling Program in seeking to divert waste from landfills in compliance with State law.
- Continue to evaluate Code Enforcement programs and practices to increase efficiency and effectiveness in abating violations and public nuisances.

### **Community/Civic Support**

- Foster small business development goals by collaborating with educational institutions and organizations, including the Colma-Daly City Chamber of Commerce.
- Distribute federal/state funding and available affordable housing monies to fund the construction of affordable housing; administer grants and loans that rehabilitate the existing stock of affordable housing; ensure existing affordable housing stays affordable; and continue to participate in regional efforts to coordinate and improve housing for low and moderate-income households.
- Provide CDBG funding to non-profit organizations that support public services such as childcare, health, and other youth-oriented social services; and social service activities that benefit lower income households by leveraging federal/state entitlements.

### **Transportation / Traffic**

- Participate in regional transportation planning efforts such as Daly City and Colma BART station area planning, Bi-County Transportation Study, the Grand Boulevard Initiative, and the C/CAG Technical Advisory Committee.



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

### **Land Use**

- Implement the Daly City General Plan, specific implementation actions anticipated include revising Zoning Ordinance sections, as specified in General Plan land use and housing elements.
- Implement the General Plan Housing Element, in compliance with the State housing element law.
- Continue to implement existing specific plans, the Zoning Ordinance and the Municipal Code through the building permit, code enforcement, and planning entitlement review processes.
- Implement the requirements of the C.3 Stormwater Municipal Regional Permit.
- Participate in regional planning efforts that assist in developing regulations in response to State mandates and programs such as the Bay Area Sustainable Communities Strategy, Bay Area Stormwater Management Agencies Association, Bay Area Water Supply and Conservation Agency, and the San Mateo Countywide Water Pollution Prevention Program.

## **ANNUAL BUDGET OUTCOMES**

### **Planning, Building & Code Enforcement**

- Improve customer service through enhanced permit and application submittal and processing programs, and emphasis on prompt and accurate responses to public requests for information.
- A turnaround time of ten working days for initially submitted building permit plans, five working days for resubmitted plans, and next-day response on construction inspection requests.
- Web page development by providing information regarding the public services that we provide utilizing the new Content Management Software.
- A report on the effectiveness of the Construction and Demolition (C&D) Recycling Program in diverting waste from landfill to comply with State law.
- Fee updates to better reflect City staffing cost recovery opportunities for Planning, Code Enforcement, and Building project work.
- Implementation of streamlined stormwater treatment plan check process.





## **ANNUAL BUDGET OUTCOMES (continued)**

- In collaboration with the City Traffic Engineer and in compliance with CEQA Guidelines, develop criteria for traffic study preparation to increase certainty as to when traffic studies are required, what the traffic study scope shall be, and what traffic methodologies shall be employed to evaluate traffic impacts.
- In collaboration with the Public Works and Finance Departments, continue work to update the City's AB1600 fee program.
- In collaboration with the Public Works and Finance Departments, identify lot merger incentives to include in the Zoning Ordinance that would encourage private parcel assemblage.
- New strategies for analyzing traffic impacts developed in collaboration with the Public Works Department, including implementation of General Plan Update traffic goals and policies.
- Revisions to the Zoning Ordinance, in compliance with General Plan land use and housing elements.
- Assistance in the establishment of a Capital Improvement Program for major planned public infrastructure upgrades and new construction.
- Implement and enforce regulations regarding short-term rentals throughout the City's residential zoning districts.
- Fully implement an amnesty program for previously unpermitted front yard paving and implement a permitting program for new front yard paving.

### **Economic Development**

- Assistance to property owners and developers interested in sites in Daly City, including commercial properties in the Bayshore area, lands in the Cow Palace area, and numerous properties along Mission Street.
- Negotiate and manage the disposition of former Redevelopment properties.
- Develop and support new partnerships with outside organizations (e.g., SBA, community colleges, etc.) to offer assistance to local businesses.
- Explore creation of an overall Economic Development Strategy for the City that addresses both short- and long-term City economic development goals.



## **ANNUAL BUDGET OUTCOMES (continued)**

- Continue coordination with the Small Business Commission to improve the small business environment in the City.

### **Housing & Community Development**

- The creation of additional rental and ownership housing for low and moderate-income households through partnerships with non-profit housing development organizations and the implementation of the City's Inclusionary Housing Ordinance.
- CDBG funding for the development of educational materials to increase community outreach and investigation of housing discrimination cases via non-profit organizations in support of fair housing practices.
- Funding, assistance, and monitoring of CDBG sub-recipients who provide a variety of public services to low-income Daly City residents in the areas of food, shelter, legal services, health care, childcare, youth services, family crisis intervention, literacy, and job training.
- Expanded marketing of Housing Rehabilitation programs informing homeowners about loan and grant programs and assistance to homeowners with inspections, cost estimates, the bidding process, job quality control, and payment processing.
- Provide staff support to the Daly City Housing Development Finance Agency, including management of Agency assets.
- Preserve existing affordable housing stock through compliance monitoring, housing rehabilitation, and oversight of resale and leasing practices. Continue coordination with the Small Business Commission to improve the small business environment in the City.



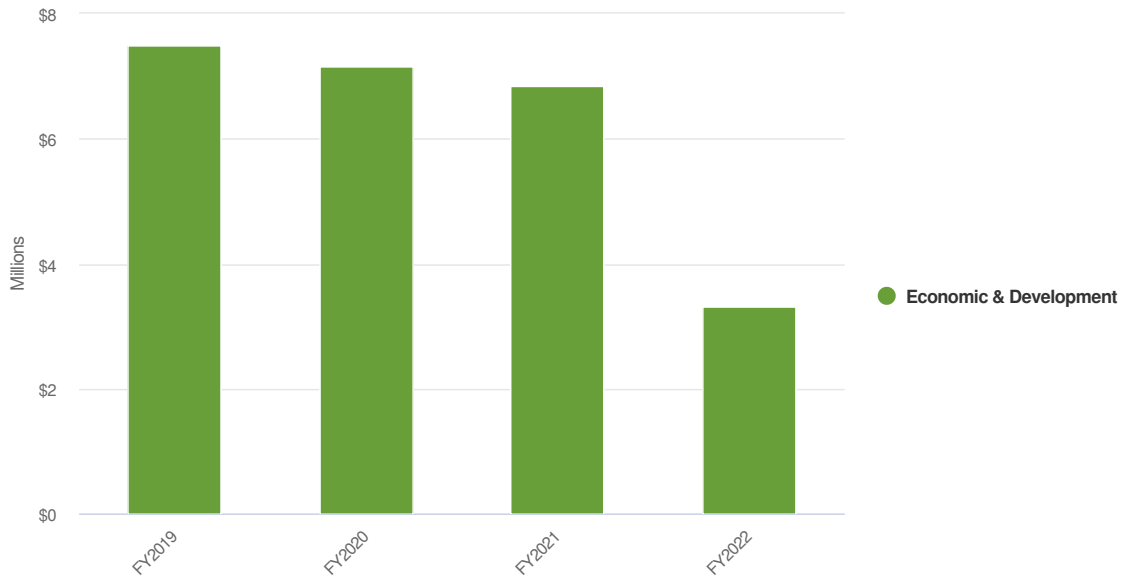
## PERFORMANCE MEASURES

<b>Measure</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
Average wait of customers at Building Counter	9 minutes Total = 8,512	N/A (counter closed due to Covid)	7 minutes
% of Inspections done within 1 day of request	98.0% Total = 8,369	98.0% Total = 9,374	99%
% of Initial Plan Review within 10 to 15 Working Days	85%	87%	90%
% of Re-Submitted Plan Review within 5 to 10 Working Days	84%	86%	90%



# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Economic & Development				
Ecd Administration				
Ecd Administration				
Rents and Interest	\$240	\$240	\$240	\$240
Charges and Fees	\$43,333	\$43,333	\$43,333	\$43,333
Miscellaneous Revenues	\$275	\$0		
<b>Total Ecd Administration:</b>	<b>\$43,848</b>	<b>\$43,573</b>	<b>\$43,573</b>	<b>\$43,573</b>
Building				
Licenses and Permits	\$1,992,946	\$2,036,149	\$2,204,291	\$1,713,016
Charges and Fees	\$73,074	\$68,601	\$86,200	\$65,200
Miscellaneous Revenues	\$605,676	\$316,124	\$194,038	\$150,000
<b>Total Building:</b>	<b>\$2,671,695</b>	<b>\$2,420,874</b>	<b>\$2,484,529</b>	<b>\$1,928,216</b>
Code Enforcement				
Licenses and Permits	\$378,172	\$289,073	\$275,628	\$200,000
Miscellaneous Revenues	\$0		\$39,211	\$0
<b>Total Code Enforcement:</b>	<b>\$378,172</b>	<b>\$289,073</b>	<b>\$314,839</b>	<b>\$200,000</b>
<b>Total Ecd Administration:</b>	<b>\$3,093,715</b>	<b>\$2,753,520</b>	<b>\$2,842,941</b>	<b>\$2,171,789</b>
Planning				
Planning & Zoning				



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Licenses and Permits	\$180,987	\$313,133	\$237,861	\$181,146
Charges and Fees	\$622,851	\$633,129	\$967,756	\$600,433
<b>Total Planning &amp; Zoning:</b>	<b>\$803,838</b>	<b>\$946,262</b>	<b>\$1,205,617</b>	<b>\$781,579</b>
<b>Total Planning:</b>	<b>\$803,838</b>	<b>\$946,262</b>	<b>\$1,205,617</b>	<b>\$781,579</b>
Community Block Grant				
Residential Rehab				
From Other Agencies	\$336,262	\$257,257	\$304,423	\$0
<b>Total Residential Rehab:</b>	<b>\$336,262</b>	<b>\$257,257</b>	<b>\$304,423</b>	<b>\$0</b>
Block Grant Admin				
From Other Agencies	\$182,947	\$14,169	\$28,940	\$0
Miscellaneous Revenues	-\$3,122	\$179,885	\$160,793	\$0
<b>Total Block Grant Admin:</b>	<b>\$179,825</b>	<b>\$194,054</b>	<b>\$189,732</b>	<b>\$0</b>
Shared Housing				
From Other Agencies	\$12,000	\$12,000	\$10,953	\$0
<b>Total Shared Housing:</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$10,953</b>	<b>\$0</b>
Project Read				
From Other Agencies	\$20,000	\$20,000	\$20,000	\$0
<b>Total Project Read:</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
Shelter Network-Family Crossrd				
From Other Agencies	\$16,000	\$16,000	\$16,000	\$0
<b>Total Shelter Network-Family Crossrd:</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$0</b>
JohnS Closet				
From Other Agencies	\$5,000	\$0		
<b>Total JohnS Closet:</b>	<b>\$5,000</b>	<b>\$0</b>		
Home Program Admin				
From Other Agencies	\$54,412	\$28,009	\$0	
<b>Total Home Program Admin:</b>	<b>\$54,412</b>	<b>\$28,009</b>	<b>\$0</b>	
Homesavers - Legal Aid				
From Other Agencies	\$12,000	\$12,000	\$12,000	\$0
<b>Total Homesavers - Legal Aid:</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$0</b>
Daly City Youth Health Center				
From Other Agencies	\$6,000	\$0		
<b>Total Daly City Youth Health Center:</b>	<b>\$6,000</b>	<b>\$0</b>		
Cdbg-R Admin				



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Operating Transfers In			\$98,474	
<b>Total Cdbg-R Admin:</b>			<b>\$98,474</b>	<b>\$0</b>
Cal Home Housing Rehab Grant				
Rents and Interest	\$1,036	\$1,765	\$1,735	\$0
Miscellaneous Revenues	\$138,071	\$2,635	\$63,237	\$0
<b>Total Cal Home Housing Rehab Grant:</b>	<b>\$139,106</b>	<b>\$4,399</b>	<b>\$64,972</b>	<b>\$0</b>
Bayshore Food Assessment				
From Other Agencies		\$10,000	-\$312	\$0
<b>Total Bayshore Food Assessment:</b>		<b>\$10,000</b>	<b>-\$312</b>	<b>\$0</b>
C I D Inc Services				
From Other Agencies	\$14,122	\$18,011	\$19,899	\$0
<b>Total C I D Inc Services:</b>	<b>\$14,122</b>	<b>\$18,011</b>	<b>\$19,899</b>	<b>\$0</b>
Project Sentinel				
From Other Agencies	\$7,500	\$7,500	\$15,000	\$0
<b>Total Project Sentinel:</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$15,000</b>	<b>\$0</b>
Cdbg-R				
From Other Agencies			\$107,796	
<b>Total Cdbg-R:</b>			<b>\$107,796</b>	
Peninsula Family Service				
From Other Agencies	\$22,000	\$22,000	\$22,000	\$0
<b>Total Peninsula Family Service:</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$0</b>
Rebuilding Together				
From Other Agencies	\$0	\$0	\$25,900	\$0
<b>Total Rebuilding Together:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,900</b>	<b>\$0</b>
Rebldg Together Safe At Home				
From Other Agencies	\$10,000	\$13,413	\$27,499	\$0
<b>Total Rebldg Together Safe At Home:</b>	<b>\$10,000</b>	<b>\$13,413</b>	<b>\$27,499</b>	<b>\$0</b>
Bayshore Comm Center/Library				
From Other Agencies	\$354,165	\$370,838	\$388,020	\$0
<b>Total Bayshore Comm Center/Library:</b>	<b>\$354,165</b>	<b>\$370,838</b>	<b>\$388,020</b>	<b>\$0</b>
<b>Total Community Block Grant:</b>	<b>\$1,188,393</b>	<b>\$985,481</b>	<b>\$1,322,356</b>	<b>\$0</b>
Redevelopment Successor Agency				
Mission/Js Redevelopment Admin				
Taxes	\$1,875,498	\$1,093,898	\$1,142,502	
<b>Total Mission/Js Redevelopment Admin:</b>	<b>\$1,875,498</b>	<b>\$1,093,898</b>	<b>\$1,142,502</b>	

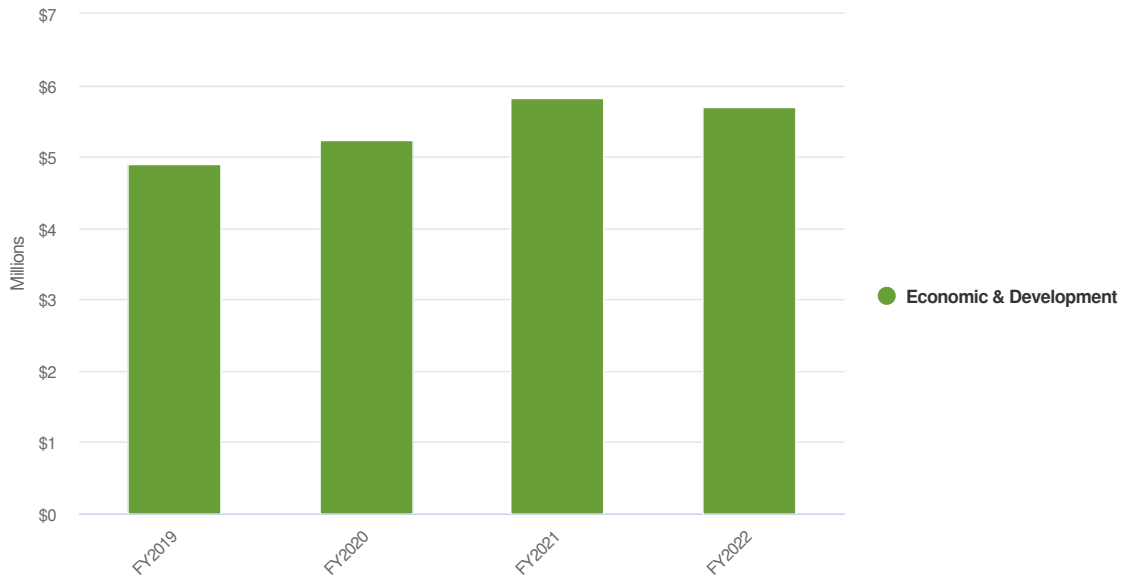


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
260 Abbot				
Rents and Interest	\$32,426	\$47,375	\$33,250	\$39,900
Miscellaneous Revenues	\$50	\$0		
<b>Total 260 Abbot:</b>	<b>\$32,476</b>	<b>\$47,375</b>	<b>\$33,250</b>	<b>\$39,900</b>
<b>Total Redevelopment Successor Agency:</b>	<b>\$1,907,974</b>	<b>\$1,141,273</b>	<b>\$1,175,752</b>	<b>\$39,900</b>
Housing Finance Agency				
Housing Finance Agency				
Charges and Fees	\$0	\$1,001,511	\$20,064	\$0
Miscellaneous Revenues	\$2,850	\$0		
<b>Total Housing Finance Agency:</b>	<b>\$2,850</b>	<b>\$1,001,511</b>	<b>\$20,064</b>	<b>\$0</b>
Dc Housing Devt Finance Agency				
Rents and Interest	\$91,250	\$72,696	\$46,598	\$70,000
Miscellaneous Revenues	\$0	\$3,025	\$4,100	\$5,350
<b>Total Dc Housing Devt Finance Agency:</b>	<b>\$91,250</b>	<b>\$75,721</b>	<b>\$50,698</b>	<b>\$75,350</b>
20% Housing Set-Aside				
Rents and Interest	\$4,574	\$6,420	\$3,555	\$5,000
Miscellaneous Revenues	\$24,307	\$19,461	\$0	\$16,000
Operating Transfers In	\$375,100	\$218,780	\$228,500	\$237,553
<b>Total 20% Housing Set-Aside:</b>	<b>\$403,980</b>	<b>\$244,661</b>	<b>\$232,055</b>	<b>\$258,553</b>
<b>Total Housing Finance Agency:</b>	<b>\$498,080</b>	<b>\$1,321,893</b>	<b>\$302,818</b>	<b>\$333,903</b>
<b>Total Economic &amp; Development:</b>	<b>\$7,491,999</b>	<b>\$7,148,429</b>	<b>\$6,849,484</b>	<b>\$3,327,171</b>
<b>Total Revenue:</b>	<b>\$7,491,999</b>	<b>\$7,148,429</b>	<b>\$6,849,484</b>	<b>\$3,327,171</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Economic & Development				
Ecd Administration				
Ecd Administration				
Salaries and Benefits	\$266,480	\$400,737	\$475,389	\$519,135
Services and Supplies	\$97,713	\$5,494	\$34,646	\$43,726
Other Charges	\$87	\$115	\$225	\$3,600
Fixed Charges	\$73,515	\$75,780	\$78,053	\$80,395
Operating Transfers Out		\$1,547	\$0	
<b>Total Ecd Administration:</b>	<b>\$437,795</b>	<b>\$483,673</b>	<b>\$588,313</b>	<b>\$646,856</b>
Building				
Salaries and Benefits	\$1,224,932	\$1,372,696	\$1,014,037	\$1,783,772
Services and Supplies	\$209,113	\$208,051	\$290,739	\$251,290
Other Charges	\$9,342	\$12,401	\$5,462	\$11,374
Fixed Charges	\$287,952	\$296,009	\$304,889	\$314,036
Operating Transfers Out	\$21,090	\$0		
<b>Total Building:</b>	<b>\$1,752,428</b>	<b>\$1,889,157</b>	<b>\$1,615,127</b>	<b>\$2,360,472</b>
Code Enforcement				
Salaries and Benefits	\$558,742	\$616,582	\$646,361	\$718,550
Services and Supplies	\$13,038	\$13,963	\$15,889	\$24,830
Other Charges	\$1,616	\$1,715	\$2,445	\$9,423





Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Fixed Charges	\$54,427	\$55,870	\$57,599	\$59,272
<b>Total Code Enforcement:</b>	<b>\$627,823</b>	<b>\$688,130</b>	<b>\$722,293</b>	<b>\$812,075</b>
Rda Successor Agency				
Services and Supplies	\$3,338	\$3,438	\$3,541	\$7,000
<b>Total Rda Successor Agency:</b>	<b>\$3,338</b>	<b>\$3,438</b>	<b>\$3,541</b>	<b>\$7,000</b>
<b>Total Ecd Administration:</b>	<b>\$2,821,384</b>	<b>\$3,064,398</b>	<b>\$2,929,274</b>	<b>\$3,826,403</b>
Planning				
Planning & Zoning				
Salaries and Benefits	\$633,454	\$751,192	\$810,053	\$912,418
Services and Supplies	\$8,865	\$16,161	\$22,941	\$367,090
Other Charges	\$4,833	\$5,427	\$2,614	\$12,334
Fixed Charges	\$135,228	\$139,429	\$143,612	\$147,920
<b>Total Planning &amp; Zoning:</b>	<b>\$782,380</b>	<b>\$912,209</b>	<b>\$979,220</b>	<b>\$1,439,763</b>
<b>Total Planning:</b>	<b>\$782,380</b>	<b>\$912,209</b>	<b>\$979,220</b>	<b>\$1,439,763</b>
Community Block Grant				
Residential Rehab				
Salaries and Benefits	\$183,834	\$197,063	\$171,665	\$0
Services and Supplies	\$7,622	\$6,628	\$8,174	\$0
Other Charges	\$144,806	\$53,567	\$122,789	\$0
<b>Total Residential Rehab:</b>	<b>\$336,262</b>	<b>\$257,257</b>	<b>\$302,627</b>	<b>\$0</b>
Block Grant Admin				
Salaries and Benefits	\$165,455	\$177,768	\$171,613	\$0
Services and Supplies	\$11,474	\$14,828	\$15,641	\$0
Other Charges	\$2,896	\$1,458	\$628	\$0
<b>Total Block Grant Admin:</b>	<b>\$179,825</b>	<b>\$194,054</b>	<b>\$187,882</b>	<b>\$0</b>
Shared Housing				
Services and Supplies	\$12,000	\$12,000	\$10,953	\$0
<b>Total Shared Housing:</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$10,953</b>	<b>\$0</b>
Economic & Enterprise Develop				
Salaries and Benefits	\$0	\$0		
<b>Total Economic &amp; Enterprise Develop:</b>	<b>\$0</b>	<b>\$0</b>		
Project Read				
Services and Supplies	\$20,000	\$20,000	\$20,000	\$0
<b>Total Project Read:</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
Shelter Network-Family Crossrd				
Services and Supplies	\$16,000	\$16,000	\$16,000	\$0



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Shelter Network-Family Crossrd:</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$0</b>
John'S Closet				
Services and Supplies	\$5,000	\$0		
<b>Total John'S Closet:</b>	<b>\$5,000</b>	<b>\$0</b>		
Home Program Admin				
Salaries and Benefits	\$25,996	\$28,009	\$59,830	\$0
Services and Supplies	\$0	\$0	\$49,315	\$0
<b>Total Home Program Admin:</b>	<b>\$25,996</b>	<b>\$28,009</b>	<b>\$109,145</b>	<b>\$0</b>
Homesavers - Legal Aid				
Services and Supplies	\$12,000	\$12,000	\$12,000	\$0
<b>Total Homesavers - Legal Aid:</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$0</b>
Daly City Youth Health Center				
Services and Supplies	\$6,000	\$0		
<b>Total Daly City Youth Health Center:</b>	<b>\$6,000</b>	<b>\$0</b>		
Cdbg-R Admin				
Salaries and Benefits			\$83,115	\$0
Services and Supplies			\$14,516	\$0
<b>Total Cdbg-R Admin:</b>			<b>\$97,630</b>	<b>\$0</b>
Home 2016-2017				
Services and Supplies		\$0	\$100,601	\$0
<b>Total Home 2016-2017:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,601</b>	<b>\$0</b>
Home 2017-2018				
Services and Supplies		\$0	\$166,601	\$0
<b>Total Home 2017-2018:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$166,601</b>	<b>\$0</b>
Cal Home Housing Rehab Grant				
Other Charges	\$55,775	\$7,187	\$0	
<b>Total Cal Home Housing Rehab Grant:</b>	<b>\$55,775</b>	<b>\$7,187</b>	<b>\$0</b>	
Bayshore Food Assessment				
Services and Supplies		\$4,750	\$4,938	\$0
<b>Total Bayshore Food Assessment:</b>		<b>\$4,750</b>	<b>\$4,938</b>	<b>\$0</b>
CID Inc Services				
Services and Supplies	\$14,122	\$18,011	\$19,899	\$0
<b>Total CID Inc Services:</b>	<b>\$14,122</b>	<b>\$18,011</b>	<b>\$19,899</b>	<b>\$0</b>
Project Sentinel				



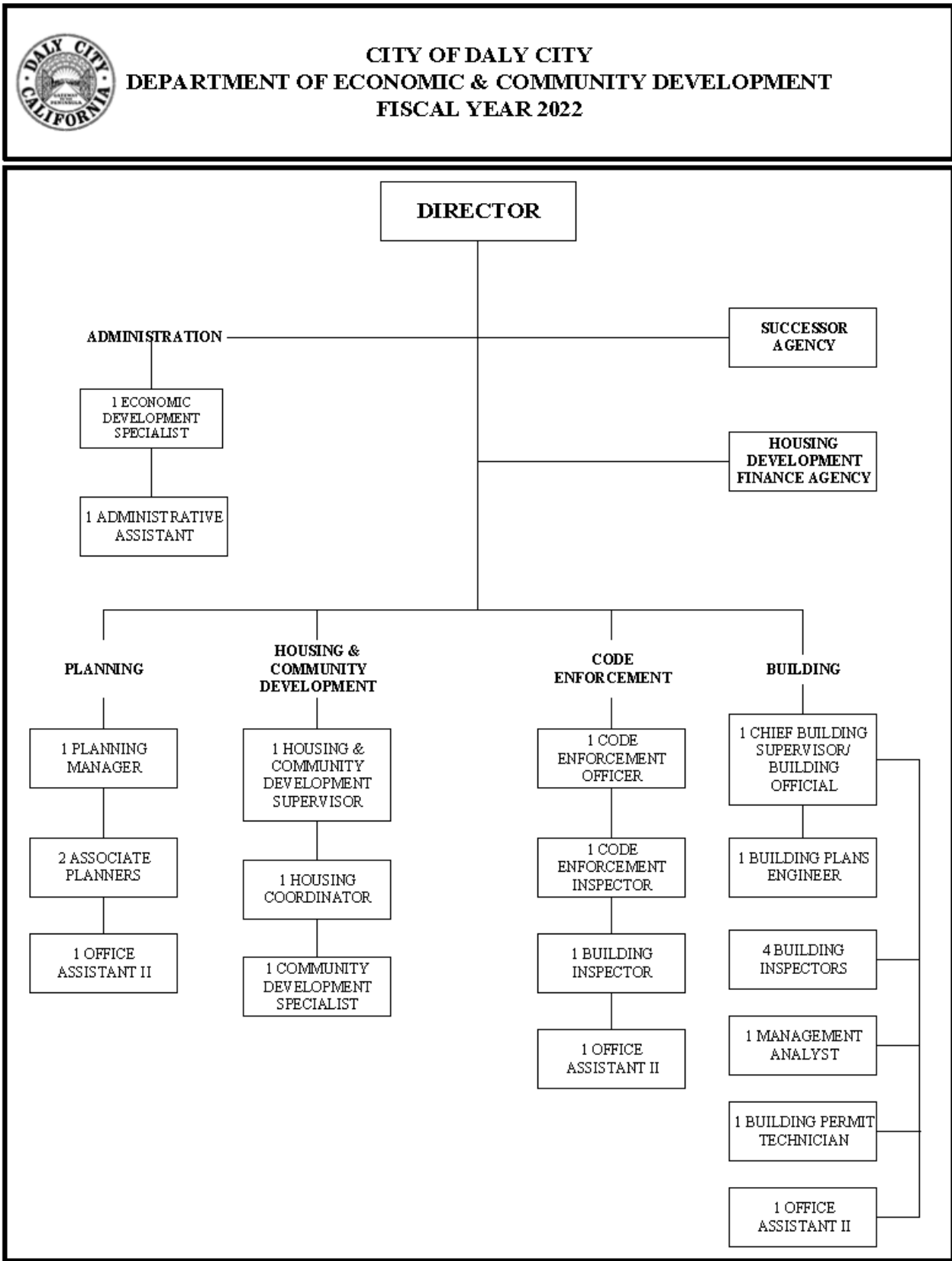
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Services and Supplies	\$7,500	\$7,500	\$15,000	\$0
<b>Total Project Sentinel:</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$15,000</b>	<b>\$0</b>
Cdbg-R				
Services and Supplies			\$107,796	\$0
<b>Total Cdbg-R:</b>			<b>\$107,796</b>	<b>\$0</b>
Peninsula Family Service				
Services and Supplies	\$22,000	\$22,000	\$22,000	\$0
<b>Total Peninsula Family Service:</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$0</b>
Rebuilding Together				
Services and Supplies	\$0		\$25,900	\$0
<b>Total Rebuilding Together:</b>	<b>\$0</b>		<b>\$25,900</b>	<b>\$0</b>
Rebldg Together Safe At Home				
Services and Supplies	\$10,000	\$13,413	\$27,499	\$0
<b>Total Rebldg Together Safe At Home:</b>	<b>\$10,000</b>	<b>\$13,413</b>	<b>\$27,499</b>	<b>\$0</b>
Bayshore Comm Center/Library				
Debt Service	\$354,165	\$370,838	\$388,020	\$0
<b>Total Bayshore Comm Center/Library:</b>	<b>\$354,165</b>	<b>\$370,838</b>	<b>\$388,020</b>	<b>\$0</b>
<b>Total Community Block Grant:</b>	<b>\$1,076,645</b>	<b>\$983,019</b>	<b>\$1,634,492</b>	<b>\$0</b>
Redevelopment Successor Agency				
Bayshore Redevelopment Admin				
Fixed Charges	\$2,162	\$2,249	\$2,316	\$2,385
<b>Total Bayshore Redevelopment Admin:</b>	<b>\$2,162</b>	<b>\$2,249</b>	<b>\$2,316</b>	<b>\$2,385</b>
260 Abbot				
Services and Supplies	\$6,859	\$13,187	\$9,957	\$10,200
<b>Total 260 Abbot:</b>	<b>\$6,859</b>	<b>\$13,187</b>	<b>\$9,957</b>	<b>\$10,200</b>
<b>Total Redevelopment Successor Agency:</b>	<b>\$9,021</b>	<b>\$15,435</b>	<b>\$12,273</b>	<b>\$12,585</b>
Housing Finance Agency				
Housing Finance Agency				
Salaries and Benefits	-\$26	-\$26	\$0	
Other Charges	\$33,814	\$33,264	\$33,264	\$37,000
<b>Total Housing Finance Agency:</b>	<b>\$33,788</b>	<b>\$33,238</b>	<b>\$33,264</b>	<b>\$37,000</b>
Dc Housing Devt Finance Agency				
Salaries and Benefits	\$0		-\$1,309	
Services and Supplies	\$7,450	\$741	\$4,143	\$25,500
Other Charges	\$190	\$0		
<b>Total Dc Housing Devt Finance Agency:</b>	<b>\$7,640</b>	<b>\$741</b>	<b>\$2,834</b>	<b>\$25,500</b>



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
20% Housing Set-Aside				
Salaries and Benefits	\$150,644	\$164,865	\$114,794	\$228,631
Services and Supplies	\$20,000	\$55,897	\$107,700	\$130,000
<b>Total 20% Housing Set-Aside:</b>	<b>\$170,644</b>	<b>\$220,763</b>	<b>\$222,494</b>	<b>\$358,631</b>
<b>Total Housing Finance Agency:</b>	<b>\$212,072</b>	<b>\$254,741</b>	<b>\$258,592</b>	<b>\$421,131</b>
<b>Total Economic &amp; Development:</b>	<b>\$4,901,502</b>	<b>\$5,229,802</b>	<b>\$5,813,851</b>	<b>\$5,699,882</b>
<b>Total Expenditures:</b>	<b>\$4,901,502</b>	<b>\$5,229,802</b>	<b>\$5,813,851</b>	<b>\$5,699,882</b>



# ORGANIZATIONAL CHART



# FULL TIME SALARIED POSITION LISTING

## ECONOMIC & COMMUNITY DEVELOPMENT

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>ECD Admin 01-300-300</b>					
Director of ECD	M440	0.55	0.55	0.55	0.55
Economic Development Specialist	U065	-	-	1.00	1.00
Administrative Assistant I	U040	0.75	0.75	0.75	0.75
		1.30	1.30	2.30	2.30
<b>Building 01-300-340</b>					
Director of ECD	M440	0.10	0.10	0.10	0.10
Chief Building Supervisor / Building Official	U100	1.00	1.00	1.00	1.00
Building Plans Engineer	U082	1.00	1.00	1.00	1.00
Management Analyst	U058	1.00	1.00	1.00	1.00
Building Inspector	X152	4.00	4.00	4.00	4.00
Building Permit Technician	X037	1.00	1.00	1.00	1.00
Office Assistant II	Z125	1.00	1.00	1.00	1.00
		9.10	9.10	9.10	9.10
<b>Code Enforcement 01-300-341</b>					
Director of ECD	M440	0.10	0.10	0.10	0.10
Code Enforcement Officer	U061	1.00	1.00	1.00	1.00
Building Inspector	X152	1.00	1.00	1.00	1.00
Code Enforcement Inspector	U042	1.00	1.00	1.00	1.00
Office Assistant II	Z125	1.00	1.00	1.00	1.00
		4.10	4.10	4.10	4.10
<b>Planning 01-301-302</b>					
Director of ECD	M440	0.25	0.25	0.25	0.25
Planning Manager	U105	1.00	1.00	1.00	1.00
Associate Planner	E066	2.00	2.00	2.00	2.00
Office Assistant II	Z125	1.00	1.00	1.00	1.00
		4.25	4.25	4.25	4.25
<b>Housing Agency 12-996-416</b>					
Housing & Comm Develop Supervisor	U092	0.20	0.20	0.05	0.05
Housing Coordinator	E066	0.51	0.51	0.35	0.35
Administrative Assistant I	U040	0.25	0.25	0.25	0.25
		0.96	0.96	0.65	0.65
<b>Residential Rehab 18-305-303</b>					
Housing & Comm Develop Supervisor	U092	0.24	0.24	0.20	0.20
Community Development Specialist I	E047	1.00	1.00	0.80	0.80
		1.24	1.24	1.00	1.00
<b>Block Grant 18-305-305</b>					
Housing & Comm Develop Supervisor	U092	0.51	0.51	0.40	0.40
Housing Coordinator	E066	0.39	0.39	0.35	0.35
Community Development Specialist I	E047	-	-	0.10	0.10
		0.90	0.90	0.85	0.85
<b>Block Grant - CV 18-305-379</b>					
Housing & Comm Develop Supervisor	U092	-	-	0.20	0.20
Housing Coordinator	E066	-	-	0.15	0.15
Community Development Specialist I	E047	-	-	0.10	0.10
		-	-	0.45	0.45
<b>Home Program 28-305-345</b>					
Housing & Comm Develop Supervisor	U092	0.05	0.05	0.15	0.15
Housing Coordinator	E066	0.10	0.10	0.15	0.15
		0.15	0.15	0.30	0.30
		22.00	22.00	23.00	23.00



## **FINANCE & ADMINISTRATIVE SERVICES**



### **DEPARTMENT MISSION STATEMENT**

The Department of Finance and Administrative Services is committed to providing accurate and timely financial information, delivering high quality and reliable services, safeguarding City assets, and providing excellent service to customers. We take pride in our work and are accountable and trusted to carry out our responsibilities with honesty and integrity.

### **CORE SERVICES**

The Department of Finance and Administrative Services is responsible for facilitating the planning, organization, implementation, control, coordination, and direction of the financial policies and programs of the City, as established by the City Council and City Manager. The Department provides the financial analysis and forecasting for and manages the development of the operating budget and prepares the City's Comprehensive Annual Financial Report. Other core services include:

#### **Accounting**

- Accounts for all City financial transactions, monitors budget performance, provides financial reports to City departments and management, and enforces the City's Business License ordinance to ensure complete collection of Business License revenues.
- Monitors compliance with the City's Purchasing Ordinance.

#### **Budget Office**

- Provides analytical, budget, financial and strategic support services for City departments.
- Oversees budget preparation and review for the City.

#### **Central Services**

- Provides Mail/Messenger Service, providing for pick-up and delivery of interoffice and U.S. Mail, and collection for over 500 Parking Meters.

## **CORE SERVICES (continued)**

### **Information Services**

- Supports and manages the City's information technology, administering all aspects of the City's data and voice networks.
- Provides support to a user community consisting of all Daly City employees.
- Supports 550 PC workstations/laptops, 97 printers/copiers, 120 servers along with specialized software applications for Police, Fire, Finance, Library & Recreation, Public Works, and other systems used by all City departments.

### **Payroll**

- Processes payroll and issues paychecks, primarily by automatic deposit, for all City employees.

### **Utility Billing**

- Reads water meters and provides timely and accurate utility bills to all water customers of the City of Daly City, sewer customers within the North San Mateo County Sanitation District, and garbage customers within Daly City and Broadmoor.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

### **Finance/Accounting/Budget Office**

- Monitoring financial activities of the City and providing accurate and timely financial management reports that facilitate proper stewardship of resources by City departments.
- Acting as a resource to the City Council and City management in the City's financial affairs, helping to ensure that the City's fiscal sustainability policies are followed.
- Providing guidance and leadership to the department's many functional areas to leverage technology, people, and resources to expand the efficiency and effectiveness of all City departments.

### **Central Services**

- Ensuring that City parking meters generate revenue to support their collection and maintenance and provide funding for City activities.





## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Aid in keeping meters properly maintained to create available on-street parking with adequate turnover for residents and business patrons.

### **Information Services**

- Ensuring maximum performance of technology systems, allowing City departments to effectively focus on community building and communication.
- Promptly responding to and resolving technology issues so City employees may best utilize technology to improve government operations and better serve the community.
- Investing in and managing current industry-standard technology tools for all City departments with emphasis on environmental efficiency and energy conservation.

### **Utility Billing**

- Performing accurate and timely reading and billing of utility services.
- Where financially practical, employing the latest meter reading technologies and practices.
- Exploring new and more efficient ways to make bill paying easier for Daly City residents by using the latest technology.
- Developing environmental options that will result in a more paperless billing process.
- Promoting regular use of bulletin board space on water and garbage bills to enhance public awareness of community events and information.

## **ANNUAL BUDGET OUTCOMES**

Finance and Administrative Services will strive to continue to provide all the above services during the next year with minimal staffing and by employing maximum efficiencies.

- Accounting and Budget will prepare the Comprehensive Annual Financial Reports and Operating Budget, which meet the Government Finance Officers Association standards for excellence, facilitate continued review of City fees and charges to achieve a higher level of cost recovery, provide fair and consistent enforcement of the City's business license ordinance.
- Accounting will ensure that purchase requisitions are processed in three days, continue to streamline workflow for purchase requisitions and procurement of goods and services by leveraging the capabilities of the City's automated purchasing system, and monitor



## **ANNUAL BUDGET OUTCOMES (continued)**

compliance with the City's Purchasing Ordinance.

- Central Services will strive to process all outgoing U.S. Mail on the same day as received.
- Information Services will provide expert service to customer departments by efficiently and accurately managing the City's technology systems and by promptly responding to requests for service, striving to maintain a network uptime of no less than 99%, and keeping customer support appointments on time 99% of the time.
- Utility Billing will strive to issue bills within 7 days of meter reading and honor utility customer contact calls at scheduled times and will maintain a 58-to-62-day sewer billing period.

## **SIGNIFICANT CHANGES FROM THE PRIOR BUDGET**

- Due to COVID-19, the cashier and business license counters have been closed to the public for in-person transactions beginning March 2020. The City continues to assess the conditions of the pandemic along with local and state ordinances to safely re-open for in-person transactions.
- Staff is working with a consultant to conduct a cost allocation plan and fee study for improved cost recovery.



## PERFORMANCE MEASURES

### Accounting/Budget Office Performance Measures

Measure	Actual 2020	Estimate 2021	Projected 2022
Publish Comprehensive Annual Financial Report within six months after the fiscal year-end closing on June 30th	<100% due to COVID	100%	100%
Publish Biennial Operating Budget within 90 days after the budget was adopted by the City Council	100%	<100% due to COVID	<100% due to COVID
Process purchase requisitions in three days	99%	99%	99%

### Central Services Performance Measures

Measure	Actual 2020	Estimate 2021	Projected 2022
Process all outgoing U.S. Mail on the same day as received	99%	99%	99%

### Information Services Performance Measures

Measure	Actual 2020	Estimate 2021	Projected 2022
Network Uptime	99%	99%	99%
Customer Support Response Time	1.5 hours	2.0 hours	2.0 hours
Number of PC Workstations Replaced	80	80	40

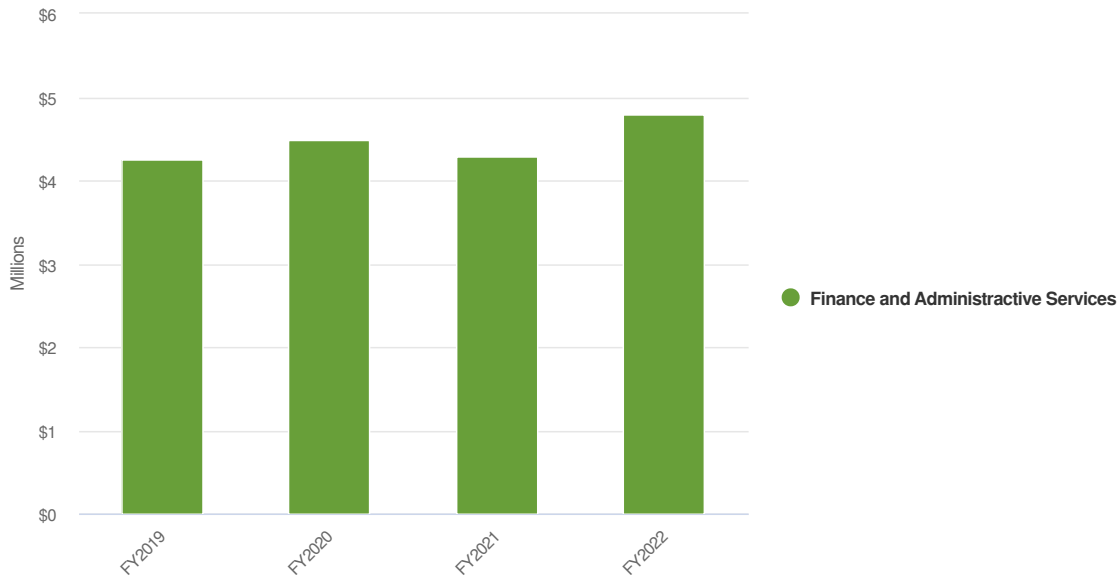
### Utility Billing Performance Measures

Measure	Actual 2020	Estimate 2021	Projected 2022
Billing done within 7 days of meter reading	99%	99%	99%
Return customer phone calls within 24 hours	99%	99%	99%
Respond customer field inquiries within 48 hours	99%	99%	99%



# REVENUES

## Historical Actuals and Budgeted Revenue for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Finance and Administrative Services				
Finance Admin				
Charges and Fees	\$17,760	\$17,850	\$17,734	\$17,800
Miscellaneous Revenues	\$119	\$0	\$10,468	\$0
Operating Transfers In	\$103,868	\$130,090	\$115,354	\$114,580
<b>Total Finance Admin:</b>	<b>\$121,747</b>	<b>\$147,940</b>	<b>\$143,555</b>	<b>\$132,380</b>
Transfer Station				
Charges and Fees	\$100,848	\$100,848	\$108,390	\$114,580
<b>Total Transfer Station:</b>	<b>\$100,848</b>	<b>\$100,848</b>	<b>\$108,390</b>	<b>\$114,580</b>
Telephone System				
Rents and Interest	\$8,980	\$9,955	\$3,482	\$3,000
Charges and Fees	\$274,526	\$275,421	\$282,392	\$293,981
Miscellaneous Revenues	\$160	\$0		
<b>Total Telephone System:</b>	<b>\$283,666</b>	<b>\$285,376</b>	<b>\$285,874</b>	<b>\$296,981</b>
Central Services				
Rents and Interest	\$20,734	\$6,381	\$2,467	\$3,000
Charges and Fees	\$238,602	\$238,946	\$247,325	\$253,498
Operating Transfers In	\$39,608	\$40,878	\$42,104	\$43,367
<b>Total Central Services:</b>	<b>\$298,943</b>	<b>\$286,204</b>	<b>\$291,896</b>	<b>\$299,865</b>

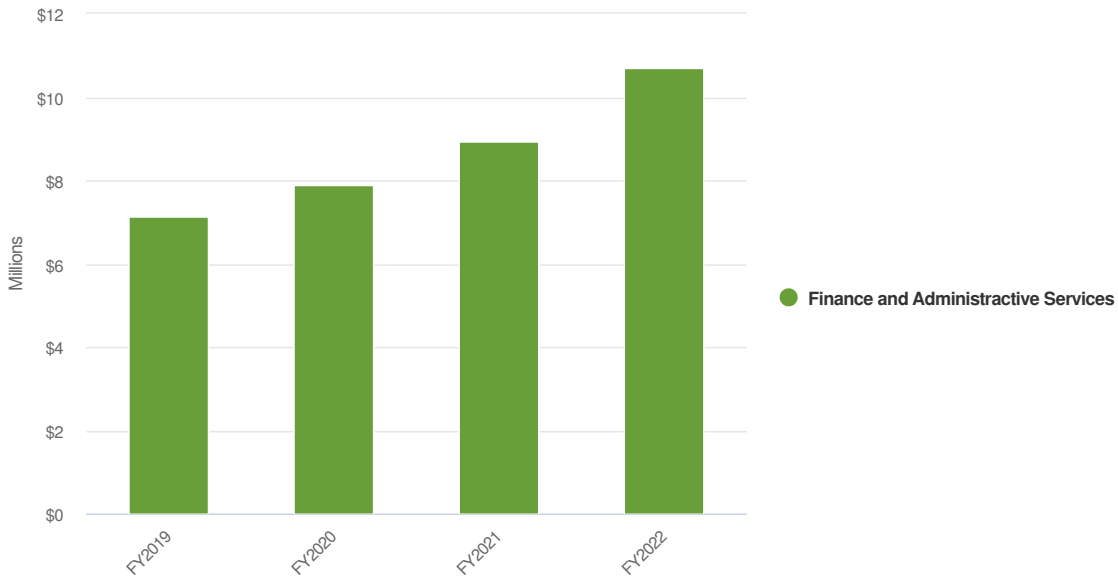


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Utility Billing				
Utility Billing				
From Other Agencies			\$89	
Charges and Fees	\$161,526	\$182,370	\$134,265	\$169,560
Miscellaneous Revenues	\$30,566	\$33,228	\$13,365	\$20,500
<b>Total Utility Billing:</b>	<b>\$192,092</b>	<b>\$215,597</b>	<b>\$147,719</b>	<b>\$190,060</b>
<b>Total Utility Billing:</b>	<b>\$192,092</b>	<b>\$215,597</b>	<b>\$147,719</b>	<b>\$190,060</b>
Information Services				
Information Services				
From Other Agencies			\$197	
Rents and Interest	\$117,614	\$165,713	\$54,255	\$39,760
Charges and Fees	\$2,861,840	\$2,952,882	\$3,041,469	\$3,135,713
Miscellaneous Revenues	\$150	\$150	\$150	
Operating Transfers In	\$0	\$102,896	\$46,439	\$475,000
<b>Total Information Services:</b>	<b>\$2,979,604</b>	<b>\$3,221,641</b>	<b>\$3,142,510</b>	<b>\$3,650,473</b>
Information Services Capital				
From Other Agencies			\$49,387	
Operating Transfers In	\$15,588	\$118,742	\$11,642	\$0
<b>Total Information Services Capital:</b>	<b>\$15,588</b>	<b>\$118,742</b>	<b>\$61,029</b>	<b>\$0</b>
Copiers				
Charges and Fees	\$103,847	\$103,847	\$106,963	\$110,172
Operating Transfers In			\$6,500	\$0
<b>Total Copiers:</b>	<b>\$103,847</b>	<b>\$103,847</b>	<b>\$113,463</b>	<b>\$110,172</b>
Information Tech Master Plan				
Operating Transfers In	\$75,000	\$0		
<b>Total Information Tech Master Plan:</b>	<b>\$75,000</b>	<b>\$0</b>		
Utility Billing Software				
Operating Transfers In	\$87,780	\$0		
<b>Total Utility Billing Software:</b>	<b>\$87,780</b>	<b>\$0</b>		
<b>Total Information Services:</b>	<b>\$3,261,819</b>	<b>\$3,444,230</b>	<b>\$3,317,002</b>	<b>\$3,760,645</b>
<b>Total Finance and Administrative Services:</b>	<b>\$4,259,116</b>	<b>\$4,480,195</b>	<b>\$4,294,436</b>	<b>\$4,794,511</b>
<b>Total Revenue:</b>	<b>\$4,259,116</b>	<b>\$4,480,195</b>	<b>\$4,294,436</b>	<b>\$4,794,511</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Finance and Administrative Services				
Finance Admin				
Finance Admin				
Salaries and Benefits	\$1,612,983.09	\$2,119,707.92	\$2,310,800.34	\$2,785,463.89
Services and Supplies	\$232,993.56	\$236,146.26	\$375,162.30	\$268,602.45
Other Charges	\$6,967.13	\$15,666.27	\$9,695.89	\$21,255.00
Fixed Charges	\$297,650.58	\$308,191.90	\$314,198.52	\$323,624.26
Program Costs		\$406.09	\$0.00	
<b>Total Finance Admin:</b>	<b>\$2,150,594.36</b>	<b>\$2,680,118.44</b>	<b>\$3,009,857.05</b>	<b>\$3,398,945.60</b>
Transfer Station				
Depreciation	\$27,139.70	\$0.00		
Operating Transfers Out	\$103,868.28	\$106,984.32	\$110,193.84	\$114,580.00
<b>Total Transfer Station:</b>	<b>\$131,007.98</b>	<b>\$106,984.32</b>	<b>\$110,193.84</b>	<b>\$114,580.00</b>
Telephone System				
Services and Supplies	\$219,094.21	\$242,980.06	\$213,216.28	\$224,525.00
Capital Outlay	\$3,171.11	\$7,072.25	\$0.00	\$7,000.00
Operating Transfers Out	\$12,345.60	\$12,407.28	\$12,779.52	\$13,162.86
<b>Total Telephone System:</b>	<b>\$234,610.92</b>	<b>\$262,459.59</b>	<b>\$225,995.80</b>	<b>\$244,687.86</b>
<b>Total Finance Admin:</b>	<b>\$2,516,213.26</b>	<b>\$3,049,562.35</b>	<b>\$3,346,046.69</b>	<b>\$3,758,213.46</b>



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Central Services				
Central Services				
Salaries and Benefits	\$6,760.81	\$121,942.41	\$88,863.61	\$129,810.66
Services and Supplies	\$96,069.70	\$118,063.24	\$84,840.94	\$126,629.00
Other Charges	\$3,860.00	\$810.00	\$1,104.68	\$3,972.71
Fixed Charges	\$19,048.92	\$19,298.76	\$19,877.88	\$20,474.14
Depreciation	\$1,873.93	\$0.00		
Operating Transfers Out	\$10,816.32	\$10,870.44	\$11,196.60	\$11,532.45
<b>Total Central Services:</b>	<b>\$138,429.68</b>	<b>\$270,984.85</b>	<b>\$205,883.71</b>	<b>\$292,418.96</b>
<b>Total Central Services:</b>	<b>\$138,429.68</b>	<b>\$270,984.85</b>	<b>\$205,883.71</b>	<b>\$292,418.96</b>
Utility Billing				
Salaries and Benefits	\$917,990.34	\$1,084,778.23	\$1,125,456.09	\$1,331,097.91
Services and Supplies	\$199,732.05	\$222,011.08	\$141,597.76	\$248,682.00
Other Charges	\$59,583.64	\$36,606.96	\$0.00	\$91,000.00
Fixed Charges	\$430,334.28	\$441,728.16	\$454,500.96	\$468,136.14
Capital Outlay			\$986.99	
Operating Transfers Out	\$271,789.68	\$274,048.56	\$281,343.12	\$289,783.35
<b>Total Utility Billing:</b>	<b>\$1,879,429.99</b>	<b>\$2,059,172.99</b>	<b>\$2,003,884.92</b>	<b>\$2,428,699.40</b>
Information Services				
Information Services				
Salaries and Benefits	\$1,275,959.45	\$1,219,141.87	\$1,390,585.75	\$1,921,338.52
Services and Supplies	\$349,571.05	\$425,699.37	\$1,011,724.08	\$667,186.00
Other Charges		\$2,526.96	\$3,308.81	\$5,000.00
Fixed Charges	\$87,055.08	\$88,326.96	\$90,976.56	\$93,705.98
Depreciation	\$230,054.16	\$41,309.48	\$26,156.50	\$43,825.00
Capital Outlay		-\$47,983.67	\$0.00	\$500,000.00
Operating Transfers Out	\$213,125.40	\$214,191.00	\$220,616.76	\$227,235.23
<b>Total Information Services:</b>	<b>\$2,155,765.14</b>	<b>\$1,943,211.97</b>	<b>\$2,743,368.46</b>	<b>\$3,458,290.73</b>
Information Services Capital				
Services and Supplies		\$10,000.00	\$30,926.47	\$10,000.00
Depreciation	\$690.55	\$690.56	\$633.00	\$0.00
Capital Outlay	\$338,316.95	\$522,399.28	\$265,206.30	\$599,210.00
Operating Transfers Out		\$600.00	\$0.00	
<b>Total Information Services Capital:</b>	<b>\$339,007.50</b>	<b>\$533,689.84</b>	<b>\$296,765.77</b>	<b>\$609,210.00</b>
Copiers				
Services and Supplies	\$37,517.87	\$35,893.40	\$47,748.94	\$35,000.00
Capital Outlay	-\$17.50	\$0.00	\$59,277.98	\$30,000.00
<b>Total Copiers:</b>	<b>\$37,500.37</b>	<b>\$35,893.40</b>	<b>\$107,026.92</b>	<b>\$65,000.00</b>



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Land Management				
Services and Supplies	\$0.00	\$0.00	\$30,000.00	\$10,000.00
Capital Outlay	\$0.00	\$1,199.00	\$2,700.67	\$7,500.00
<b>Total Land Management:</b>	<b>\$0.00</b>	<b>\$1,199.00</b>	<b>\$32,700.67</b>	<b>\$17,500.00</b>
Asset Management				
Services and Supplies	\$3,885.00	\$1,131.25	\$9,180.00	\$0.00
Capital Outlay	-\$3,885.00	-\$1,131.25	\$14,355.00	\$0.00
<b>Total Asset Management:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$23,535.00</b>	<b>\$0.00</b>
Information Tech Master Plan				
Capital Outlay	\$0.00	\$15,359.67	\$0.00	
<b>Total Information Tech Master Plan:</b>	<b>\$0.00</b>	<b>\$15,359.67</b>	<b>\$0.00</b>	
Ifas 7l/Hr				
Services and Supplies	\$67,744.60	\$38,341.81	\$139,337.03	\$50,000.00
Capital Outlay	-\$67,744.60	-\$38,341.81	\$0.00	\$12,000.00
<b>Total Ifas 7l/Hr:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$139,337.03</b>	<b>\$62,000.00</b>
Utility Billing Software				
Capital Outlay	\$56,946.91	\$0.00		
Operating Transfers Out			\$30,833.09	\$0.00
<b>Total Utility Billing Software:</b>	<b>\$56,946.91</b>	<b>\$0.00</b>	<b>\$30,833.09</b>	<b>\$0.00</b>
<b>Total Information Services:</b>	<b>\$2,589,219.92</b>	<b>\$2,529,353.88</b>	<b>\$3,373,566.94</b>	<b>\$4,212,000.73</b>
<b>Total Finance and Administrative Services:</b>	<b>\$7,123,292.85</b>	<b>\$7,909,074.07</b>	<b>\$8,929,382.26</b>	<b>\$10,691,332.55</b>
<b>Total Expenditures:</b>	<b>\$7,123,292.85</b>	<b>\$7,909,074.07</b>	<b>\$8,929,382.26</b>	<b>\$10,691,332.55</b>

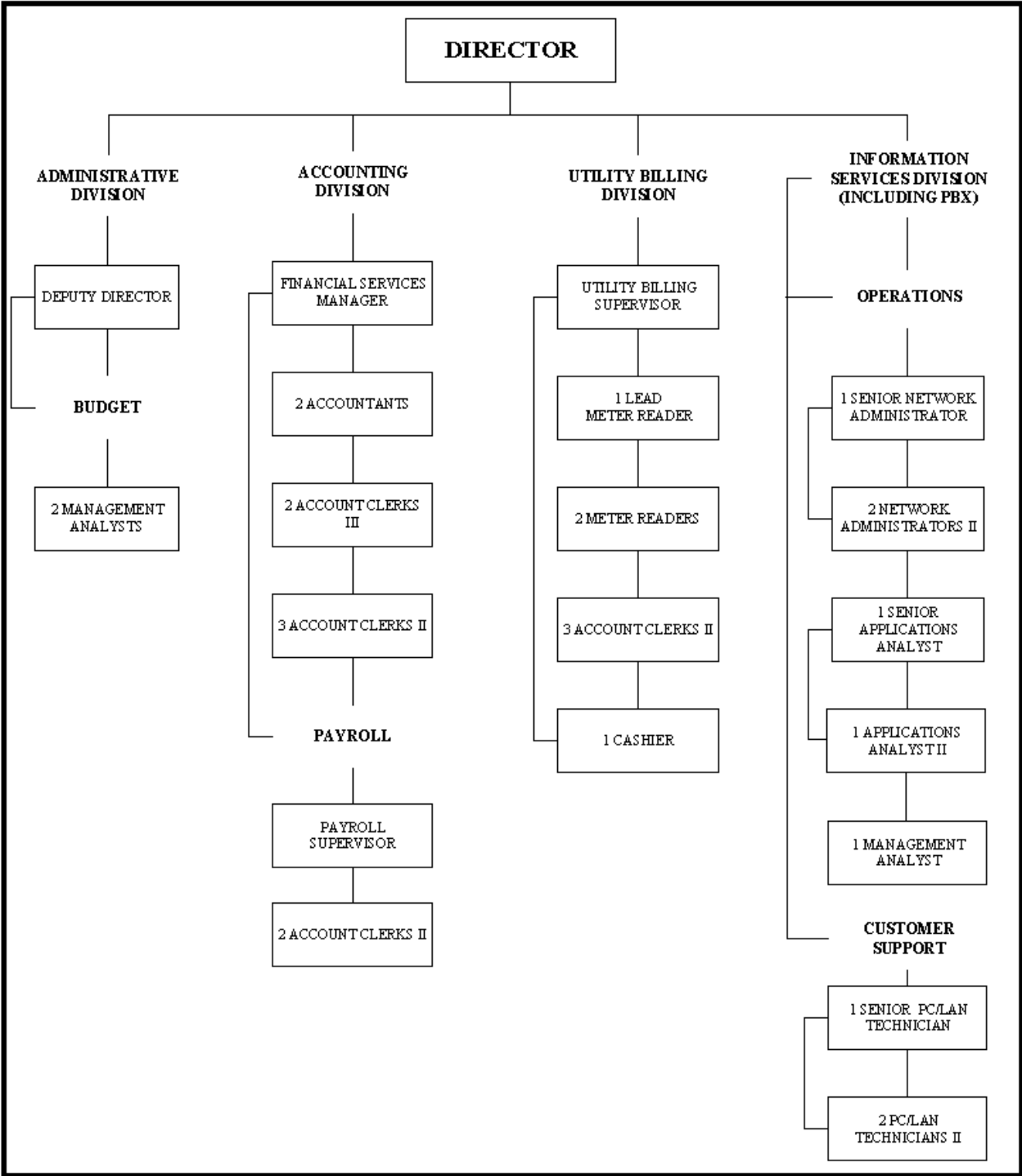




# ORGANIZATIONAL CHART



## CITY OF DALY CITY FINANCE & ADMINISTRATIVE SERVICES FISCAL YEAR 2022



## FULL TIME SALARIED POSITION LISTING

### FINANCE & ADMINISTRATIVE SERVICES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Finance Administration 01-030-030</b>					
Director of Finance & Admin Services	M442	1.00	1.00	1.00	1.00
Deputy Dir of Finance & Admin Services	M311	0.20	0.60	0.60	0.60
Financial Services Manager	U086	1.00	0.85	0.85	0.85
Accountant	U065	2.00	2.00	2.00	2.00
Payroll Supervisor	U060	0.82	1.00	1.00	1.00
Management Analyst	U058	0.20	2.00	2.00	2.00
Account Clerk III	Z033	2.00	2.00	2.00	2.00
Account Clerk II	Z031	6.00	5.00	5.00	5.00
		13.22	14.45	14.45	14.45
<b>Information Services 55-035-455</b>					
Information Services Manager	U101	1.00	-	-	-
Deputy Director of Finance & Administrative Services	M311	-	0.40	0.40	0.40
Senior Network Administrator	U094	1.00	1.00	1.00	1.00
Network Administrator II	U087	-	2.00	2.00	2.00
Network Administrator	U071	2.00	-	-	-
Programmer/Analyst	U053	2.00	-	-	-
Systems Analyst	U053	1.00	-	-	-
Senior Applications Analyst	U082	-	1.00	1.00	1.00
Applications Analyst II	U076	-	1.00	1.00	1.00
Management Analyst	U058	-	1.00	1.00	1.00
Senior PC/LAN Technician	U057	1.00	1.00	1.00	1.00
Information Services Administrator	U044	1.00	-	-	-
PC/LAN Technician II	U053	-	2.00	2.00	2.00
PC/LAN Technician	U042	2.00	-	-	-
		11.00	9.40	9.40	9.40
<b>Risk Mgt, General Liability 58-038-425</b>					
Deputy Dir Of Finance & Admin Services	M311	0.80	-	-	-
Administrative Assistant	U40	0.80	-	-	-
		1.60	-	-	-
<b>Utility Billing 41-034-034</b>					
Utility Billing Supervisor	U053	1.00	1.00	1.00	1.00
Lead Meter Reader	X037	1.00	1.00	1.00	1.00
Meter Reader	X027	1.00	2.00	2.00	2.00
Account Clerk II	Z031	3.00	3.00	3.00	3.00
Cashier	Z031	1.00	1.00	1.00	1.00
		7.00	8.00	8.00	8.00
		32.82	31.85	31.85	31.85



## FIRE DEPARTMENT



### DEPARTMENT MISSION STATEMENT

Be Kind – Always Prepared – Care for Others

#### CORE SERVICES

- **Emergency Response:** Provides life-saving services and overall assistance to residents, businesses, and visitors by responding to and mitigating emergency and non-emergency incidents and events, such as Emergency Medical Pre-Hospital Care and Advanced Life Services, Fire Suppression, Fire Search and Rescue, Low and High Angel Rescues, Urban Search and Rescue, Structural Collapse, Vehicle Accidents and Extrications, Terrorism, Multi-Casualty Incidents (MCI's) and WMD Special Operations, Hazardous Materials Releases, and Public Assistance.
- **Fire and Life Safety Code Compliance and Fire Investigations:** Minimize loss of life and property from fires and hazardous materials releases. Provide on-site fire and life safety code compliance inspections and re-inspections to businesses, multi-family, and permitted occupancies through dedicated safety inspectors and fire companies, as well as fire protection planning through new construction and tenant improvement plan review services and inspections, resulting in a fire and hazardous materials safe environment. When fires occur, complete fire investigations to determine the fire cause, origin, and if possible the responsible party if illegal activity is involved.
- **Community Outreach and Public Education:** Educates the community in the reduction of injuries, loss of life, and property damage from fires and other accidents or events, as well as providing emergency planning and disaster preparedness for individuals, families, and through Community Emergency Response Team (CERT) participants.
- **Organizational Support, Strategy, and Maintenance of Effort:** Administration, Leadership, Oversight, Budget and Accounts Payable, Human Resources, Community Emergency Planning, Preparedness and Response, Mandated and Recurrent Training and Certifications; Equipment, Facilities and Grounds, Safety, Health and Wellness, Apparatus and Vehicles, Master and Operational Planning, Grant Awards Management, Communications Systems, and Information Technology.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

The Fire Department will support citywide priorities through the following:

### **Economic Development/Revenue Enhancement**

- Complete thorough and timely plans check reviews and construction inspections.
- Provide positive customer relationships through professional consultations regarding development, new business, and expansion opportunities.
- Continue to look for cooperative agreements, which reduce cost, enhance service delivery, and provides for revenue and reimbursements.

### **Public Safety**

- Stop the escalation of medical emergencies by providing pre-hospital care medical treatment and or advanced life support services through paramedic fire companies.
- Stop the escalation of structure fires by confining the damage near the room of origin and limiting heat and smoke damage to the area or floor of fire origin.
- Stop the escalation of all other emergencies and mitigate those effectively and efficiently.
- Complete annual fire and life safety inspections of all commercial, permitted, and multi-family occupancies.
- Complete required and mandated training, as well as re-certifications for all employees.

### **Community / Civic Support**

- Continue to achieve an excellent overall customer service rating in delivery of emergency and non-emergency services.
- Continue providing community outreach and public education programs designed to prevent fire, injuries, accidents, and other elements making for a safer city.
- Provide for emergency preparedness and community outreach programs to educate the public with regard to disasters and becoming self-sufficient until help arrives.



## ANNUAL BUDGET OUTCOMES

- Achieve an overall “Customer Satisfaction” rating of 95% or greater in the delivery of emergency and non-emergency services.
- Stop the escalation of a medical emergency where found. Typically, this means administering pre-hospital care, advanced life support, and or basic life support medical services. A fire company shall arrive on average within 6 minutes or less for all medical emergencies.
- Stop the escalation of a structure fire where found. Typically, this means conducting a search and rescue for any victims, confining fire damage near the room of origin; plus limiting heat and smoke damage to the area or floor of fire origin, rapid intervention rescue for trapped firefighters, property salvage, overhaul, and crew rotation for medical monitoring and rehabilitation. A fire company shall arrive on average within 6 minutes or less for all structure fires.
- Complete annual mandatory certification and recurrent training of all fire personnel, which will average at least 220 hours annually.
- Complete required in-service on duty continuing education hours, infrequent skills, and certifications of all paramedics and emergency medical technicians, which totals 24 hours annually for each paramedic and 12 hours for each emergency medical technician.
- Provide overall administration and leadership for all aspects of the organization, creation and implementation of goals, priorities, objectives, performance measurements and outcomes, fiscal management, policy development and direction, strategic planning, accounting, human resources, payroll, facilities, grounds and fleet maintenance, along with purchasing of goods, supplies and equipment, as well as analysis of fire resources deployment.
- Complete annual fire and safety inspections and re-inspections of all commercial, permitted, and multi-family occupancies by fire companies and dedicated inspectors. Additionally, complete all plan reviews and related inspections within specified timeline.
- Complete all inspections and re-inspections of land parcels through the “Vegetation Abatement and Management Program” with assistance from property owners, typically with 100% compliance.
- Provide public awareness and education, regarding emergency disaster preparedness, CERT coordination, Train public in “Hands Only CPR”, emergency coordination and homeland security activities in collaboration with stakeholders.



## **ANNUAL BUDGET OUTCOMES (continued)**

- Continue providing community outreach and public education programs designed to prevent fire, injuries, and accidents, making for a safer city. This includes annually visiting school classrooms, seniors, neighborhood groups, safety fairs, etc. as well as instructing the public how to perform “Hands Only CPR”, stopping choking and bleeding, along with how to utilize Automatic External Defibrillators (AED’s)

## **SIGNIFICANT CHANGES FROM THE PRIOR BUDGET**

- Fire Engine 95 reopened and is supported by Measure Q funds. The addition of 3 Fire Captains and 3 Fire Engine Operators are necessary to staff Engine 95. Three firefighters were reassigned to Engine 95.
- One Fire Safety Inspector II was added to assist and support fire and life safety code enforcement compliance, pre-fire engineering, and new construction and tenant improvement review and inspections.



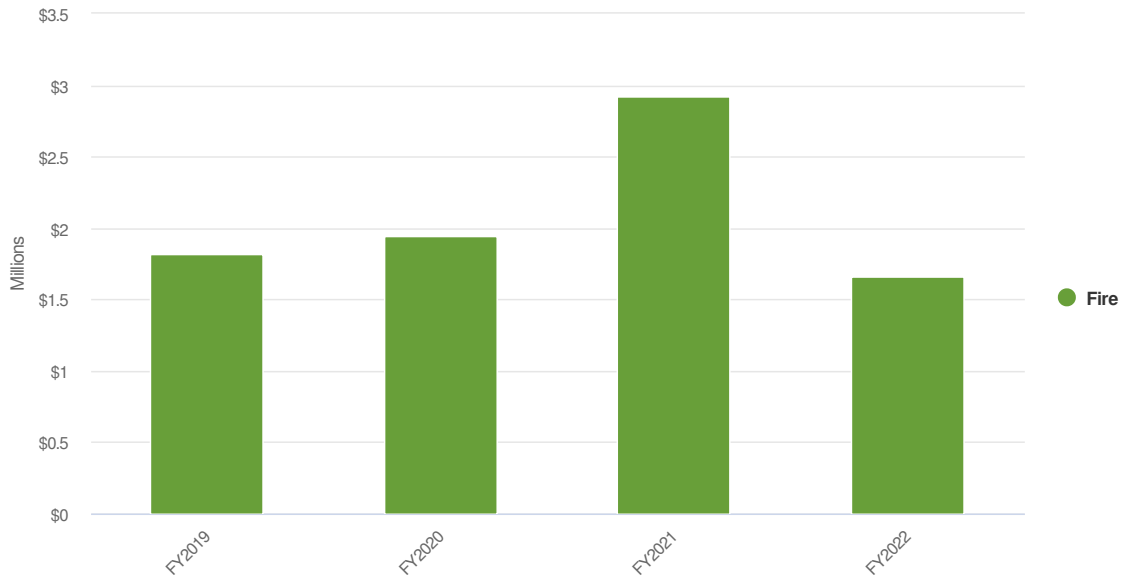
## PERFORMANCE MEASURES

Measure	Actual 2020	Estimate 2021	Projected 2022
Medical emergency responses by a paramedic fire company will arrive on average within 6 minutes or less total reflex time	100%	100%	100%
Fire emergency responses by a fire company will arrive on average within 6 minutes or less total reflex time	100%	100%	100%
95% overall excellent customer service satisfaction rating	98%	98%	98%
220 hours of annual mandatory, certification and recurrent training on average for each firefighter will be completed	240 hrs.	COVID	240 hrs.
100% completion of annual required in-service on duty continuing education hours, infrequent skills and certifications, totaling 24 hours for each paramedic and 12 hours for each emergency medical technician	100%	100%	100%
98% of annual fire and life safety inspections and re-inspections completed by fire companies and dedicated fire inspectors for all commercial, permitted, and multi-family occupancies	99%	COVID	99%
1000 citizens will receive training in "Hands Only" Cardiopulmonary Resuscitation (CPR)	4,000	COVID	COVID



# REVENUES

## Historical Actuals and Budgeted Revenue for FY 2022



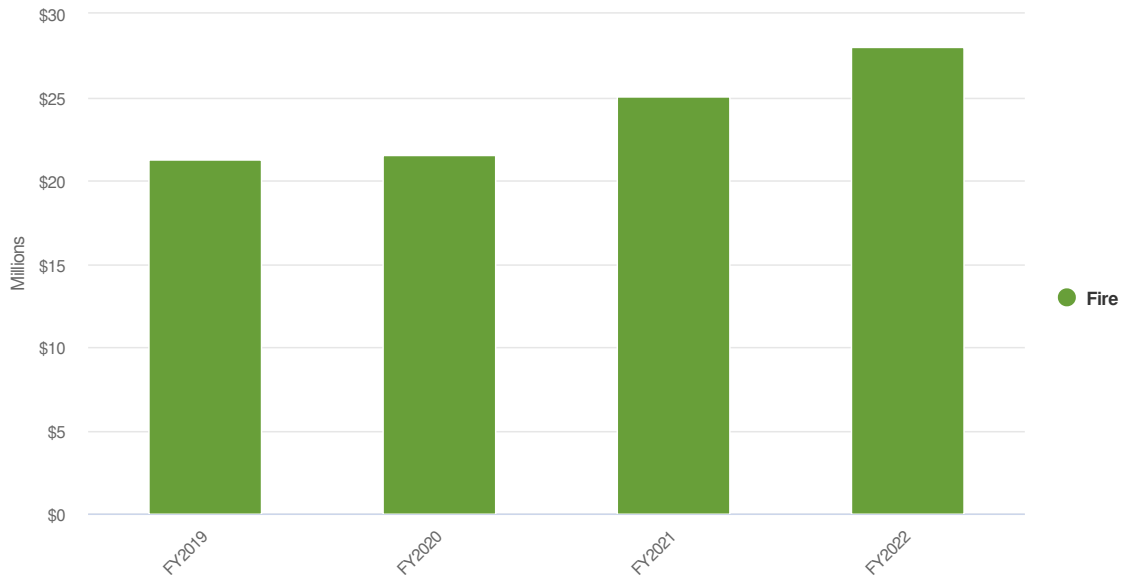
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Fire				
Licenses and Permits	\$55,949	\$55,908	\$54,687	\$56,110
From Other Agencies	\$0	\$1,432	\$835,178	\$0
Fines and Forfeitures	\$2,780	\$1,492	\$0	\$1,000
Charges and Fees	\$1,260,914	\$1,365,455	\$1,393,252	\$1,594,450
Miscellaneous Revenues	\$499,345	\$481,166	\$642,854	\$4,100
Operating Transfers In		\$40,529	\$0	
<b>Total Fire:</b>	<b>\$1,818,988</b>	<b>\$1,945,981</b>	<b>\$2,925,971</b>	<b>\$1,655,660</b>
<b>Total Revenue:</b>	<b>\$1,818,988</b>	<b>\$1,945,981</b>	<b>\$2,925,971</b>	<b>\$1,655,660</b>





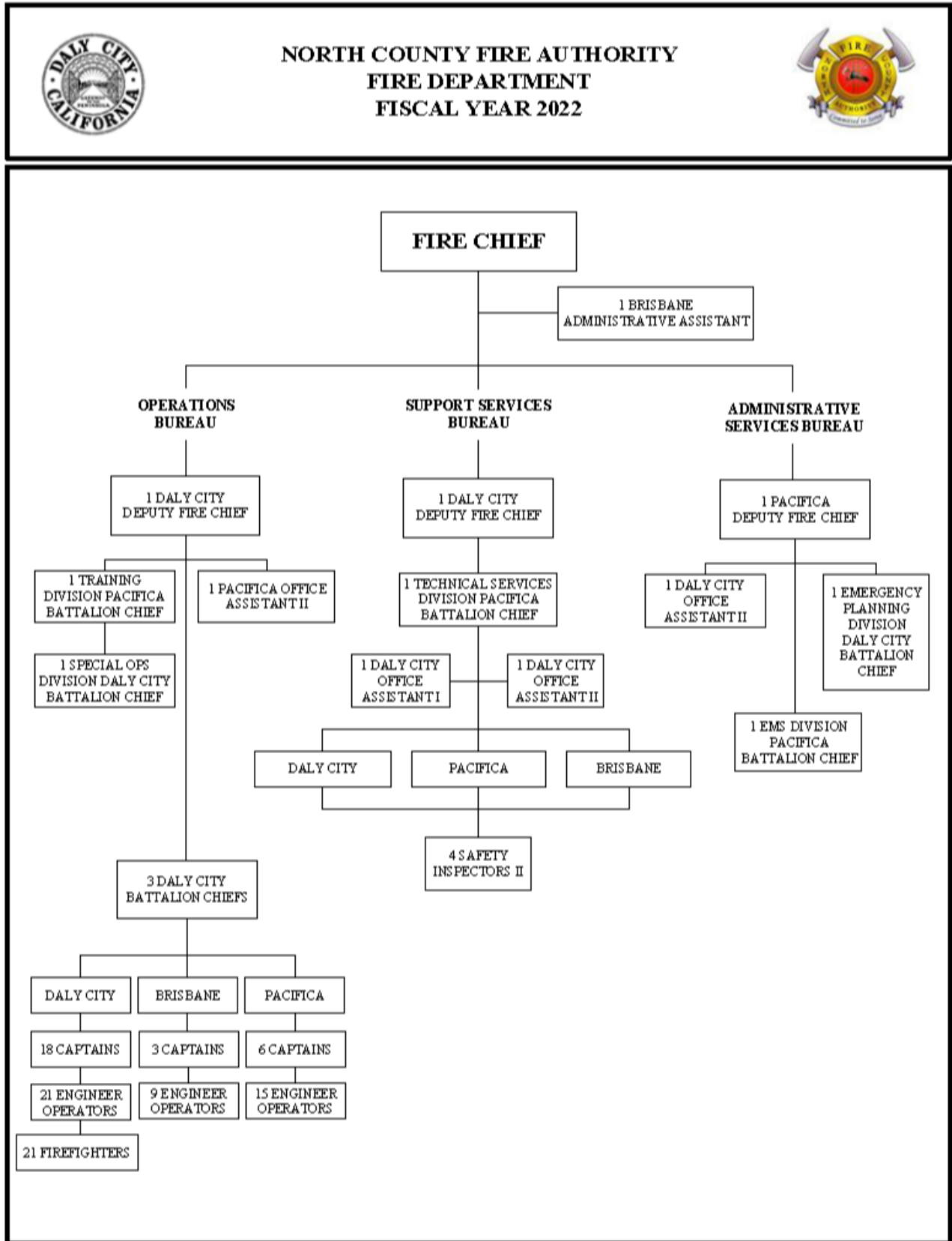
# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Fire				
Salaries and Benefits	\$17,032,607	\$18,399,748	\$21,455,805	\$24,296,647
Services and Supplies	\$885,702	\$931,679	\$1,266,798	\$1,206,052
Other Charges	\$95,216	\$94,564	\$58,671	\$121,904
Fixed Charges	\$1,666,001	\$1,693,584	\$1,769,632	\$1,782,650
Capital Outlay	\$49,197	\$170,826	\$254,211	\$255,000
Operating Transfers Out	\$1,500,483	\$207,618	\$270,353	\$350,000
<b>Total Fire:</b>	<b>\$21,229,206</b>	<b>\$21,498,019</b>	<b>\$25,075,469</b>	<b>\$28,012,253</b>
<b>Total Expenditures:</b>	<b>\$21,229,206</b>	<b>\$21,498,019</b>	<b>\$25,075,469</b>	<b>\$28,012,253</b>

# ORGANIZATIONAL CHART



## FULL TIME SALARIED POSITION LISTING

### FIRE

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Measure Q Fire 01-031-028</b>					
Fire Captain	F265	-	-	-	3.00
Fire Engineer Operator	F255	-	-	-	3.00
Firefighter	F250	-	-	-	3.00
		-	-	-	9.00
<b>01-220-220</b>					
Fire Chief	M455	1.00	1.00	1.00	1.00
Deputy Fire Chief	M420	1.00	1.00	2.00	2.00
Fire Marshal/Fire Prevention Services Chief	M349	1.00	1.00	-	-
Fire Battalion Chief	G275	4.00	4.00	5.00	5.00
Fire Safety Inspector II	I270	3.00	3.00	3.00	4.00
Fire Captain	F265	15.00	15.00	15.00	15.00
Fire Engineer Operator	F255	18.00	18.00	18.00	18.00
Firefighter	F250	18.00	21.00	21.00	18.00
Administrative Assistant	U038	1.00	1.00	1.00	1.00
Office Assistant II	Z125	1.00	1.00	2.00	2.00
Office Assistant I	Z016	1.00	1.00	-	-
		64.00	67.00	68.00	66.00
		64.00	67.00	68.00	75.00



## HUMAN RESOURCES



### DEPARTMENT MISSION STATEMENT

To anticipate and effectively respond to the diverse needs of our employees, their families, other City departments, and the public by providing quality services to make our community a better place to live and work.

### CORE SERVICES

- Employee Health, Welfare, and Safety
- Workers Compensation
- Recruitment and Selection
- Labor and Employee Relations
- Training and Development
- Classification and Compensation
- Employee Recognition and Communications

### SUPPORT FOR CITY-WIDE PRIORITIES

This Department supports Citywide priorities through the following:

- Continue to prepare the next generation of employees through the Leadership, Supervisory, and Lead Worker Academies.
- Continue to identify opportunities for greater cost effectiveness and efficiency and through shared services with other local agencies including continued participation in San Mateo County Regional Training Consortium (shared service).
- Continue to actively recruit and refer qualified and diverse candidates to departments for City employment.
- Enhance partnerships with departments to anticipate and respond to changes, priorities, and staffing needs due to an increased number of retirements.

## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Continue to promote the City of Daly City as a great place to work with a variety of career possibilities, including developing outreach programs to better market and brand City employment.
- Promote employee development by providing technical training opportunities, employment issue updates, and professional development for individuals and groups of employees Citywide.
- Continue to support employee wellness initiatives including Walkathon, Healthy Recipe Showdown, Lunch and Learn Seminars, September's Employee Wellness Month, and monthly employee fitness sessions.
- Continue to conduct exit interviews to solicit recommendations and feedback from retiring and other employees leaving City employment.
- Continue to work with Sustainability Coordinator to develop and implement electronic processes for the Human Resources functions.

## **ANNUAL BUDGET OUTCOMES**

- Begin negotiations with 11 unions and associations and administer labor contracts and agreements.
- Work with departments to resolve all employee-employer problems at the lowest and least detrimental level.
- Provide services in a manner that fosters the overall best interests of the City.
- Continue to research, analyze, and implement processes and procedures to increase efficiency and effectiveness in Human Resources management and delivery.
- Collaborate with other agencies to provide cost effective training opportunities for employees.
- Work with City departments to promptly report injuries.
- Promote healthier and safer workplace by implementing wellness initiatives
- Encourage employee participation in wellness initiatives through intrinsic rewards
- Offer additional wellness programs



## SIGNIFICANT CHANGES FROM THE PRIOR BUDGET

- Continued increase in pre-employment costs associated with new hires/turnover/retirements.
- Identified need for an additional full-time Human Resources Specialist so that staff can be cross trained for improved efficiency

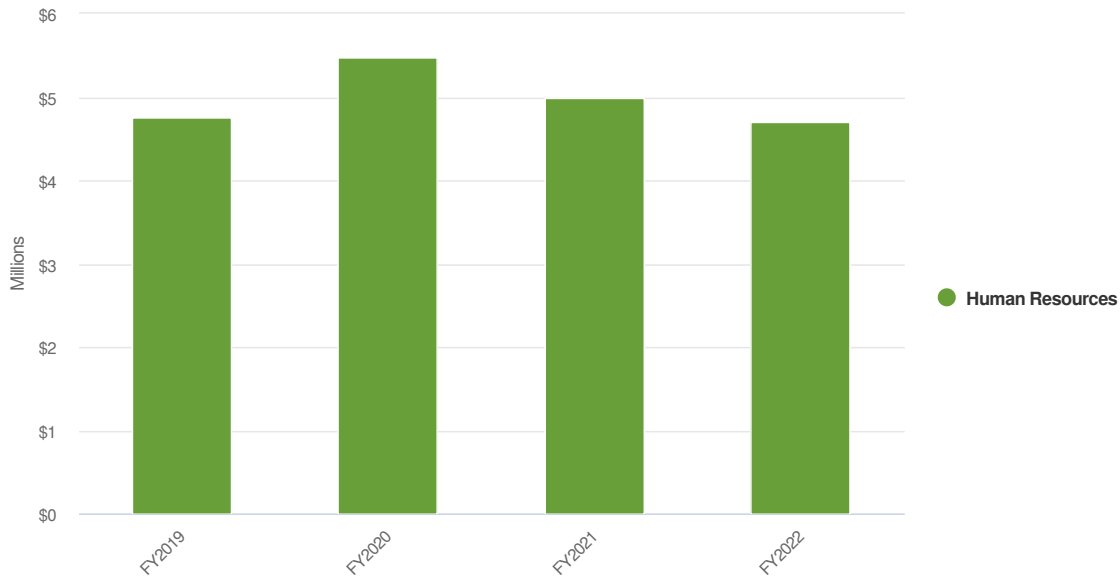
## PERFORMANCE MEASURES

<b>Measure</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
% of participants who rate the overall quality of HR sponsored trainings and development programs as good or excellent	95%	95%	95%
% of workers compensation claims reported within the State guidelines of five days	96%	96%	96%
Number of events Daly City provides to promote Daly City as a healthy place to work	25	25	25



# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Human Resources				
Human Resources				
From Other Agencies		\$30,420	\$0	
Program Fees	\$500	\$0		
<b>Total Human Resources:</b>	<b>\$500</b>	<b>\$30,420</b>	<b>\$0</b>	
Workers Compensation				
Rents and Interest	\$200,324	\$327,697	\$76,826	\$84,613
Charges and Fees	\$4,506,096	\$4,696,375	\$4,733,650	\$4,536,843
Miscellaneous Revenues	\$3,893	\$33,237	\$29,438	\$62,256
Operating Transfers In		\$50,427	\$0	
<b>Total Workers Compensation:</b>	<b>\$4,710,313</b>	<b>\$5,107,737</b>	<b>\$4,839,914</b>	<b>\$4,683,712</b>
Safety Programs				
Rents and Interest	\$19,999	\$20,717	\$21,233	\$22,255
Miscellaneous Revenues	\$0	\$0	\$0	\$1,000
<b>Total Safety Programs:</b>	<b>\$19,999</b>	<b>\$20,717</b>	<b>\$21,233</b>	<b>\$23,255</b>
Unemployment				
Charges and Fees	\$28,612	\$324,708	\$129,320	
<b>Total Unemployment:</b>	<b>\$28,612</b>	<b>\$324,708</b>	<b>\$129,320</b>	
<b>Total Human Resources:</b>	<b>\$4,759,424</b>	<b>\$5,483,583</b>	<b>\$4,990,467</b>	<b>\$4,706,967</b>



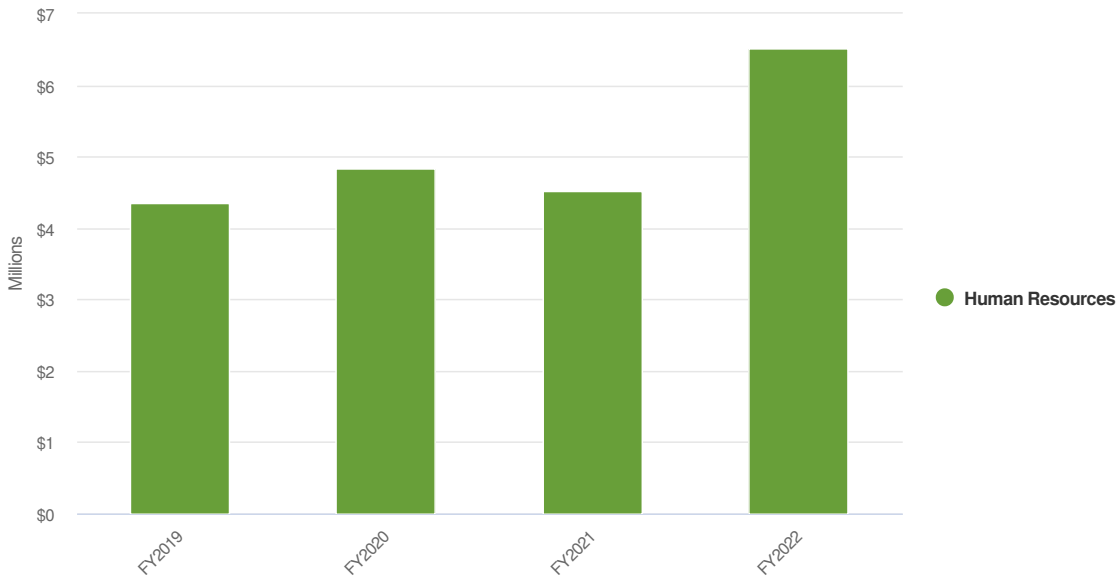
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Revenue:</b>	<b>\$4,759,424</b>	<b>\$5,483,583</b>	<b>\$4,990,467</b>	<b>\$4,706,967</b>





# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Human Resources				
Human Resources				
Salaries and Benefits	\$662,498	\$568,049	\$669,005	\$951,782
Services and Supplies	\$193,332	\$332,064	\$227,134	\$322,740
Other Charges	\$107,637	\$107,905	\$97,786	\$150,284
Fixed Charges	\$66,026	\$67,622	\$69,650	\$71,740
Program Costs	\$1,091	\$164	\$2,206	\$1,800
<b>Total Human Resources:</b>	<b>\$1,030,584</b>	<b>\$1,075,804</b>	<b>\$1,065,781</b>	<b>\$1,498,346</b>
Workers Compensation				
Salaries and Benefits	\$121,048	\$322,443	\$209,308	\$297,059
Services and Supplies	\$1,186,686	\$1,721,379	\$1,467,619	\$1,937,188
Other Charges	\$1,885,532	\$1,593,247	\$1,661,906	\$2,637,895
Fixed Charges	\$6,039	\$6,238	\$6,425	\$6,618
Capital Outlay	\$105	-\$169	\$165	
Operating Transfers Out	\$98,100	\$98,590	\$101,548	\$104,594
<b>Total Workers Compensation:</b>	<b>\$3,297,511</b>	<b>\$3,741,728</b>	<b>\$3,446,971</b>	<b>\$4,983,354</b>
Safety Programs				
Services and Supplies	\$10,963	\$7,624	\$5,185	\$14,458
Other Charges	\$64	\$0	\$965	\$5,050
Capital Outlay	\$3,817	\$1,686	\$73	\$5,665



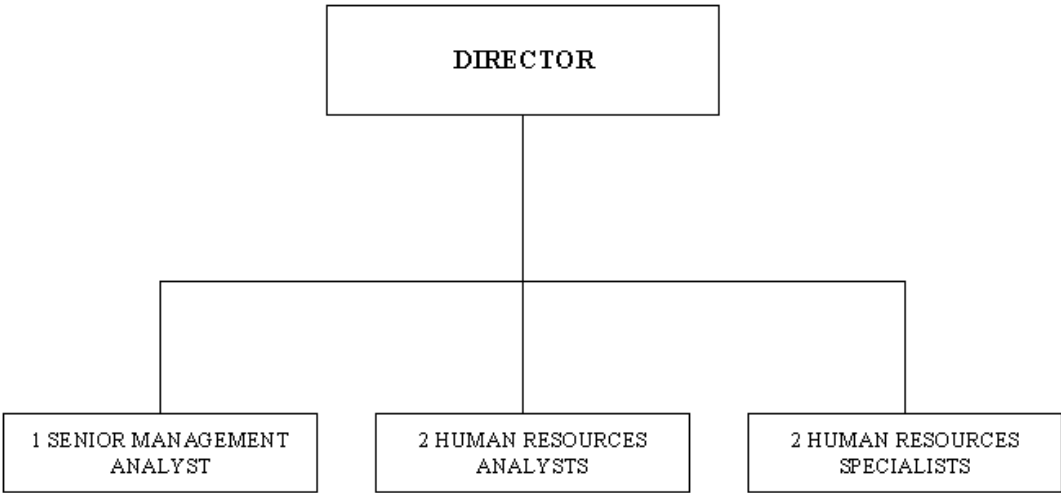
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Safety Programs:</b>	<b>\$14,844</b>	<b>\$9,310</b>	<b>\$6,223</b>	<b>\$25,173</b>
Unemployment				
Salaries and Benefits	-\$330	\$0		
Services and Supplies	\$1,340	\$680	\$0	
<b>Total Unemployment:</b>	<b>\$1,010</b>	<b>\$680</b>	<b>\$0</b>	
<b>Total Human Resources:</b>	<b>\$4,343,948</b>	<b>\$4,827,523</b>	<b>\$4,518,974</b>	<b>\$6,506,873</b>
<b>Total Expenditures:</b>	<b>\$4,343,948</b>	<b>\$4,827,523</b>	<b>\$4,518,974</b>	<b>\$6,506,873</b>



# ORGANIZATIONAL CHART



**CITY OF DALY CITY  
DEPARTMENT OF HUMAN RESOURCES  
FISCAL YEAR 2022**



## FULL TIME SALARIED POSITION LISTING

### HUMAN RESOURCES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Human Resources 01-070-070</b>					
Director of Human Resources	M428	0.65	0.65	0.65	0.65
Senior Management Analyst	U074	0.90	0.20	0.90	0.90
Human Resource Analyst	U058	1.15	1.95	1.15	1.15
Human Resource Specialist	U040	0.95	1.00	0.95	1.95
		3.65	3.80	3.65	4.65
<b>Workers' Comp Claims 58-070-424</b>					
Director of Human Resources	M428	0.35	0.35	0.35	0.35
Senior Management Analyst	U074	0.10	0.80	0.10	0.10
Human Resource Analyst	U058	0.85	0.05	0.85	0.85
Human Resource Specialist	U040	0.05	-	0.05	0.05
		1.35	1.20	1.35	1.35
		5.00	5.00	5.00	6.00

## **LIBRARY & RECREATION SERVICES**



### **DEPARTMENT MISSION STATEMENT**

Serving our neighborhoods and empowering generations by bringing people together to foster community, lifelong learning, and healthy lifestyles.

### **CORE SERVICES**

#### **Promote and Foster Lifelong Learning and Personal Enrichment**

- Ensure access to information, written materials, and digital resources by providing free access to books, videos, digital, and other resources.

#### **Promote Youth Scholastic Achievement**

- Deliver structured and self-directed educational programs and tutoring resources, promote literacy, reading, and learning to facilitate school readiness and early education academic success.

#### **Provide Leisure, Learning, and Cultural Opportunities Which Promote Play, Healthy Lifestyles, and Community Engagement**

- Provide structured and self-directed events, classes, programs, activities, and sports leagues to promote wellness and lifelong learning for all age groups; address obesity, especially in children; develop social and team skills and direct children and teens toward positive lifestyle choices.

#### **Prevent Isolation and Promote the Vibrancy of the Senior and Disabled-Adult Community**

- Deliver programs for adults over 50 and adults with disabilities. Provide wellness and enrichment activities, nutrition programs, and offer engagement opportunities through volunteerism to prevent isolation, encourage social interaction, and promote active lifestyles.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

### **Leisure Services**

- Deliver services to promote reading, adult and family literacy, lifelong learning, personal enrichment, and school readiness at all four libraries.
- Provide high-speed wireless and computer workstation Internet access at all four libraries, the Doelger Senior Center, Lincoln Park Community Center, and instruction in the use of electronic resources and research options.
- Provide classes, programs, events, and recreational athletics leagues to reduce social isolation, promote community building, foster participant wellness, and leisure-time play.

### **Public Safety**

- Provide programs, volunteer opportunities, and events to facilitate positive relationships and free-time activities for the youth and teens of Daly City.
- Provide recreation programs to facilitate interaction among diverse populations in a positive environment to promote understanding and a sense of community.

## **ANNUAL BUDGET OUTCOMES**

- The Public Library will focus resources on early learning programs to support high-quality preschool and early learning opportunities to help ensure children read proficiently by third grade.
- Public Libraries will seek to maintain a diverse collection of printed, audio-visual, and digital materials, including books and periodicals in Spanish, Chinese, and Tagalog.
- The Recreation Division will continue to promote [www.dalycity.org/iplay](http://www.dalycity.org/iplay), the online portal that provides customers an intuitive registration interface for enrolling in classes, programs, and activities.
- The Department will strive to develop new and innovative year-round recreation and leisure offerings for the enjoyment of all age levels.



## **SIGNIFICANT CHANGES FROM PRIOR YEAR BUDGET**

- The Library Division anticipates restoring one full-time Librarian II and two full-time Library Assistant I/II positions. When these positions are filled, open hours at both the John Daly and Bayshore Libraries will be restored to five days per week.
- The Recreation Division anticipates restoring two full-time Recreation Services Coordinator positions. When these positions are filled they will allow better city-wide support to the community through various programs, special events and outreach.
- The Recreation Division will continue to partner with Second Harvest of Silicon Valley to provide over 1,000+ households per week “free groceries” at both Westlake Park and Serramonte Center.
- The Active Adult/Senior Services area, within the Recreation Division, will have the opportunity to put a plan in place to serve the active adults/seniors city-wide with a \$500,000 yearly supplement through Measure Q funds.



## PERFORMANCE MEASURES

<b>Measure - Library</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
<b>Work Load Measure</b>			
Total Circulation (physical and electronic)	300,888	231,447	350,000
Total programs - Number	491	230	750
Total programs - Attendance	7,034	1680	12,000
<b>Performance Measure</b>			
Percent of program participants that consider programs, resources & collections good or excellent	97%	*	95%
Percent of program participants that rate customer service as good or excellent	100%	*	95%
<b>Measure – Recreation</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
<b>Online Registration</b>			
Percent of customers who rate the online registration process as easy or very easy to use.	90%	*	95%
<b>Programming</b>			
Percent of customers rating the quality of programs as good to excellent.	95%	*	95%
<b>Facilities</b>			
Percent of participants rating their overall facility rental experience as good to excellent.	90%	*	90%
<b>Special Events</b>			
Percent of attendees who rate special events as good to excellent.	90%	*	95%

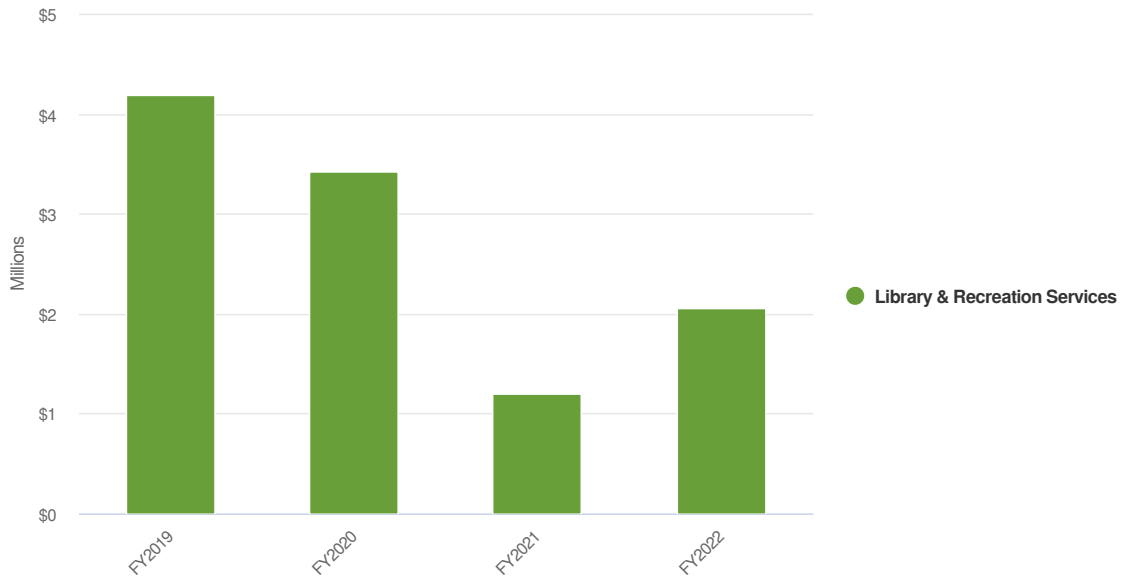
(\*) Due to the Covid-19 pandemic, no actual #'s or %'s could be referenced as all of our facilities, programs, special events and online registration was either extremely modified or shutdown.





# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Library & Recreation Services				
Library And Recreation Admin				
Program Fees	\$16,420	\$10,610	\$350	\$3,000
Miscellaneous Revenues	\$1,760	\$17,080	\$6,250	\$0
<b>Total Library And Recreation Admin:</b>	<b>\$18,180</b>	<b>\$27,690</b>	<b>\$6,600</b>	<b>\$3,000</b>
Library				
Library				
Charges and Fees	\$19,877	\$13,924	\$0	\$14,200
Miscellaneous Revenues	\$8,008	\$25,849	\$75	\$1,500
<b>Total Library:</b>	<b>\$27,885</b>	<b>\$39,774</b>	<b>\$75</b>	<b>\$15,700</b>
Bayshore Library				
Charges and Fees	\$5	\$0		
<b>Total Bayshore Library:</b>	<b>\$5</b>	<b>\$0</b>		
John Daly Branch Library				
Miscellaneous Revenues	\$0	\$2	\$0	
<b>Total John Daly Branch Library:</b>	<b>\$0</b>	<b>\$2</b>	<b>\$0</b>	
Library Material & Processing				
Miscellaneous Revenues	\$11,500	\$3,000	\$0	
<b>Total Library Material &amp; Processing:</b>	<b>\$11,500</b>	<b>\$3,000</b>	<b>\$0</b>	



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Library General/Programming				
From Other Agencies	\$302,513	\$322,067	\$338,519	\$320,000
Charges and Fees	\$12,605	\$4,586	\$15	\$4,000
Miscellaneous Revenues	\$42,932	\$27,662	\$56,186	\$10,000
<b>Total Library General/Programming:</b>	<b>\$358,050</b>	<b>\$354,314</b>	<b>\$394,720</b>	<b>\$334,000</b>
<b>Total Library:</b>	<b>\$397,440</b>	<b>\$397,090</b>	<b>\$394,795</b>	<b>\$349,700</b>
Recreation				
Marketing				
Program Fees	\$7,275	\$6,031	\$0	
<b>Total Marketing:</b>	<b>\$7,275</b>	<b>\$6,031</b>	<b>\$0</b>	
War Memorial Comm Center				
Program Fees	\$11,427	\$8,099	\$0	\$12,568
Miscellaneous Revenues	\$0	-\$8	\$0	
<b>Total War Memorial Comm Center:</b>	<b>\$11,427</b>	<b>\$8,091</b>	<b>\$0</b>	<b>\$12,568</b>
Westlake Park				
Program Fees	\$40,361	\$20,213	\$0	\$36,444
Miscellaneous Revenues	\$9	\$0		
<b>Total Westlake Park:</b>	<b>\$40,370</b>	<b>\$20,213</b>	<b>\$0</b>	<b>\$36,444</b>
Lincoln Community Center				
Program Fees	\$12,214	\$8,231	\$90	\$2,000
Miscellaneous Revenues	\$0	-\$1	\$0	
<b>Total Lincoln Community Center:</b>	<b>\$12,215</b>	<b>\$8,230</b>	<b>\$90</b>	<b>\$2,000</b>
Gellert Park				
Program Fees				\$5,920
<b>Total Gellert Park:</b>				<b>\$5,920</b>
Ayrp				
Program Fees	\$211,334	\$207,072	\$19,760	\$132,000
<b>Total Ayrp:</b>	<b>\$211,334</b>	<b>\$207,072</b>	<b>\$19,760</b>	<b>\$132,000</b>
Syrp				
Program Fees	\$374,602	\$167,617	\$8,259	\$100,000
Miscellaneous Revenues	\$0	\$79	\$282	\$0
<b>Total Syrp:</b>	<b>\$374,602</b>	<b>\$167,696</b>	<b>\$8,541</b>	<b>\$100,000</b>
Youth Baseball				
Program Fees	\$6,249	\$4,640	\$2,898	\$8,421
<b>Total Youth Baseball:</b>	<b>\$6,249</b>	<b>\$4,640</b>	<b>\$2,898</b>	<b>\$8,421</b>



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Youth Basketball				
Program Fees	\$70,676	\$58,210	\$0	\$77,768
Miscellaneous Revenues			\$98	\$2,450
<b>Total Youth Basketball:</b>	<b>\$70,676</b>	<b>\$58,210</b>	<b>\$98</b>	<b>\$80,218</b>
Mini Hoops				
Program Fees	\$10,004	\$6,631	\$0	
<b>Total Mini Hoops:</b>	<b>\$10,004</b>	<b>\$6,631</b>	<b>\$0</b>	
Summer Sports Camps				
Program Fees	\$109,379	\$29,443	\$23,375	\$76,125
<b>Total Summer Sports Camps:</b>	<b>\$109,379</b>	<b>\$29,443</b>	<b>\$23,375</b>	<b>\$76,125</b>
Teen Grants/Programs				
Program Fees	\$11,916	\$4,953	\$1,773	\$10,450
<b>Total Teen Grants/Programs:</b>	<b>\$11,916</b>	<b>\$4,953</b>	<b>\$1,773</b>	<b>\$10,450</b>
Aquatics				
Program Fees	\$414,503	\$263,635	\$20,910	\$424,515
Miscellaneous Revenues	-\$5	\$6	\$0	
<b>Total Aquatics:</b>	<b>\$414,498</b>	<b>\$263,641</b>	<b>\$20,910</b>	<b>\$424,515</b>
Facility & Field Rentals				
Rents and Interest	\$929,965	\$705,967	\$93,815	\$314,093
Program Fees	\$20,846	\$37,703	\$17,519	\$40,000
<b>Total Facility &amp; Field Rentals:</b>	<b>\$950,811</b>	<b>\$743,670</b>	<b>\$111,335</b>	<b>\$354,093</b>
Special Events				
Program Fees	\$1,231	\$1,445	\$2,265	\$2,500
Miscellaneous Revenues	\$1,586	\$0	\$1,210	\$2,200
<b>Total Special Events:</b>	<b>\$2,817</b>	<b>\$1,445</b>	<b>\$3,475</b>	<b>\$4,700</b>
Contract Classes				
Program Fees	\$254,270	\$146,524	\$61,524	\$12,000
<b>Total Contract Classes:</b>	<b>\$254,270</b>	<b>\$146,524</b>	<b>\$61,524</b>	<b>\$12,000</b>
A S E S - Bayshore Elem Sch				
From Other Agencies	\$147,420	\$176,183	\$169,124	\$177,559
<b>Total A S E S - Bayshore Elem Sch:</b>	<b>\$147,420</b>	<b>\$176,183</b>	<b>\$169,124</b>	<b>\$177,559</b>
A S E S - Jefferson Elem Sch				
From Other Agencies	\$54,208	\$0		
<b>Total A S E S - Jefferson Elem Sch:</b>	<b>\$54,208</b>	<b>\$0</b>		
Doelger Senior Center				

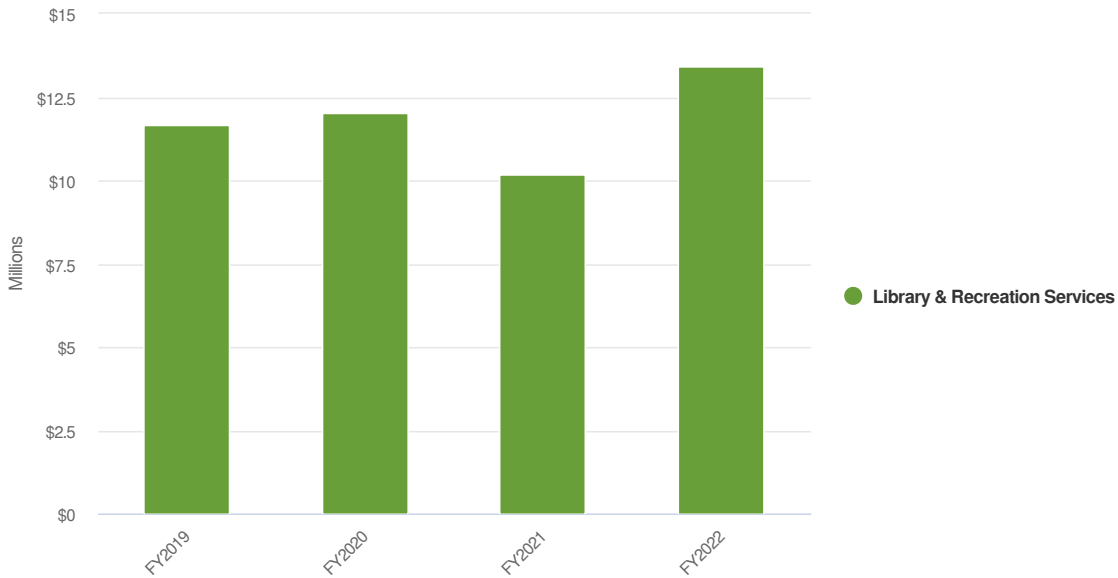


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Program Fees				\$4,100
Miscellaneous Revenues			\$500	\$0
<b>Total Doelger Senior Center:</b>			<b>\$500</b>	<b>\$4,100</b>
Deli				
Charges and Fees			\$520	\$0
<b>Total Deli:</b>			<b>\$520</b>	<b>\$0</b>
Senior Lunch Program				
From Other Agencies			\$359,257	\$231,516
Charges and Fees			\$23,339	\$35,000
<b>Total Senior Lunch Program:</b>			<b>\$382,596</b>	<b>\$266,516</b>
<b>Total Recreation:</b>	<b>\$2,689,469</b>	<b>\$1,852,672</b>	<b>\$806,518</b>	<b>\$1,707,629</b>
Neighborhood & Senior Services				
Doelger Senior Center				
Rents and Interest	\$13,198	\$45,093	\$0	
Program Fees	\$66,911	\$60,042	\$0	
Miscellaneous Revenues	\$103,222	\$0		
Operating Transfers In	\$563,958	\$685,876	\$0	
<b>Total Doelger Senior Center:</b>	<b>\$747,289</b>	<b>\$791,010</b>	<b>\$0</b>	
Deli				
Charges and Fees	\$27,153	\$21,909	\$0	
Miscellaneous Revenues		\$59	\$0	
<b>Total Deli:</b>	<b>\$27,153</b>	<b>\$21,968</b>	<b>\$0</b>	
Senior Lunch Program				
From Other Agencies	\$203,410	\$258,005	\$0	
Charges and Fees	\$100,518	\$77,124	\$0	
Miscellaneous Revenues	\$0	\$5,325	\$0	
<b>Total Senior Lunch Program:</b>	<b>\$303,928</b>	<b>\$340,454</b>	<b>\$0</b>	
<b>Total Neighborhood &amp; Senior Services:</b>	<b>\$1,078,370</b>	<b>\$1,153,432</b>	<b>\$0</b>	
<b>Total Library &amp; Recreation Services:</b>	<b>\$4,183,458</b>	<b>\$3,430,884</b>	<b>\$1,207,913</b>	<b>\$2,060,329</b>
<b>Total Revenue:</b>	<b>\$4,183,458</b>	<b>\$3,430,884</b>	<b>\$1,207,913</b>	<b>\$2,060,329</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Library & Recreation Services				
Library And Recreation Admin				
Salaries and Benefits	\$772,853	\$733,419	\$747,023	\$1,028,639
Services and Supplies	\$182,640	\$274,561	\$57,659	\$74,050
Other Charges	\$3,065	\$3,310	\$3,274	\$9,330
Fixed Charges	\$591,238	\$613,975	\$632,509	\$651,366
Program Costs	\$2,786	\$0		\$3,000
<b>Total Library And Recreation Admin:</b>	<b>\$1,552,582</b>	<b>\$1,625,264</b>	<b>\$1,440,464</b>	<b>\$1,766,385</b>
Library				
Library				
Services and Supplies	\$1,133	\$0		\$6,500
Operating Transfers Out		\$92,670	\$0	
<b>Total Library:</b>	<b>\$1,133</b>	<b>\$92,670</b>	<b>\$0</b>	<b>\$6,500</b>
Serramonte Main Library				
Salaries and Benefits	\$727,237	\$728,307	\$733,996	\$831,861
Services and Supplies	\$34,987	\$35,077	\$34,073	\$35,000
Fixed Charges	\$348,697	\$363,937	\$374,855	\$386,101
<b>Total Serramonte Main Library:</b>	<b>\$1,110,922</b>	<b>\$1,127,321</b>	<b>\$1,142,924</b>	<b>\$1,252,962</b>
Bayshore Library				



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Salaries and Benefits	\$99,123	\$91,216	\$75,206	\$149,660
Services and Supplies	\$7,413	\$16,917	\$30,142	\$32,000
Fixed Charges	\$55,521	\$57,775	\$59,509	\$61,294
<b>Total Bayshore Library:</b>	<b>\$162,057</b>	<b>\$165,908</b>	<b>\$164,856</b>	<b>\$242,954</b>
John Daly Branch Library				
Salaries and Benefits	\$172,278	\$177,898	\$120,339	\$254,508
Services and Supplies	\$14,269	\$27,915	\$15,765	\$51,000
Fixed Charges	\$140,138	\$146,389	\$150,781	\$155,304
Program Costs	\$956	\$515	\$0	\$1,273
<b>Total John Daly Branch Library:</b>	<b>\$327,641</b>	<b>\$352,717</b>	<b>\$286,885</b>	<b>\$462,085</b>
Westlake Branch Library				
Salaries and Benefits	\$467,569	\$496,280	\$505,603	\$594,946
Services and Supplies	\$39,030	\$33,563	\$32,581	\$39,773
Fixed Charges	\$197,279	\$206,026	\$212,207	\$218,573
Program Costs	\$927	\$481	\$175	\$1,061
<b>Total Westlake Branch Library:</b>	<b>\$704,804</b>	<b>\$736,349</b>	<b>\$750,567</b>	<b>\$854,353</b>
Library Material & Processing				
Salaries and Benefits	\$257,950	\$264,822	\$276,607	\$301,578
Services and Supplies	\$203,953	\$178,746	\$168,176	\$220,813
Fixed Charges	\$4,387	\$4,526	\$4,662	\$4,802
<b>Total Library Material &amp; Processing:</b>	<b>\$466,290</b>	<b>\$448,095</b>	<b>\$449,445</b>	<b>\$527,192</b>
Library General/Programming				
Salaries and Benefits	\$587,930	\$631,694	\$537,426	\$750,629
Services and Supplies	\$285,631	\$312,947	\$309,673	\$314,473
Other Charges	\$5,440	\$2,542	\$1,063	\$6,425
Fixed Charges	\$12,970	\$13,320	\$13,720	\$14,132
Program Costs	\$6,962	\$4,272	\$2,246	\$7,214
<b>Total Library General/Programming:</b>	<b>\$898,932</b>	<b>\$964,777</b>	<b>\$864,128</b>	<b>\$1,092,873</b>
<b>Total Library:</b>	<b>\$3,671,779</b>	<b>\$3,887,838</b>	<b>\$3,658,805</b>	<b>\$4,438,919</b>
Recreation				
Marketing				
Salaries and Benefits	\$211,537	\$187,542	\$157,464	\$196,320
Services and Supplies	\$4,144	\$6,332	\$2,747	\$3,413
Fixed Charges	\$4,638	\$4,799	\$4,943	\$5,092
Program Costs	\$10,600	\$10,672	\$3,741	\$10,700
<b>Total Marketing:</b>	<b>\$230,919</b>	<b>\$209,347</b>	<b>\$168,896</b>	<b>\$215,525</b>
Bayshore Community Center				
Salaries and Benefits	\$9,611	\$12,252	\$560	\$27,405



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Services and Supplies	\$188,922	\$182,967	\$168,110	\$190,350
Fixed Charges	\$387,703	\$405,721	\$417,893	\$430,430
<b>Total Bayshore Community Center:</b>	<b>\$586,236</b>	<b>\$600,939</b>	<b>\$586,562</b>	<b>\$648,185</b>
War Memorial Comm Center				
Salaries and Benefits	\$192,912	\$237,121	\$75,941	\$206,198
Services and Supplies	\$53,719	\$50,214	\$60,413	\$63,160
Fixed Charges	\$568,795	\$595,319	\$613,178	\$631,573
Program Costs	\$1,330	\$2,351	\$1,096	\$1,200
<b>Total War Memorial Comm Center:</b>	<b>\$816,755</b>	<b>\$885,004</b>	<b>\$750,629</b>	<b>\$902,132</b>
Westlake Park				
Salaries and Benefits	\$113,971	\$115,120	\$67,496	\$130,568
Services and Supplies	\$17,574	\$15,676	\$10,340	\$23,778
Fixed Charges	\$369,495	\$387,003	\$398,613	\$410,571
Program Costs	\$1,929	\$1,324	\$244	\$2,500
<b>Total Westlake Park:</b>	<b>\$502,969</b>	<b>\$519,123</b>	<b>\$476,692</b>	<b>\$567,418</b>
Lincoln Community Center				
Salaries and Benefits	\$231,512	\$237,543	\$171,530	\$313,103
Services and Supplies	\$16,193	\$12,856	\$7,555	\$17,019
Fixed Charges	\$120,354	\$125,637	\$129,407	\$133,289
<b>Total Lincoln Community Center:</b>	<b>\$368,059</b>	<b>\$376,036</b>	<b>\$308,492</b>	<b>\$463,410</b>
Gellert Park				
Salaries and Benefits	\$60,848	\$8,180	\$52,956	\$70,215
Services and Supplies	\$5,694	\$4,225	\$5,484	\$11,151
Fixed Charges	\$65,835	\$68,897	\$70,964	\$73,093
Program Costs				\$1,500
<b>Total Gellert Park:</b>	<b>\$132,378</b>	<b>\$81,301</b>	<b>\$129,403</b>	<b>\$155,959</b>
Ayrp				
Salaries and Benefits	\$340,289	\$462,210	\$213,875	\$509,295
Services and Supplies	\$1,651	\$5,913	\$264	\$3,262
Other Charges	\$0		\$138	\$0
Fixed Charges	\$5,222	\$5,395	\$5,557	\$5,724
Program Costs	\$19,436	\$13,218	\$3,063	\$7,500
<b>Total Ayrp:</b>	<b>\$366,598</b>	<b>\$486,737</b>	<b>\$222,897</b>	<b>\$525,781</b>
Syrp				
Salaries and Benefits	\$342,054	\$297,003	\$148,171	\$321,095
Services and Supplies	\$323	\$916	\$1,315	\$262
Fixed Charges	\$531	\$552	\$569	\$586
Program Costs	\$94,488	\$68,839	\$7,135	\$18,500
<b>Total Syrp:</b>	<b>\$437,395</b>	<b>\$367,310</b>	<b>\$157,190</b>	<b>\$340,443</b>



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Youth Baseball				
Salaries and Benefits	\$23,469	\$8,158	\$40,754	\$56,172
Services and Supplies	\$341	\$79	\$1,527	\$2,793
Program Costs	\$1,430	\$102	\$0	\$1,600
<b>Total Youth Baseball:</b>	<b>\$25,239</b>	<b>\$8,339</b>	<b>\$42,282</b>	<b>\$60,565</b>
Youth Basketball				
Salaries and Benefits	\$83,140	\$80,064	\$90,204	\$148,810
Services and Supplies	\$32,026	\$22,493	-\$41	\$44,803
Other Charges			\$236	\$0
Program Costs	\$229	\$2,485	\$829	\$5,070
<b>Total Youth Basketball:</b>	<b>\$115,395</b>	<b>\$105,042</b>	<b>\$91,228</b>	<b>\$198,683</b>
Mini Hoops				
Salaries and Benefits	\$32,540	\$31,826	\$0	\$0
Services and Supplies	\$1,448	\$1,464	\$0	
Program Costs	\$1,519	\$1,505	\$0	
<b>Total Mini Hoops:</b>	<b>\$35,507</b>	<b>\$34,796</b>	<b>\$0</b>	<b>\$0</b>
Summer Sports Camps				
Salaries and Benefits	\$20,418	\$21,368	\$23,130	\$31,928
Services and Supplies	\$51,504	\$40,291	\$9,255	\$22,557
Program Costs	\$1,408	\$450	\$491	
<b>Total Summer Sports Camps:</b>	<b>\$73,330</b>	<b>\$62,110</b>	<b>\$32,877</b>	<b>\$54,485</b>
Teen Grants/Programs				
Salaries and Benefits	\$78,249	\$85,237	\$75,211	\$110,341
Services and Supplies	\$87	\$81	\$52	\$63
Fixed Charges	\$473	\$492	\$507	\$522
Program Costs	\$13,830	\$7,277	\$5,895	\$5,650
<b>Total Teen Grants/Programs:</b>	<b>\$92,638</b>	<b>\$93,087</b>	<b>\$81,665</b>	<b>\$116,576</b>
Aquatics				
Salaries and Benefits	\$395,948	\$446,857	\$234,936	\$614,561
Services and Supplies	\$75,189	\$78,613	\$728	\$89,698
Fixed Charges	\$68,390	\$69,481	\$71,565	\$73,712
Program Costs	\$15,653	\$16,319	\$6,594	\$15,000
<b>Total Aquatics:</b>	<b>\$555,180</b>	<b>\$611,270</b>	<b>\$313,823</b>	<b>\$792,971</b>
Facility & Field Rentals				
Salaries and Benefits	\$352,546	\$417,617	\$316,232	\$445,593
Services and Supplies	\$41,185	\$33,251	\$26,262	\$31,442
Other Charges			\$395	\$0
Fixed Charges	\$5,371	\$5,519	\$5,685	\$5,855





Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Program Costs	\$1,579	\$304	\$0	\$4,000
Capital Outlay	\$433	\$135	\$8,094	\$15,000
Operating Transfers Out	\$22,427	\$2,824	\$0	
<b>Total Facility &amp; Field Rentals:</b>	<b>\$423,541</b>	<b>\$459,650</b>	<b>\$356,667</b>	<b>\$501,890</b>
Special Events				
Salaries and Benefits	\$67,878	\$69,100	\$72,764	\$84,975
Services and Supplies	\$158	\$159	\$223	\$227
Program Costs	\$3,001	\$3,131	\$5,998	\$5,050
<b>Total Special Events:</b>	<b>\$71,037</b>	<b>\$72,390</b>	<b>\$78,985</b>	<b>\$90,252</b>
Contract Classes				
Salaries and Benefits	\$156,511	\$161,201	\$143,612	\$147,121
Services and Supplies	\$368	\$371	\$371	\$371
Program Costs	\$135,041	\$87,004	\$14,591	\$8,600
<b>Total Contract Classes:</b>	<b>\$291,921</b>	<b>\$248,576</b>	<b>\$158,574</b>	<b>\$156,092</b>
A S E S - Bayshore Elem Sch				
Salaries and Benefits	\$142,400	\$143,632	\$52,715	\$211,440
Services and Supplies		\$34	\$0	\$28,769
Program Costs	\$6,949	\$10,328	\$18,406	\$7,604
<b>Total A S E S - Bayshore Elem Sch:</b>	<b>\$149,349</b>	<b>\$153,993</b>	<b>\$71,121</b>	<b>\$247,813</b>
A S E S - Jefferson Elem Sch				
Salaries and Benefits	\$70,198	\$0	\$111	
<b>Total A S E S - Jefferson Elem Sch:</b>	<b>\$70,198</b>	<b>\$0</b>	<b>\$111</b>	
Doelger Senior Center				
Salaries and Benefits			\$192,502	\$249,386
Services and Supplies			\$37,703	\$25,402
Fixed Charges			\$412,941	\$425,329
Program Costs			\$1,079	\$2,500
<b>Total Doelger Senior Center:</b>			<b>\$644,225</b>	<b>\$702,617</b>
Deli				
Salaries and Benefits			\$11,430	\$6,444
Services and Supplies			\$274	
<b>Total Deli:</b>			<b>\$11,704</b>	<b>\$6,444</b>
Senior Lunch Program				
Salaries and Benefits			\$230,418	\$261,696
Services and Supplies			\$178,205	\$189,393
Other Charges			\$1,981	\$2,354
<b>Total Senior Lunch Program:</b>			<b>\$410,605</b>	<b>\$453,443</b>



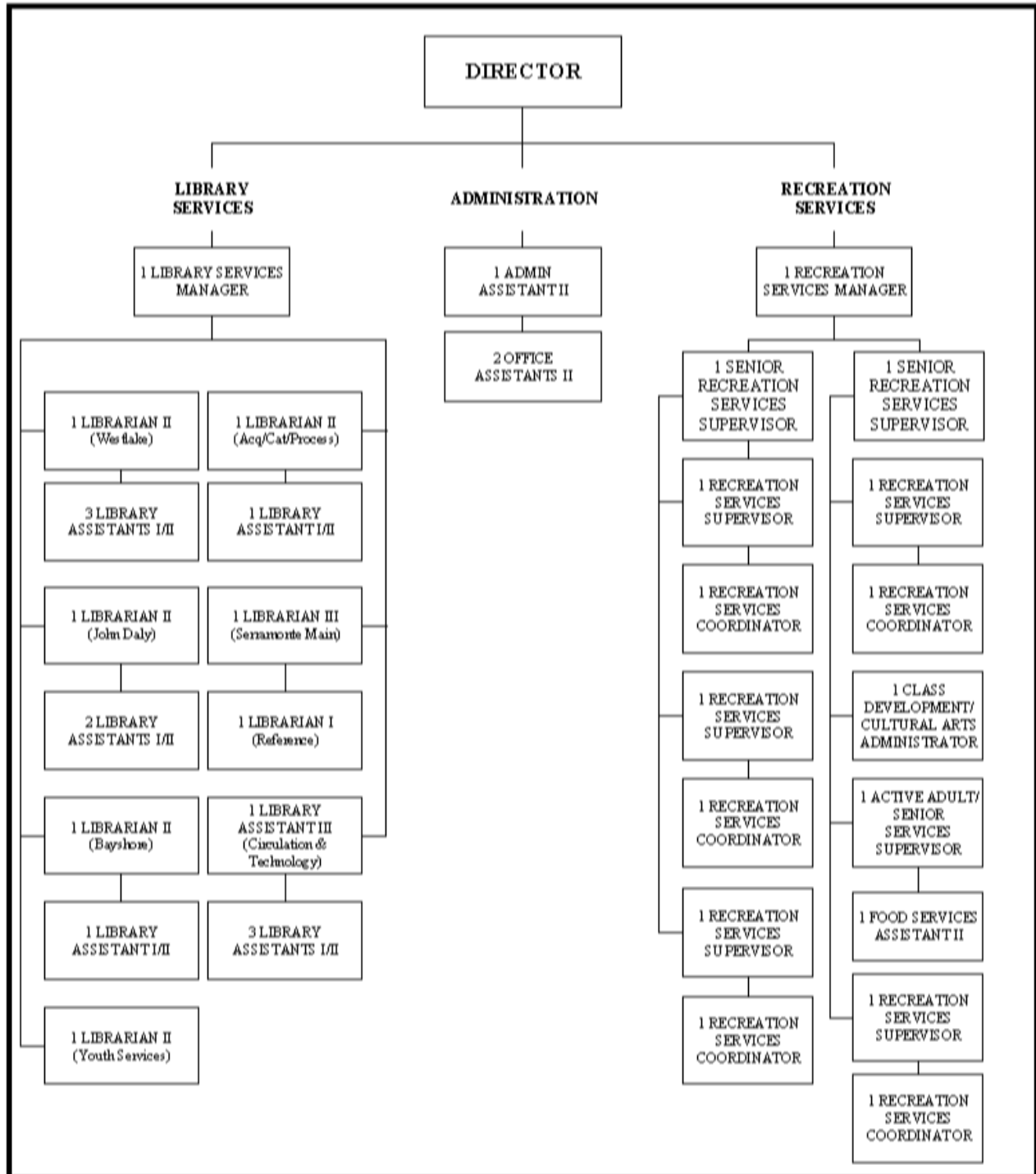
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Recreation:</b>	<b>\$5,344,645</b>	<b>\$5,375,049</b>	<b>\$5,094,626</b>	<b>\$7,200,682</b>
Neighborhood & Senior Services				
Doelger Senior Center				
Salaries and Benefits	\$178,660	\$166,098	\$0	
Services and Supplies	\$67,636	\$81,451	\$0	
Fixed Charges	\$384,060	\$400,913	\$0	
Program Costs	\$1,424	\$2,373	\$0	
<b>Total Doelger Senior Center:</b>	<b>\$631,780</b>	<b>\$650,835</b>	<b>\$0</b>	
Deli				
Salaries and Benefits	\$39,111	\$45,933	\$0	
Services and Supplies	\$23,323	\$21,101	\$0	
Other Charges	\$1,140	\$991	\$0	
<b>Total Deli:</b>	<b>\$63,574</b>	<b>\$68,025</b>	<b>\$0</b>	
Senior Lunch Program				
Salaries and Benefits	\$196,455	\$240,253	\$0	
Services and Supplies	\$184,580	\$192,338	\$0	
Other Charges	\$1,981	\$1,981	\$0	
<b>Total Senior Lunch Program:</b>	<b>\$383,016</b>	<b>\$434,572</b>	<b>\$0</b>	
<b>Total Neighborhood &amp; Senior Services:</b>	<b>\$1,078,370</b>	<b>\$1,153,432</b>	<b>\$0</b>	
<b>Total Library &amp; Recreation Services:</b>	<b>\$11,647,376</b>	<b>\$12,041,583</b>	<b>\$10,193,894</b>	<b>\$13,405,986</b>
<b>Total Expenditures:</b>	<b>\$11,647,376</b>	<b>\$12,041,583</b>	<b>\$10,193,894</b>	<b>\$13,405,986</b>



# ORGANIZATIONAL CHART



## CITY OF DALY CITY DEPARTMENT OF LIBRARY & RECREATION SERVICES FISCAL YEAR 2022



## FULL TIME SALARIED POSITION LISTING

### LIBRARY & RECREATION SERVICES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Measure Q Recreation 01-031-026</b>					
Recreation Services Coordinator	X019	-	-	-	2.00
		-	-	-	2.00
<b>Measure Q Library 01-031-027</b>					
Librarian II	X046	-	-	-	1.00
Library Assistant I/II	X017	-	-	-	2.00
		-	-	-	3.00
<b>Library &amp; Recreation Serv Admin 01-117-117</b>					
Director of Library & Recreation Services	M428	0.50	0.50	0.50	0.50
Recreation Services Manager	U096	1.00	1.00	1.00	1.00
Senior Recreation Services Supervisor	X054	-	0.15	0.20	0.20
Senior Recreation Supervisor	X049	0.15	-	-	-
Class Develop/Cultural Arts Administrator	U039	0.25	0.25	0.10	0.10
Recreation Services Supervisor	X138	-	0.10	0.35	0.35
Recreation Program Supervisor	X032	0.10	-	-	-
Administrative Assistant II	U045	-	-	0.75	0.75
Account Clerk II	Z031	0.75	0.75	-	-
Office Assistant II	Z125	2.00	2.00	2.00	2.00
Recreation Services Coordinator	X019	-	0.10	0.10	0.10
Recreation Coordinator	X016	0.10	-	-	-
		4.85	4.85	5.00	5.00
<b>Serramonte Library 01-120-122</b>					
Librarian III	X051	1.00	1.00	1.00	1.00
Librarian I	X039	1.00	1.00	1.00	1.00
Library Assistant III	X132	0.20	0.20	0.20	0.20
Library Assistant II	X026	3.40	3.40	3.40	3.40
		5.60	5.60	5.60	5.60
<b>Bayshore Library 01-120-123</b>					
Librarian II	X046	0.40	0.40	0.40	0.40
Library Assistant III	X132	0.10	0.10	0.10	0.10
Library Assistant I/II	X017	0.40	0.40	0.40	0.40
		0.90	0.90	0.90	0.90
<b>John Daly Library 01-120-125</b>					
Librarian II	X046	0.60	0.60	0.60	0.60
Library Assistant III	X132	0.15	0.15	0.15	0.15
Library Assistant II	X026	0.60	0.60	0.60	0.60
		1.35	1.35	1.35	1.35
<b>Westlake Library 01-120-126</b>					
Librarian II	X046	1.00	1.00	1.00	1.00
Library Assistant III	X132	0.15	0.15	0.15	0.15
Library Assistant I/II	X026	3.00	3.00	3.00	3.00
		4.15	4.15	4.15	4.15
<b>Library Material/Process 01-120-127</b>					
Librarian II	X046	1.00	1.00	1.00	1.00
Library Assistant III	X132	0.10	0.10	0.10	0.10
Library Assistant I/II	X026	0.60	0.60	0.60	0.60
		1.70	1.70	1.70	1.70
<b>Library Programming 01-120-128</b>					
Director of Library & Recreation Services	M428	0.50	0.50	0.50	0.50
Library Services Manager	U096	1.00	1.00	1.00	1.00
Librarian II	X046	1.00	1.00	1.00	1.00
Library Assistant III	X132	0.30	0.30	0.30	0.30
Administrative Assistant II	U045	-	-	0.25	0.25
Account Clerk II	Z031	0.25	0.25	-	-
		3.05	3.05	3.05	3.05



## FULL TIME SALARIED POSITION LISTING (continued)

### LIBRARY & RECREATION SERVICES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Marketing 01-131-132</b>					
Senior Recreation Services Supervisor	X054	-	0.25	0.20	0.20
Senior Recreation Supervisor	X049	0.25	-	-	-
Recreation Services Supervisor	X138	-	1.05	0.55	0.55
Recreation Program Supervisor	X032	1.05	-	-	-
		1.30	1.30	0.75	0.75
<b>War Memorial Community Center 01-131-135</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.05	0.05
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	0.50	0.45	0.45
Recreation Program Supervisor	X032	0.50	-	-	-
Recreation Services Coordinator	X019	-	0.40	-	-
Recreation Coordinator	X016	0.40	-	-	-
		0.95	0.95	0.50	0.50
<b>Westlake Community Center 01-131-136</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.05	0.05
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	0.05	0.05	0.05
Recreation Program Supervisor	X032	0.05	-	-	-
Recreation Services Coordinator	X019	-	0.75	0.50	0.50
Recreation Coordinator	X016	0.75	-	-	-
		0.85	0.85	0.60	0.60
<b>Lincoln Community Center 01-131-137</b>					
Senior Recreation Services Supervisor	X054	-	0.15	0.15	0.15
Senior Recreation Supervisor	X049	0.15	-	-	-
Recreation Services Supervisor	X138	-	-	0.25	0.25
Recreation Program Supervisor	X032	-	-	-	-
Recreation Services Coordinator	X019	-	0.95	0.75	0.75
Recreation Coordinator	X016	0.95	-	-	-
		1.10	1.10	1.15	1.15
<b>Gellert Park 01-131-138</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.05	0.05
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Program Supervisor	X032	0.38	-	-	-
Recreation Services Coordinator	X019	-	-	0.40	0.40
		0.43	0.05	0.45	0.45
<b>AYRP 01-131-141</b>					
Senior Recreation Services Supervisor	X054	-	0.15	0.10	0.10
Senior Recreation Supervisor	X049	0.15	-	-	-
Recreation Services Supervisor	X138	-	0.35	0.60	0.60
Recreation Program Supervisor	X032	0.35	-	-	-
		0.50	0.50	0.70	0.70
<b>SYRP 01-131-142</b>					
Senior Recreation Services Supervisor	X054	-	0.15	0.10	0.10
Senior Recreation Supervisor	X049	0.15	-	-	-
Recreation Services Supervisor	X138	-	0.50	0.50	0.50
Recreation Program Supervisor	X032	0.50	-	-	-
Recreation Services Coordinator	X019	-	-	0.10	0.10
		0.65	0.65	0.70	0.70
<b>Youth Baseball 01-131-143</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.05	0.05
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	-	0.10	0.10
Recreation Program Supervisor	X032	0.10	-	-	-
Recreation Services Coordinator	X019	-	-	0.20	0.20
		0.15	0.05	0.35	0.35



## FULL TIME SALARIED POSITION LISTING (continued)

### LIBRARY & RECREATION SERVICES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Youth Basketball 01-131-144</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.10	0.10
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	0.30	0.15	0.15
Recreation Program Supervisor	X032	0.30	-	-	-
Recreation Services Coordinator	X019	-	0.15	0.55	0.55
Recreation Coordinator	X016	0.15	-	-	-
		0.50	0.50	0.80	0.80
<b>Mini Hoops 01-131-147</b>					
Senior Recreation Services Supervisor	X054	-	0.05	-	-
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Coordinator	X019	-	0.20	-	-
Recreation Coordinator	X016	0.20	-	-	-
		0.25	0.25	-	-
<b>Summer Sports Camps 01-131-149</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.05	0.05
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	-	0.05	0.05
Recreation Services Coordinator	X019	-	0.10	-	-
Recreation Coordinator	X016	0.10	-	-	-
Class Develop/Cultural Arts Administrator	U039	-	-	0.05	0.05
		0.15	0.15	0.15	0.15
<b>Teen Grants/Events 01-131-151</b>					
Recreation Services Supervisor	X138	-	0.25	0.35	0.35
Recreation Program Supervisor	X032	0.25	-	-	-
Recreation Services Coordinator	X019	-	0.20	-	-
Recreation Coordinator	X016	0.20	-	-	-
		0.45	0.45	0.35	0.35
<b>Aquatics 01-131-152</b>					
Senior Recreation Services Supervisor	X054	-	0.20	0.20	0.20
Senior Recreation Supervisor	X049	0.20	-	-	-
Recreation Services Supervisor	X138	-	0.90	0.90	0.90
Recreation Program Supervisor	X032	0.90	-	-	-
Recreation Services Coordinator	X019	-	-	0.15	0.15
		1.10	1.10	1.25	1.25
<b>Facility and Field Rentals 01-131-154</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.10	0.10
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	0.30	0.30	0.30
Recreation Program Supervisor	X032	0.33	-	-	-
Recreation Services Coordinator	X019	-	0.15	0.20	0.20
Recreation Coordinator	X016	0.15	-	-	-
		0.53	0.50	0.60	0.60
<b>Special Events 01-131-155</b>					
Senior Recreation Services Supervisor	X054	-	0.05	0.10	0.10
Senior Recreation Supervisor	X049	0.05	-	-	-
Recreation Services Supervisor	X138	-	0.45	0.35	0.35
Recreation Program Supervisor	X032	0.45	-	-	-
Recreation Services Coordinator	X019	-	-	0.05	0.05
		0.50	0.50	0.50	0.50
<b>Contract Classes 01-131-157</b>					
Senior Recreation Services Supervisor	X054	-	0.15	0.15	0.15
Senior Recreation Supervisor	X049	0.15	-	-	-
Class Develop/Cultural Arts Administrator	U039	0.75	0.75	0.75	0.75
		0.90	0.90	0.90	0.90



## FULL TIME SALARIED POSITION LISTING (continued)

### LIBRARY & RECREATION SERVICES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Senior Adults 15-132-460</b>					
Senior Recreation Supervisor	X049	0.20	-	-	-
Assistant Senior Services Supervisor	U037	1.00	-	-	-
		1.20	-	-	-
<b>Senior Adults 01-131-460</b>					
Senior Recreation Services Supervisor	X054	-	0.20	0.20	0.20
Class Develop/Cultural Arts Administrator	U039	-	-	0.10	0.10
Active Adult/Senior Services Supervisor	U037	-	1.00	0.95	0.95
		-	1.20	1.25	1.25
<b>Deli 15-132-461</b>					
Recreation Program Supervisor	X032	0.20	-	-	-
		0.20	-	-	-
<b>Deli 01-131-461</b>					
Recreation Services Supervisor	X138	-	0.20	-	-
Food Service Assistant II	U021	-	-	0.05	0.05
		-	0.20	0.05	0.05
<b>Senior Lunch Program 15-132-463</b>					
Senior Recreation Supervisor	X049	0.15	-	-	-
Recreation Program Supervisor	X032	0.05	-	-	-
Food Service Assistant II	U021	1.00	-	-	-
		1.20	-	-	-
<b>Senior Lunch Program 01-131-463</b>					
Senior Recreation Services Supervisor	X054	-	0.15	0.15	0.15
Senior Recreation Supervisor	X049	-	-	-	-
Recreation Services Supervisor	X138	-	0.05	0.05	0.05
Recreation Program Supervisor	X032	-	-	-	-
Active Adult/Senior Services Supervisor	U037	-	-	0.05	0.05
Food Service Assistant II	U021	-	1.00	0.95	0.95
		-	1.20	1.20	1.20
		34.50	34.00	34.00	39.00



## **POLICE DEPARTMENT**



### **DEPARTMENT MISSION STATEMENT**

The Daly City Police Department is an organization of professionals dedicated to integrity, customer service, and the rights of individuals and the needs of a constantly changing society. We work in partnership with our community to protect life and property, improve the quality of life, reduce crime and the fear of crime, and maintain a safe community.

### **CORE SERVICES**

- Field Operations—Performs patrol, traffic, and parking functions.
- Operations Support Bureau—Provides investigative functions, communications liaison, records, training, property room, crime analysis, fiscal, internal affairs, risk management, technical services, and administrative functions within the department.

### **SUPPORT FOR CITY-WIDE PRIORITIES**

This Department supports citywide priorities through the following:

- Provide quality services in response to concerns about crime and other quality of life issues in the City of Daly City.
- Enhance parking enforcement through specialized neighborhood parking enforcement operations.
- Reduce crime and the fear of crime using accurate and timely intelligence, rapid deployment, effective tactics and relentless follow-up and assessment (CompStat).
- Contribute to regional enforcement efforts (San Mateo County Gang Task Force and Vehicle Theft Task Force) and narcotics interdiction (San Mateo County Narcotics Task Force, DEA Metro Task Force and the DEA San Francisco Airport Task Force).
- Contribute to traffic safety missions through collaborative relationships.
- Seek active ongoing partnerships with community members and groups both through regular meetings and web-based communications and information sharing.



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Seek partnerships with non-profits and educational institutions to identify solutions to modern policing issues with the goal of enhanced community relations.

## **ANNUAL BUDGET OUTCOMES**

- Provide effective, visible neighborhood patrols and timely response to priority calls and complete thorough field investigations.
- Conduct high quality objective investigations to successfully prosecute crimes against persons or property.
- Prevent traffic collisions through enforcement, education, and engineering.
- Provide effective record keeping for both internal and external customers.
- Provide competent and efficient handling of property and evidence.

## **SIGNIFICANT CHANGES FROM PRIOR YEAR BUDGET**

- Addition of administrative staff to manage increasing technology demands and management of the body worn camera program. These positions are not currently funded; however the police department is using two vacant police officer positions to fund these critical roles.
- The unfreezing of 4 police officers and 1 sergeant position that were previously frozen.
- Department is transitioning from the Uniformed Crime Report (UCR) to the National Incident Based Reporting System (NIBRS) for crime reporting, requiring the department to purchase a software patch for our records management system.
- The costs for “StarVista” (First Chance), a safe sobering facility and treatment referral program decreased by almost \$11,000 (17% decrease) in FY 2020/2021. The decrease correlated to the COVID-19 shutdowns, reducing the need for facility use.
- Technology costs continue to rise significantly. Emerging technology is a constant budgetary challenge for the Police Department. Due to a continually changing technological environment in Police Services, the department needs to stay current with technology hardware and software. Hardware, licensing, and yearly maintenance fees can be costly, however essential to solving crimes and managing personnel. The following are some of the emerging technologies that will impact the Police Department budget:



## **SIGNIFICANT CHANGES FROM PRIOR YEAR BUDGET (continued)**

- The police department is working with vehicle maintenance to purchase hybrid vehicles for our fleet.
- Software tracking systems for data collection related to AB 953 (Racial Identity Profiling Act)
- IA Pro tracking software for complaint management, early intervention, accreditation, and frontline supervision
- Lexipol policy management and daily training bulletins.
- LEFTA, an automated tracking software that enhances our Field Training Program, which is used to track trainee progress and performance, supporting an increase in accountability and early intervention
- SmartForce web-based software to support information sharing and collaborative patrol services
- Police Strategies, which is a service designed to analyze and display use of force statistics and trends to the public through our webpage.
- Axon hardware and software services, to include body worn cameras, vehicle cameras, interview room solutions, and Taser integration
- Implementation of Versaterm, a CAD software and hardware upgrade that was funded by San Mateo County Measure A funds, which offers enhanced officer safety through integrated mapping and resource tracking.
- Power DMS, a web-based software that documents, tracks, and archives police personnel training documents
- Ongoing demand and supply chain challenges continues to create a high cost for department ammunition needed to meet minimum training expectations. The Police Department continues to experience a lag time between the ordering of ammunition and its delivery to the Police Department.
- During FY 2020/2021, the department spent \$226,289 in asset forfeiture funds to purchase police equipment and technology.
- The crossing guard contractual services budget has increased, however in the 2018/2019 fiscal year the City entered into a cost sharing agreement with the Jefferson Union Elementary School District paying for 50% of the cost of the program.



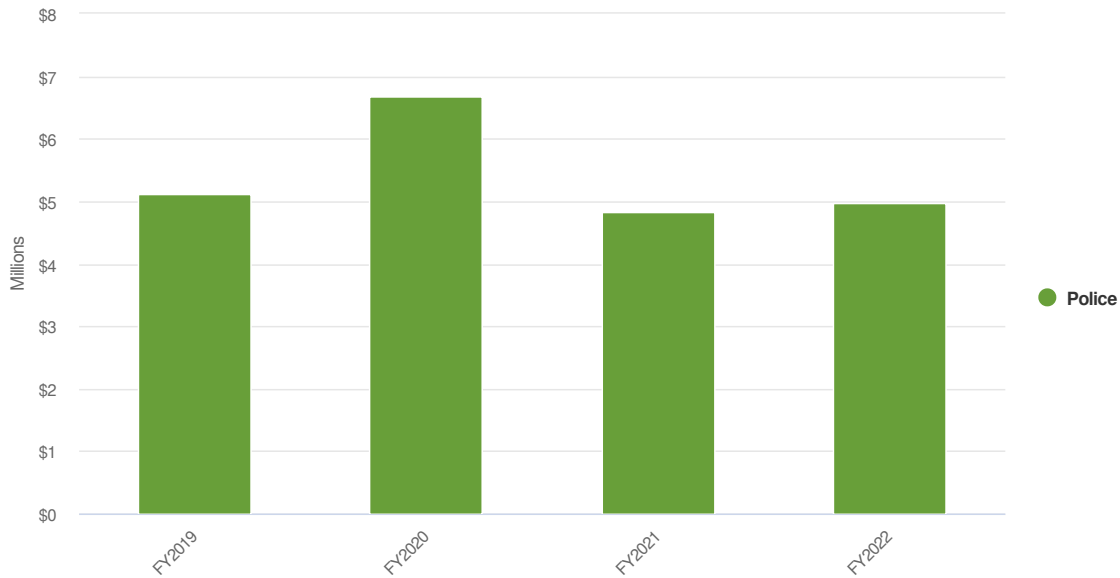
## PERFORMANCE MEASURES

Measure	Actual 2020	Estimate 2021	Projected 2022
Reduce response times to priority calls for patrol services	6 minutes	6 minutes	6 minutes
Decrease number of fatal and injury collisions by 5%	Fatal: 2 Injury: 138	Fatal: 2 Injury: 135	Fatal: 0 Injury: 130
Provide timely response, as mandated by State law, to all outside requests for police reports	100%	100%	100%
Meet Federal and State statutory guidelines in the handling of property and evidence	100%	100%	100%
100 % POST Compliance in Training	100%	100%	100%



# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Police				
Police Services				
Taxes		\$626,214	\$664,238	\$656,054
Licenses and Permits	\$36,088	\$25,979	\$5,725	\$27,066
From Other Agencies	\$186,525	\$889,173	\$233,409	\$73,985
Fines and Forfeitures	\$3,376,539	\$3,699,413	\$3,009,293	\$3,363,668
Charges and Fees	\$659,837	\$515,609	\$268,798	\$549,241
Miscellaneous Revenues	\$326,345	\$283,062	\$335,654	\$3,762
Operating Transfers In	\$20,934	\$0		
<b>Total Police Services:</b>	<b>\$4,606,268</b>	<b>\$6,039,450</b>	<b>\$4,517,117</b>	<b>\$4,673,776</b>
Citizens Opt Pub Safety-Slesf				
From Other Agencies	\$245,444	\$257,096	\$259,608	\$245,444
Rents and Interest	\$5,868	\$5,901	\$3,887	\$3,152
<b>Total Citizens Opt Pub Safety-Slesf:</b>	<b>\$251,312</b>	<b>\$262,997</b>	<b>\$263,496</b>	<b>\$248,596</b>
Bja Covid-19 Emer Suppmntl Fd				
From Other Agencies		\$24,239	\$23,945	\$0
<b>Total Bja Covid-19 Emer Suppmntl Fd:</b>		<b>\$24,239</b>	<b>\$23,945</b>	<b>\$0</b>
2019 Edward Byrne Mem Jag Grnt				
From Other Agencies		\$0	\$10,583	\$0
<b>Total 2019 Edward Byrne Mem Jag Grnt:</b>		<b>\$0</b>	<b>\$10,583</b>	<b>\$0</b>

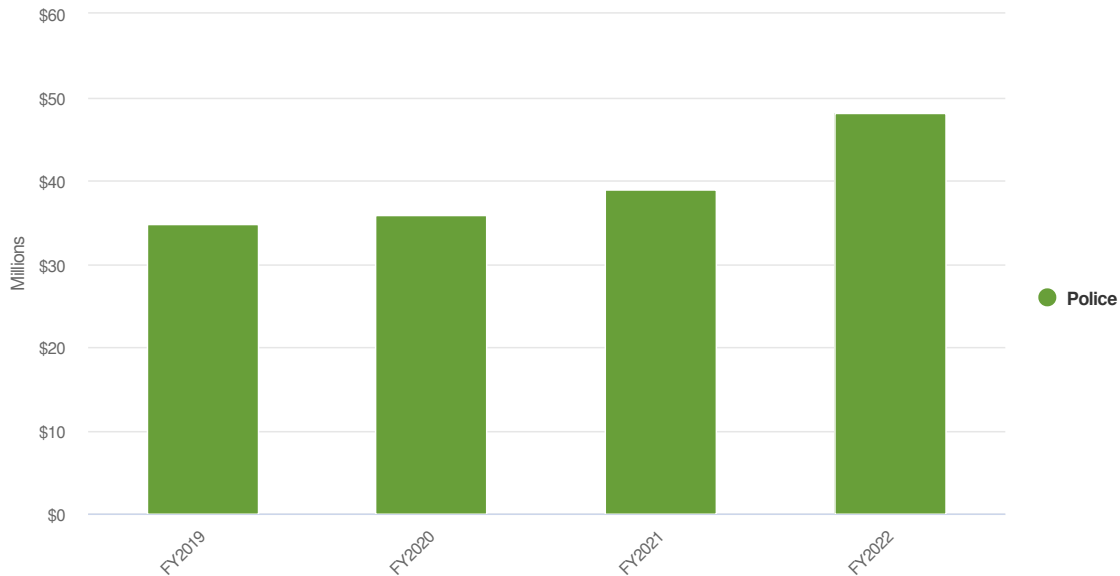


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
D U I C E / S T O P Program				
Fines and Forfeitures	\$2,200	\$1,190	\$560	\$2,200
Charges and Fees	\$37,982	\$10,080	\$7,080	\$37,982
Miscellaneous Revenues	\$0	\$113	\$263	\$0
<b>Total D U I C E / S T O P Program:</b>	<b>\$40,182</b>	<b>\$11,383</b>	<b>\$7,903</b>	<b>\$40,182</b>
Edward Byrne Mem Jag Program				
From Other Agencies	\$1,387	\$3,905	\$11,347	\$0
<b>Total Edward Byrne Mem Jag Program:</b>	<b>\$1,387</b>	<b>\$3,905</b>	<b>\$11,347</b>	<b>\$0</b>
Smc Chief'S Bscg Grant I				
From Other Agencies	\$188,219	\$306,080	\$0	
<b>Total Smc Chief'S Bscg Grant I:</b>	<b>\$188,219</b>	<b>\$306,080</b>	<b>\$0</b>	
Smc Chief'S Bscg Grant Ii				
From Other Agencies	\$2,038	\$19,676	\$0	
<b>Total Smc Chief'S Bscg Grant Ii:</b>	<b>\$2,038</b>	<b>\$19,676</b>	<b>\$0</b>	
Ots - Step Grant Pt18035				
From Other Agencies	\$36,463	\$0		
<b>Total Ots - Step Grant Pt18035:</b>	<b>\$36,463</b>	<b>\$0</b>		
<b>Total Police:</b>	<b>\$5,125,869</b>	<b>\$6,667,729</b>	<b>\$4,834,390</b>	<b>\$4,962,554</b>
<b>Total Revenue:</b>	<b>\$5,125,869</b>	<b>\$6,667,729</b>	<b>\$4,834,390</b>	<b>\$4,962,554</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Police				
Police Services				
Salaries and Benefits	\$26,977,556	\$27,703,980	\$30,280,203	\$40,433,038
Services and Supplies	\$3,882,445	\$3,912,042	\$4,038,413	\$3,312,478
Other Charges	\$198,175	\$173,251	\$170,669	\$230,970
Fixed Charges	\$3,043,690	\$3,056,121	\$3,127,543	\$3,157,976
Capital Outlay	\$271,549	\$239,673	\$778,985	\$111,045
Operating Transfers Out	\$2,345	\$260,000	\$0	\$475,000
<b>Total Police Services:</b>	<b>\$34,375,759</b>	<b>\$35,345,067</b>	<b>\$38,395,814</b>	<b>\$47,720,507</b>
Citizens Opt Pub Safety-Slesf				
Salaries and Benefits	\$138,410	\$147,770	\$156,380	\$168,844
Services and Supplies	\$8,810	\$0	\$103,185	\$50,000
Capital Outlay	\$21,105	\$97,372	\$117,891	\$50,000
<b>Total Citizens Opt Pub Safety-Slesf:</b>	<b>\$168,325</b>	<b>\$245,142</b>	<b>\$377,456</b>	<b>\$268,844</b>
Bja Covid-19 Emer Suppmtd Fd				
Services and Supplies		\$24,239	\$23,945	\$0
<b>Total Bja Covid-19 Emer Suppmtd Fd:</b>		<b>\$24,239</b>	<b>\$23,945</b>	<b>\$0</b>
2019 Edward Byrne Mem Jag Grnt				
Services and Supplies		\$0	\$10,083	\$0



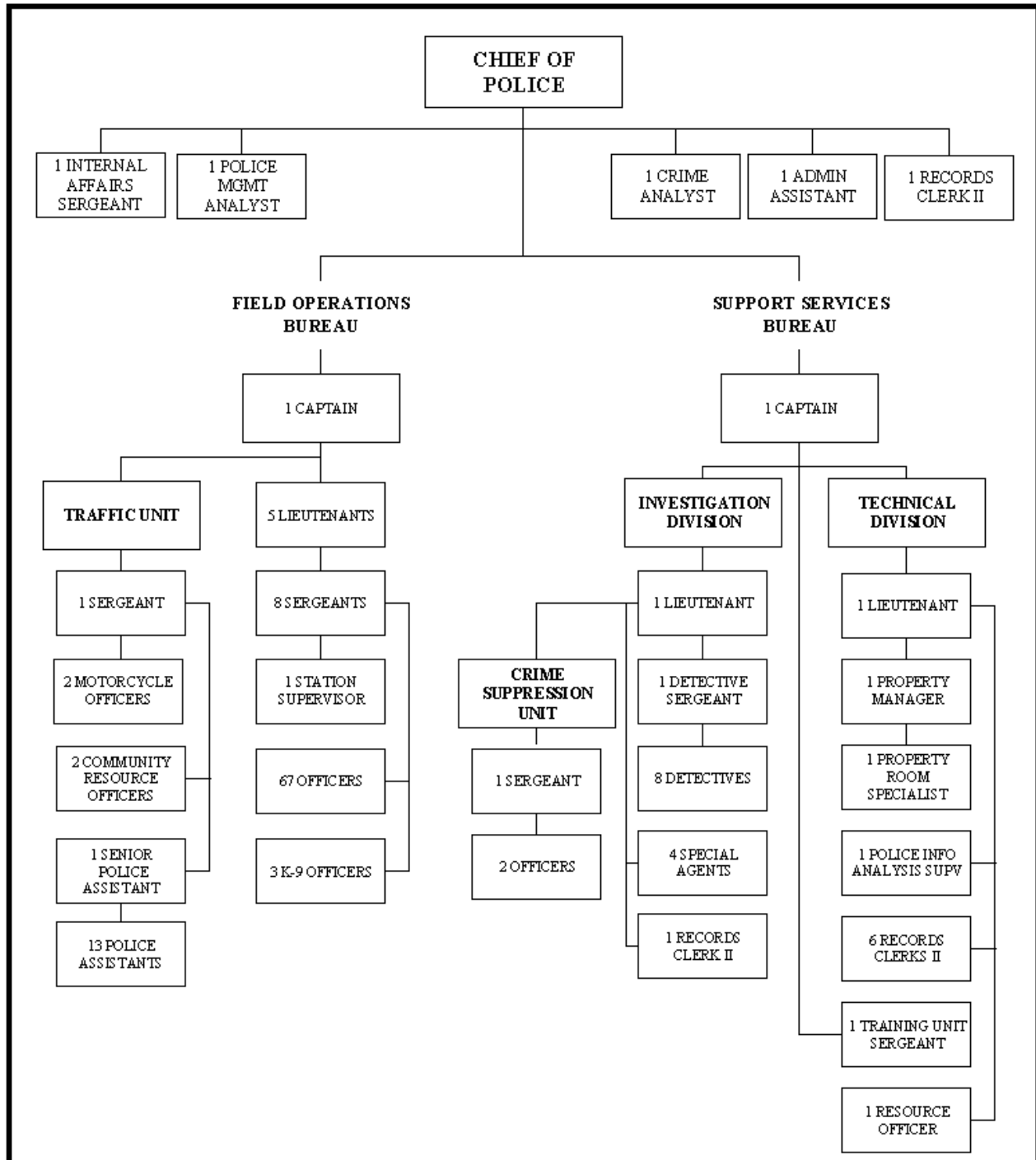
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Other Charges		\$0	\$500	\$0
<b>Total 2019 Edward Byrne Mem Jag Grnt:</b>		<b>\$0</b>	<b>\$10,583</b>	<b>\$0</b>
D U I C E/S T O P Program				
Services and Supplies	\$36,138	\$22,145	\$22,868	\$35,235
Other Charges	\$1,509	\$1,520	\$5,050	\$4,800
Capital Outlay	\$4,207	\$0	\$1,146	\$1,256
<b>Total D U I C E/S T O P Program:</b>	<b>\$41,854</b>	<b>\$23,665</b>	<b>\$29,064</b>	<b>\$41,291</b>
Edward Byrne Mem Jag Program				
Services and Supplies	\$1,387	\$3,905	\$11,347	\$0
<b>Total Edward Byrne Mem Jag Program:</b>	<b>\$1,387</b>	<b>\$3,905</b>	<b>\$11,347</b>	<b>\$0</b>
Smc Chief'S Bscg Grant I				
Services and Supplies	\$188,219	\$209,182	\$96,898	\$0
<b>Total Smc Chief'S Bscg Grant I:</b>	<b>\$188,219</b>	<b>\$209,182</b>	<b>\$96,898</b>	<b>\$0</b>
Smc Chief'S Bscg Grant Ii				
Other Charges	\$2,038	\$13,199	\$6,717	\$0
<b>Total Smc Chief'S Bscg Grant Ii:</b>	<b>\$2,038</b>	<b>\$13,199</b>	<b>\$6,717</b>	<b>\$0</b>
Ots - Step Grant Pt18035				
Salaries and Benefits	\$43,344	\$0		
Other Charges	\$675	\$0		
<b>Total Ots - Step Grant Pt18035:</b>	<b>\$44,019</b>	<b>\$0</b>		
<b>Total Police:</b>	<b>\$34,821,602</b>	<b>\$35,864,399</b>	<b>\$38,951,825</b>	<b>\$48,030,642</b>
<b>Total Expenditures:</b>	<b>\$34,821,602</b>	<b>\$35,864,399</b>	<b>\$38,951,825</b>	<b>\$48,030,642</b>



# ORGANIZATIONAL CHART



## CITY OF DALY CITY POLICE DEPARTMENT FISCAL YEAR 2022





## FULL TIME SALARIED POSITION LISTING

### POLICE

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Police Services 01-200-200</b>					
Police Chief	M455	1.00	1.00	1.00	1.00
Police Captain	B245	2.00	2.00	2.00	2.00
Police Lieutenant	B240	7.00	7.00	7.00	7.00
Police Sergeant	B235	13.00	13.00	13.00	13.00
Police Officer	A230	88.00	88.00	88.00	88.00
Police Management Analyst	U084	1.00	1.00	1.00	1.00
Information & Analysis Supervisor	U066	1.00	1.00	1.00	1.00
Property Room Manager	U046	1.00	1.00	1.00	1.00
Administrative Assistant	U038	1.00	1.00	1.00	1.00
Property Room Specialist	U034	1.00	1.00	1.00	1.00
Police Records Clerk II	Z026	8.00	8.00	8.00	8.00
Senior Police Assistant	D027	1.00	1.00	1.00	1.00
Community Service Officer	D027	-	-	-	2.00
Police Assistant	D020	13.00	13.00	13.00	13.00
		138.00	138.00	138.00	140.00
<b>Citizens Option For Public Safety 01-200-202</b>					
Crime Analyst	U051	1.00	1.00	-	-
		1.00	1.00	-	-
<b>Citizens Option For Public Safety 28-200-202</b>					
Crime Analyst	U051	-	-	1.00	1.00
		-	-	1.00	1.00
		139.00	139.00	139.00	141.00



## **PUBLIC WORKS**



### **DEPARTMENT MISSION STATEMENT**

Our mission is to efficiently provide services that preserve and improve the community's environment, infrastructure, parks, facilities, and assets.

### **CORE SERVICES**

- Manage and protect the City's infrastructure through participation in the City's land development review process and operating an encroachment permitting system.
- Ensure completion of all programmed Capital Improvement Plan (CIP) projects.
- Maintain the safety and efficiency of City streets through the maintenance of 3,678 streetlights and 42 traffic signals.
- Maintain all street and roadway pavement in adequately serviceable condition through pot-hole patching and routine slurry sealing to prolong pavement life, and completion of annual pavement rehabilitation projects.
- Prevent flooding and control storm drainage through inspection and cleaning of storm drains in compliance with regulatory mandates.
- Perform street sweeping and the removal of trash/debris left on the public right of way.
- Perform monthly inspections of Mussel Rock landfill and submit semi-annual and annual reports to regulatory agencies as required.
- Provide timely preventative maintenance and custodial service to 49 city buildings and facilities totaling 369,912 sq. ft.
- Maintain the City's fleet of 287 vehicles and mobile equipment through both timely preventative and corrective maintenance; and repair and replace as needed to maintain an acceptably low age of the overall vehicle fleet.
- Provide assistance to developers, contractors, outside agencies, residents, and other City departments with their needs to obtain City records, standards, conditions, and permits for performing improvements and resolving issues in the public right of way or private property abutting public property.



## **CORE SERVICES (continued)**

- Maintain parks, the urban forest, street medians, and right-of-way in a safe and aesthetically appealing condition.
- Maintain the City's inventory of 545 parking meters.
- Maintain and replace all regulatory traffic signs, pavement markings, and striping for the safe use of city streets by the motorist, bicyclists, and pedestrians.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

### **Economic Development/Revenue Enhancement**

- Ensure City infrastructure is in optimum condition to demonstrate that Daly City is a good location for businesses to locate.
- Leverage capital improvement project funds through collaboration with outside agencies and aggressively compete for grant funding of capital projects associated with economic development.
- Ensure the proper maintenance and function of 545 parking meters.

### **Public Safety**

- Coordinate anti-graffiti efforts to eliminate gang related tagging.
- Provide monthly playground safety inspections and an annual playground safety inspection performed by a certified safety inspector for 35 playgrounds.
- Participate in the City Safety Committee and address safety concerns identified by the committee.
- Promptly respond to streetlight and traffic signal malfunctions.
- Make timely repairs to pavement markings and regulatory signs.
- Provide safe, hazard-free sidewalks, and roadways.

### **Transportation/Traffic**

- Schedule work activities to avoid peak commute times.
- Promptly address traffic signal malfunctions, damaged street pavement, and deteriorated directional and safety signs.



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Represent Daly City at City/County Association of Governments Technical Advisory Committee and regional congestion management agency meetings.
- Staff and administer the City's Traffic Safety Committee to respond to citizen requests for traffic safety improvements and circulation enhancements.
- Obtain grants for bicycle and pedestrian improvement projects; manage and coordinate the review and actions of the Bicycle and Pedestrian Committee.
- Implement the City's Vision Zero Action Plan with the goal of reducing serious traffic injuries and fatalities to zero by the year 2035.

### **Infrastructure**

- Manage and maintain all City infrastructure and facilities to provide optimum system performance at the lowest overall cost.
- Maximize asset value retention and service life with a comprehensive approach utilizing systems such as the Pavement Management System for establishing street maintenance priorities, as well as the Encroachment Permit process to ensure streets damaged by private activity are repaired appropriately.
- Successfully obtained over \$2 Million of grant funding for various CIP projects from State, Regional and County government programs including San Mateo County Measure K (\$926,000), Measure A (\$294,750), Measure W (\$670,800), and MTC Lifeline (\$294,750).
- Ensure the Mussel Rock Landfill Site remains in compliance with existing and future regulations.

### **Leisure Services**

- Provided timely maintenance services to ensure that all public facilities such as recreation centers, playgrounds, parks, and libraries are adequately maintained to provide the public with optimum accommodations for clean, safe, and comfortable recreational activities.
- Identify needed improvements and propose Capital Improvement Projects (CIP) to enhance or renovate recreational facilities and buildings.

### **Land Use**

- Participate in the land development review process through the review and approval of subdivision and parcel maps.



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

- Support the Economic and Community Development Department's review and approval of various permits such as building permits and use permits.
- Participate on the City Development Coordinating Committee.
- Participate in the development and review of the City's General Plan Circulation Element.
- Completed 345 private development plan reviews, and 18 Development Coordinating Committee preliminary reviews of private development.

### **Government Operations**

- Develop and administer the City's Capital Improvement Program (CIP).
- Establish and support training programs for department personnel including the Daly City Supervisory and Leadership Academies.
- Implemented a new Fleet Fuel Management Software system to better manage the City's fuel distribution and fuel usage.
- Reduce recorded industrial injuries by conducting Department, Division, and "tail-gate" safety meetings; and participating in the City Safety Committee meetings.
- Continue the migration to energy efficient lighting, heating, ventilating, and air conditioning systems and water conserving plumbing fixtures.
- Processed and issued 914 Encroachment, wide-load and other regulatory permits, and reviewed and approved one subdivision map.

### **Community/Civic Support**

- Expand outreach activities within neighborhoods to communicate potential impacts from construction activities.
- Promptly respond to graffiti, weed, rubbish, and illegal dumping abatement concerns.
- Promptly respond to an average of 259 complaints or requests received from the City's i-Help system monthly, for a total of 3,099 i-Help requests.

## **ANNUAL BUDGET OUTCOMES**

Completed construction of approximately 10 major Capital Improvement Projects with a total estimated value in excess of \$7,000,000, including:



## **ANNUAL BUDGET OUTCOMES (continued)**

- Completed replacement of the emergency standby generator at Fire Station 94.
- Completed replacement of the Public Works Corporation Yard fuel station canopy.
- Completed replacement of the high-pressure sodium sports field lighting at Gellert Park with energy efficient LED lighting fixtures.
- Completed the Doelger Senior Center Roof Replacement Project
- Completed the 2017-2018 Street Resurfacing Project, resurfacing various streets in the Skyline neighborhood
- Completed the 2018-2019 Street Resurfacing Project, resurfacing various streets throughout the city
- Completed the 2019-2020 Street Resurfacing Project, resurfacing various streets in the Serramonte neighborhood
- Completed the Gellert Park Playground Renovation Project, installing a new playground as part of the overall Gellert Park Renovations
- Completed the Westlake Library HVAC and Roof Replacement Project
- Completed the Police Parking Lot Security Fence Project

Began planning and project design of approximately 7 major Capital Improvement Program Projects with a total estimated value in excess of \$5,000,000, including:

- 2020-2021 Street Resurfacing Project
- RO 572 Streetlight Conversion Project
- Serramonte Slurry Seal Project
- Mussel Rock Seawall Repair Project
- Civic Center Generator Replacement Project
- 2018-19 Parking Lot Improvement Project
- 2019-20 Parking Lot Improvement Project
- Provide over-the-counter technical assistance to residents, contractors, and developers.



## **ANNUAL BUDGET OUTCOMES (continued)**

- Maintain 7,905 City trees.
- Maintain/service a fleet of approximately 287 vehicles in accordance with the manufacturers' recommendations and the regulatory agencies' mandates.
- Maintain 49 government buildings and facilities in a safe, comfortable condition for the use of residents, visitors, and employees.
- Maintained 42 signalized intersections and 3,678 streetlights to allow the safe and efficient transportation of people, goods, and services within the City.
- Repaired 13 Regulated Output (RO) series circuit streetlight failures.
- Installed office cubicle shields; physical barriers; and improved HVAC air circulations in City facilities to maintain a healthy work environment during the COVID -19 pandemi

## **SIGNIFICANT CHANGES FROM PRIOR YEAR BUDGET**

The Public Works Department struggled to maintain service levels in General Fund program areas such as park and facility maintenance caused by a continuing lack of available staff and financial resources.

The City has been forced to significantly reduce or eliminate funding for major maintenance and facility rehabilitation projects in the Capital Improvement Program (CIP). The need for these major improvements was highlighted in the comprehensive Facility Condition Assessment Reports and the ADA Self Evaluation and Transition Plan. An inability to invest in the Capital Improvement Program will inevitably lead to the long term decline and deterioration of City facilities and infrastructure. This will in turn lead to higher repair and rehabilitation costs in the future as well as poorly maintained and less availability of facilities for the public's use and enjoyment. Due to the pandemic and retirements, the Public Works Department had to operate differently to continue to provide service to the public. The following actions were taken in the various Divisions of Public Works:

### **Administration Division**

- Provide support services with staff primarily working from home due to the COVID-19 pandemic
- Converted one Geographic Information System Analyst to a Geographic Information System Coordinator



## **SIGNIFICANT CHANGES FROM PRIOR YEAR BUDGET (continued)**

### **Engineering Division**

- Facilitated full Engineering Division services with staff primarily working from home due to the COVID-19 pandemic
- Conducted plan reviews and permit issuances fully electronically
- Adjusted workload and project priorities to accommodate two staff retirements

### **Maintenance Division**

- Filled the vacant Public Works Maintenance Supervisor – Facilities position
- Filled the vacant Public Works Maintenance Supervisor – Parks position
- Filled the vacant Public Works Maintenance Supervisor – Streets position
- Continue to provide tree maintenance through West Coast Arborists contract services
- Continue to utilize contractual landscape maintenance services to replace two positions eliminated in the Parks Maintenance Section for street median and rights-of-way maintenance

PW administration will continue to review alternative service delivery models, including staff reorganizations, increased use of contractual services, and supplemental staffing, in an effort to maintain an acceptable level of service for the Daly City community



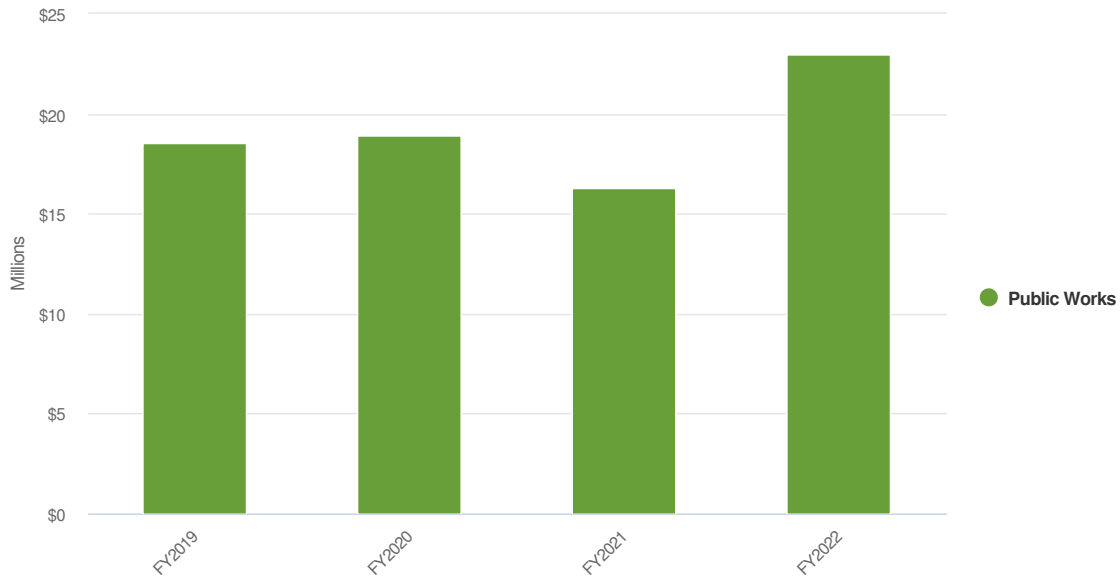


## PERFORMANCE MEASURES

<b>Measure</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
Complete quarterly HVAC preventative maintenance service 80% of the time.	95%	95%	95%
Repair parallel circuit streetlight outages within 3 working days and repair series circuit streetlight outages within 2 working days of PG&E opening the circuit.	90%	70%	85%
Respond and repair traffic signal problems impacting traffic flow or traffic safety within 12 hours.	100%	100%	100%
Complete vehicle repairs per the manufacturers specifications within the agreed upon time allotted for the repair 90% of the time.	98%	95%	95%
Perform scheduled maintenance per the manufacturer's recommendations on 100% of vehicle fleet covered by CHP BIT Inspection Mandates.	100%	100%	100%
Investigate and respond to pothole complaints within 24 hours of notification. Repair potholes with 24 hours 90% of the time.	100%	100%	100%
Investigate and respond to regulatory and warning sign complaints within 24 hours.	95%	95%	95%
Inspect and clean 2,181 storm drain catch basins before and after the rainy season	98%	98%	98%
Inspect sidewalk complaints and install warning features or initiate repairs within 24 hours of notice and complete repairs within thirty working days of inspection.	95%	95%	95%
Report trash/debris complaints to Allied Waste on the day received and monitor Allied's compliance with duty to remove within 48 hours.	99%	95%	95%

# REVENUES

## Historical Actuals and Budgeted Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Public Works				
Public Works Admin				
Public Works Admin				
Charges and Fees	\$95,231	\$89,046	\$148,732	\$65,000
<b>Total Public Works Admin:</b>	<b>\$95,231</b>	<b>\$89,046</b>	<b>\$148,732</b>	<b>\$65,000</b>
Linda Vista Subdivision				
Rents and Interest	\$9,356	\$14,267	\$3,940	\$3,562
Charges and Fees	\$26,598	\$26,597	\$26,294	\$26,600
<b>Total Linda Vista Subdivision:</b>	<b>\$35,954</b>	<b>\$40,864</b>	<b>\$30,234</b>	<b>\$30,162</b>
Bay Ridge Subdivision				
Rents and Interest	\$3,157	\$2,553	\$1,711	\$1,702
Charges and Fees	\$17,782	\$17,783	\$17,581	\$17,781
<b>Total Bay Ridge Subdivision:</b>	<b>\$20,939</b>	<b>\$20,336</b>	<b>\$19,292</b>	<b>\$19,483</b>
Bayshore Bus Shuttle				
From Other Agencies	\$108,041	\$162,936	\$352,795	\$0
<b>Total Bayshore Bus Shuttle:</b>	<b>\$108,041</b>	<b>\$162,936</b>	<b>\$352,795</b>	<b>\$0</b>
<b>Total Public Works Admin:</b>	<b>\$260,165</b>	<b>\$313,183</b>	<b>\$551,052</b>	<b>\$114,645</b>
Engineering				
From Other Agencies	\$2,918,327	\$1,818,935	\$1,473,759	\$4,349,000



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Not Applicable	\$0	\$0	\$0	\$4,372,000
Licenses and Permits	\$47,764	\$82,032	\$73,568	\$37,500
Charges and Fees	\$1,130,538	\$2,457,787	\$2,251,079	\$1,559,784
Operating Transfers In	\$1,819,669	\$465,000	\$284,751	\$1,060,000
<b>Total Engineering:</b>	<b>\$5,916,298</b>	<b>\$4,823,754</b>	<b>\$4,083,157</b>	<b>\$11,378,284</b>
Building Maintenance				
Building Maintenance				
From Other Agencies			\$204,163	
Rents and Interest	\$36,427	\$64,536	\$24,207	\$0
Charges and Fees	\$4,760,335	\$4,978,484	\$5,127,838	\$5,281,673
Miscellaneous Revenues	\$28,566	\$17,168	\$12,027	\$0
<b>Total Building Maintenance:</b>	<b>\$4,825,328</b>	<b>\$5,060,188</b>	<b>\$5,368,235</b>	<b>\$5,281,673</b>
<b>Total Building Maintenance:</b>	<b>\$4,825,328</b>	<b>\$5,060,188</b>	<b>\$5,368,235</b>	<b>\$5,281,673</b>
Streets				
From Other Agencies		\$0	\$1,829	
Charges and Fees	\$1,009,595	\$1,033,335	\$1,039,784	\$1,060,306
Miscellaneous Revenues	\$23,549	\$74,292	\$64,414	\$2,000
Operating Transfers In		\$1,845,797	\$45,000	\$45,000
Not Applicable	\$0	\$0	\$0	\$194,000
<b>Total Streets:</b>	<b>\$1,033,144</b>	<b>\$2,953,424</b>	<b>\$1,151,027</b>	<b>\$1,301,306</b>
Motor Vehicles				
Motor Vehicles				
From Other Agencies			\$3,189	
Rents and Interest	\$148,558	\$160,305	\$62,512	\$21,000
Charges and Fees	\$4,320,254	\$4,326,179	\$4,449,861	\$4,592,957
Miscellaneous Revenues	\$276,368	\$230,146	\$277,331	\$74,000
Operating Transfers In	\$58,680	\$0		
<b>Total Motor Vehicles:</b>	<b>\$4,803,859</b>	<b>\$4,716,631</b>	<b>\$4,792,893</b>	<b>\$4,687,957</b>
Fuel Management System				
Operating Transfers In	\$215,000	\$0		
<b>Total Fuel Management System:</b>	<b>\$215,000</b>	<b>\$0</b>		
Motor Vehicle Replacement				
Miscellaneous Revenues	\$12,007	\$0		
Operating Transfers In	\$20,895	\$55,027	\$51,399	\$0
<b>Total Motor Vehicle Replacement:</b>	<b>\$32,902</b>	<b>\$55,027</b>	<b>\$51,399</b>	<b>\$0</b>
Fire Apparatus Replacement				
Charges and Fees		\$22,347	\$0	
Operating Transfers In	\$1,398,928	\$104,186	\$107,312	\$150,000

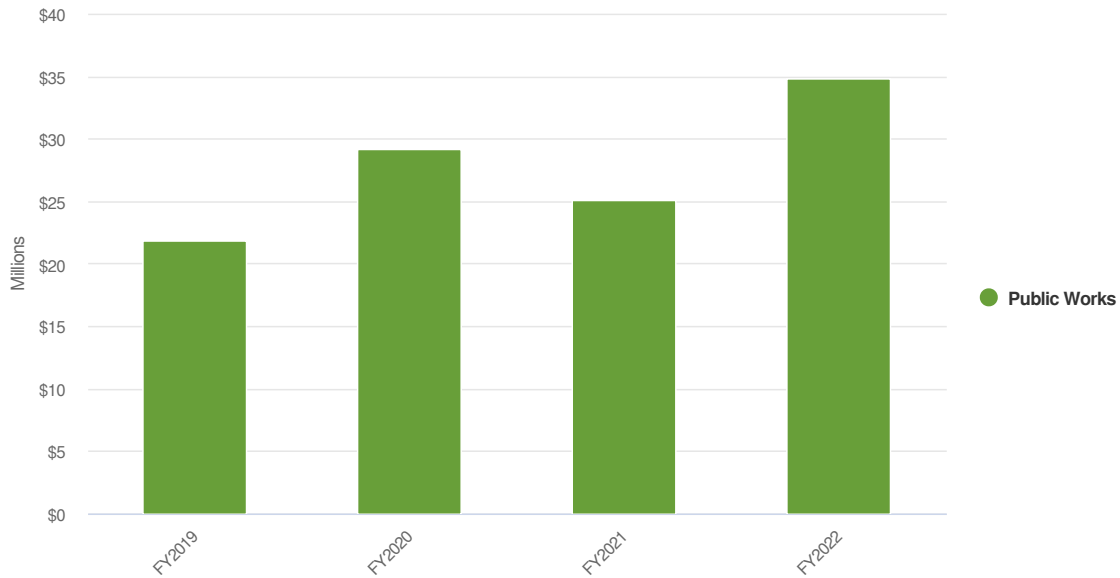


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Fire Apparatus Replacement:</b>	<b>\$1,398,928</b>	<b>\$126,533</b>	<b>\$107,312</b>	<b>\$150,000</b>
<b>Total Motor Vehicles:</b>	<b>\$6,450,689</b>	<b>\$4,898,191</b>	<b>\$4,951,604</b>	<b>\$4,837,957</b>
Electrical				
Signals & Street Lighting				
Charges and Fees	-\$3,044	\$16,786	\$82,811	\$6,800
Miscellaneous Revenues	\$13,153	\$6,841	\$25,630	\$7,500
Operating Transfers In		\$829,271	\$0	
<b>Total Signals &amp; Street Lighting:</b>	<b>\$10,109</b>	<b>\$852,898</b>	<b>\$108,441</b>	<b>\$14,300</b>
<b>Total Electrical:</b>	<b>\$10,109</b>	<b>\$852,898</b>	<b>\$108,441</b>	<b>\$14,300</b>
Parks				
Charges and Fees	\$25,356	\$25,356	\$25,356	\$25,356
Miscellaneous Revenues	\$1,662	\$13,784	\$17,668	\$0
<b>Total Parks:</b>	<b>\$27,018</b>	<b>\$39,140</b>	<b>\$43,024</b>	<b>\$25,356</b>
<b>Total Public Works:</b>	<b>\$18,522,751</b>	<b>\$18,940,779</b>	<b>\$16,256,540</b>	<b>\$22,953,521</b>
<b>Total Revenue:</b>	<b>\$18,522,751</b>	<b>\$18,940,779</b>	<b>\$16,256,540</b>	<b>\$22,953,521</b>

Engineering and Streets budgets include both operating and capital revenues and expenditures.

# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Public Works				
Public Works Admin				
Public Works Admin				
Salaries and Benefits	\$333,687	\$299,085	\$313,664	\$348,923
Services and Supplies	\$2,927	\$2,708	\$3,925	\$5,020
Other Charges	\$3,636	\$1,429	\$4,937	\$6,320
Fixed Charges	\$130,349	\$133,824	\$139,749	\$141,974
<b>Total Public Works Admin:</b>	<b>\$470,599</b>	<b>\$437,047</b>	<b>\$462,275</b>	<b>\$502,237</b>
Linda Vista Subdivision				
Services and Supplies	\$9,932	\$9,872	\$10,582	\$10,111
Other Charges	\$300	\$300	\$300	\$250
Capital Outlay	\$690	\$740	\$4,200	\$2,000
<b>Total Linda Vista Subdivision:</b>	<b>\$10,922</b>	<b>\$10,912</b>	<b>\$15,082</b>	<b>\$12,361</b>
Bay Ridge Subdivision				
Services and Supplies	\$6,660	\$6,600	\$7,200	\$6,831
Other Charges	\$26,166	\$201	\$201	\$250
Capital Outlay	\$690	\$1,115	\$3,870	\$2,000
<b>Total Bay Ridge Subdivision:</b>	<b>\$33,516</b>	<b>\$7,916</b>	<b>\$11,271</b>	<b>\$9,081</b>
Bayshore Bus Shuttle				



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Capital Outlay	\$238,094	\$241,818	\$276,927	\$0
<b>Total Bayshore Bus Shuttle:</b>	<b>\$238,094</b>	<b>\$241,818</b>	<b>\$276,927</b>	<b>\$0</b>
<b>Total Public Works Admin:</b>	<b>\$753,131</b>	<b>\$697,692</b>	<b>\$765,556</b>	<b>\$523,679</b>
Engineering				
Capital Outlay	\$3,939,508	\$7,128,096	\$5,801,136	\$9,836,784
Salaries and Benefits	\$779,118	\$2,084,341	\$1,751,758	\$2,743,033
Services and Supplies	\$105,553	\$149,051	\$199,844	\$215,860
Other Charges	\$2,695	\$1,115	\$4,623	\$11,390
Fixed Charges	\$31,830	\$308,975	\$321,026	\$327,792
Operating Transfers Out	\$0	\$29,443	\$50,000	\$0
<b>Total Engineering:</b>	<b>\$4,858,705</b>	<b>\$9,701,022</b>	<b>\$8,128,388</b>	<b>\$13,134,859</b>
Building Maintenance				
Building Maintenance				
Salaries and Benefits	\$2,886,831	\$2,721,919	\$3,150,522	\$4,077,616
Services and Supplies	\$986,673	\$1,233,438	\$1,177,029	\$1,260,825
Other Charges	\$4,755	\$6,462	\$720	\$6,754
Fixed Charges	\$173,132	\$173,042	\$178,469	\$183,352
Depreciation	\$3,853	\$6,668	\$6,483	\$7,000
Capital Outlay	-\$59,149	-\$6,938	\$0	
Operating Transfers Out	\$125,204	\$127,278	\$129,605	\$133,493
<b>Total Building Maintenance:</b>	<b>\$4,121,300</b>	<b>\$4,261,867</b>	<b>\$4,642,828</b>	<b>\$5,669,040</b>
Child Care Center Maintenance				
Salaries and Benefits	\$1,603	\$6,135	\$240	\$0
Services and Supplies	\$16,190	\$30,792	\$14,026	\$22,500
<b>Total Child Care Center Maintenance:</b>	<b>\$17,793</b>	<b>\$36,927</b>	<b>\$14,267</b>	<b>\$22,500</b>
Giammona Pool Maintenance				
Salaries and Benefits	\$27,444	\$18,673	\$2,174	\$3,200
Services and Supplies	\$810	\$344	\$13	\$2,280
<b>Total Giammona Pool Maintenance:</b>	<b>\$28,254</b>	<b>\$19,017</b>	<b>\$2,187</b>	<b>\$5,480</b>
<b>Total Building Maintenance:</b>	<b>\$4,167,347</b>	<b>\$4,317,811</b>	<b>\$4,659,281</b>	<b>\$5,697,020</b>
Streets				
Salaries and Benefits	\$1,901,044	\$1,926,241	\$1,874,536	\$2,558,379
Services and Supplies	\$608,092	\$526,515	\$263,057	\$306,250
Other Charges	\$28,291	\$27,098	\$29,074	\$31,610
Fixed Charges	\$532,977	\$542,050	\$560,400	\$570,140
Capital Outlay	\$28,007	\$102,011	\$3,795	\$207,000
Operating Transfers Out	\$301,287	\$2,148,590	\$311,877	\$321,233
<b>Total Streets:</b>	<b>\$3,399,699</b>	<b>\$5,272,504</b>	<b>\$3,042,739</b>	<b>\$3,994,613</b>



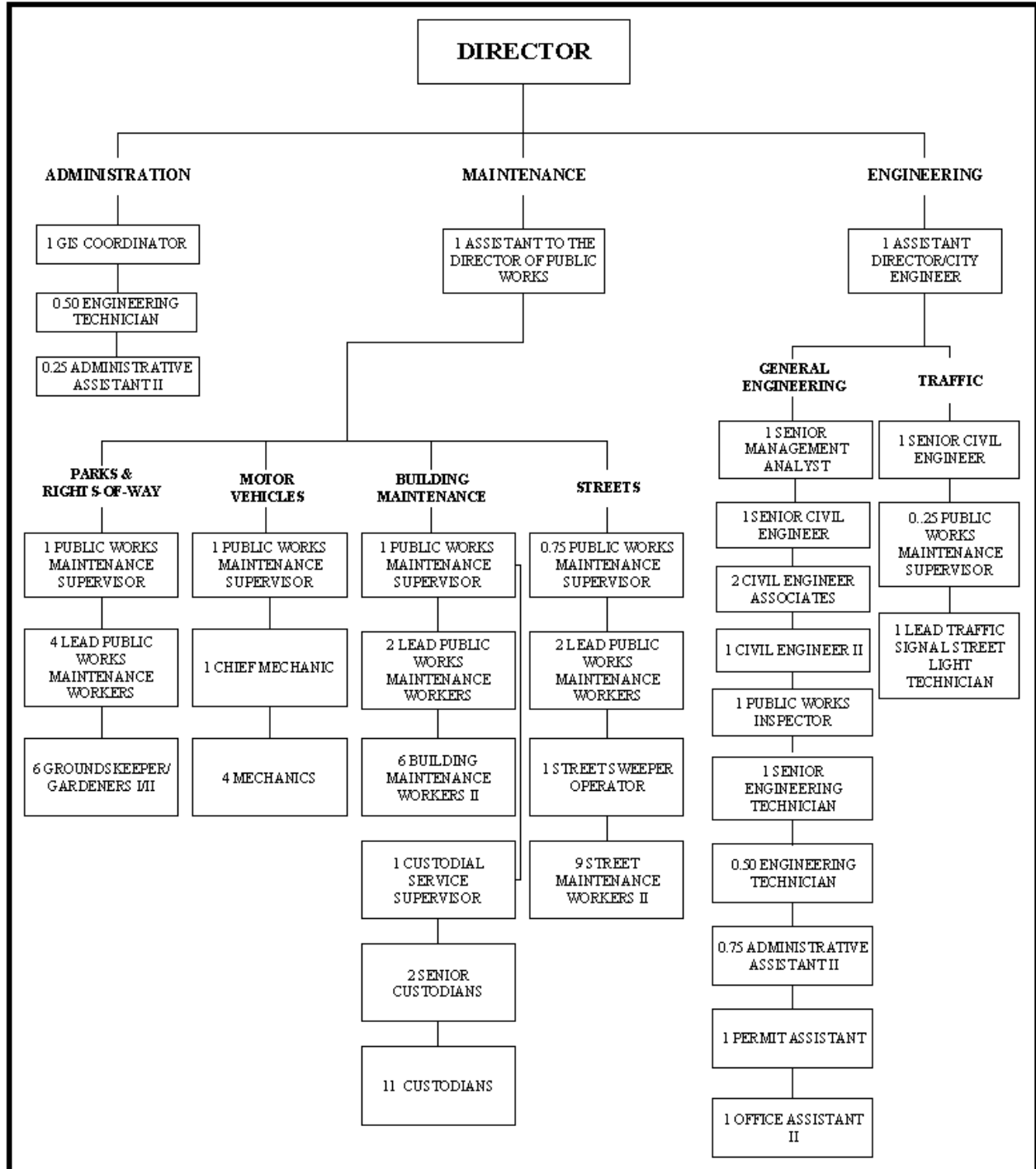
Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Motor Vehicles				
Motor Vehicles				
Salaries and Benefits	\$1,190,256	\$1,125,043	\$1,172,370	\$1,416,042
Services and Supplies	\$1,348,555	\$1,291,714	\$1,391,382	\$1,626,250
Other Charges	\$31,193	\$6,475	\$5,233	\$6,050
Fixed Charges	\$593,831	\$618,817	\$636,052	\$655,134
Depreciation	\$1,302,155	\$1,099,404	\$772,572	\$1,336,958
Capital Outlay	-\$95,847	\$23,609	-\$42,682	\$0
Operating Transfers Out	\$75,513	\$76,291	\$78,168	\$80,513
<b>Total Motor Vehicles:</b>	<b>\$4,445,656</b>	<b>\$4,241,354</b>	<b>\$4,013,095</b>	<b>\$5,120,946</b>
Fuel Management System				
Capital Outlay	\$0	\$0	\$3,310	\$0
<b>Total Fuel Management System:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,310</b>	<b>\$0</b>
Motor Vehicle Replacement				
Capital Outlay	\$94,345	\$0	\$0	\$1,000,000
<b>Total Motor Vehicle Replacement:</b>	<b>\$94,345</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
Fire Apparatus Replacement				
Other Charges	\$217,646	\$0		
Capital Outlay	-\$5,646	\$22,347	\$0	\$235,088
<b>Total Fire Apparatus Replacement:</b>	<b>\$212,000</b>	<b>\$22,347</b>	<b>\$0</b>	<b>\$235,088</b>
<b>Total Motor Vehicles:</b>	<b>\$4,752,000</b>	<b>\$4,263,702</b>	<b>\$4,016,405</b>	<b>\$6,356,035</b>
Electrical				
Signals & Street Lighting				
Salaries and Benefits	\$539,314	\$569,104	\$579,936	\$644,218
Services and Supplies	\$460,050	\$607,507	\$555,673	\$640,045
Other Charges	\$283,646	\$286,585	\$286,361	\$287,000
Fixed Charges	\$85,834	\$87,819	\$90,454	\$93,167
Operating Transfers Out	\$39,126	\$866,695	\$38,547	\$39,703
<b>Total Signals &amp; Street Lighting:</b>	<b>\$1,407,970</b>	<b>\$2,417,710</b>	<b>\$1,550,970</b>	<b>\$1,704,134</b>
<b>Total Electrical:</b>	<b>\$1,407,970</b>	<b>\$2,417,710</b>	<b>\$1,550,970</b>	<b>\$1,704,134</b>
Parks				
Salaries and Benefits	\$1,834,326	\$1,818,559	\$1,839,944	\$2,189,488
Services and Supplies	\$235,398	\$186,622	\$560,330	\$669,030
Other Charges	\$10,171	\$9,984	\$504	\$10,875
Fixed Charges	\$481,557	\$482,625	\$499,394	\$510,370
<b>Total Parks:</b>	<b>\$2,561,452</b>	<b>\$2,497,790</b>	<b>\$2,900,171</b>	<b>\$3,379,763</b>
<b>Total Public Works:</b>	<b>\$21,900,304</b>	<b>\$29,168,230</b>	<b>\$25,063,510</b>	<b>\$34,790,103</b>
<b>Total Expenditures:</b>	<b>\$21,900,304</b>	<b>\$29,168,230</b>	<b>\$25,063,510</b>	<b>\$34,790,103</b>



# ORGANIZATIONAL CHART



## CITY OF DALY CITY DEPARTMENT OF PUBLIC WORKS FISCAL YEAR 2022





## FULL TIME SALARIED POSITION LISTING

### PUBLIC WORKS

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Public Works Admin 01-310-310</b>					
Director of Public Works	M440	0.07	0.07	0.07	0.07
Geographic Info Systems Coordinator	U065	-	-	-	1.00
Geographic Info Systems Analyst	U058	1.00	1.00	1.00	-
Engineering Technician	X044	0.50	0.50	0.50	0.50
Administrative Assistant II	U045	0.25	0.25	0.25	0.25
		1.82	1.82	1.82	1.82
<b>Engineering 01-312-311</b>					
Director of Public Works	M440	-	0.21	0.21	0.21
Assistant Director/City Engineer	M359	0.75	1.00	1.00	1.00
Senior Civil Engineer	U095	0.25	1.00	1.00	1.00
Civil Engineering Associate	U076	-	2.00	2.00	2.00
Senior Management Analyst	U074	-	1.00	1.00	1.00
Civil Engineer II	X062	0.50	1.00	1.00	1.00
Public Works Inspector	X052	0.75	1.00	1.00	1.00
Senior Engineering Technician	X052	1.00	1.00	1.00	1.00
Engineering Technician	X044	-	0.50	0.50	0.50
Administrative Assistant II	U045	-	0.75	0.75	0.75
Permit Assistant	Z030	1.00	1.00	1.00	1.00
Office Assistant II	Z125	0.75	1.00	1.00	1.00
		5.00	11.46	11.46	11.46
<b>Capital Engineering 31-312-311</b>					
Director of Public Works	M440	0.21	-	-	-
Assistant Director/City Engineer	M359	0.25	-	-	-
Senior Civil Engineer	U095	0.75	-	-	-
Civil Engineering Associate	U076	2.00	-	-	-
Senior Management Analyst	U074	1.00	-	-	-
Civil Engineer II	X062	0.50	-	-	-
Public Works Inspector	X052	0.25	-	-	-
Engineering Technician	X044	0.50	-	-	-
Administrative Assistant II	U045	0.75	-	-	-
Office Assistant II	Z125	0.25	-	-	-
		6.46	-	-	-
<b>Transportation Traffic Signal &amp; Street Lighting 17-316-353</b>					
Senior Civil Engineer	U095	-	1.00	1.00	1.00
Traffic Engineer	U087	1.00	-	-	-
Public Works Maintenance Supervisor	U067	0.25	0.25	0.25	0.25
Lead Traffic Signal/Street Light Technician	X059	1.00	1.00	1.00	1.00
		2.25	2.25	2.25	2.25



## FULL TIME SALARIED POSITION LISTING (continued)

### PUBLIC WORKS

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Transportation Streets Maintenance 17-314-330</b>					
Director of Public Works	M440	0.20	0.20	0.20	0.20
Assistant to the Director of Public Works	U113	0.40	0.40	0.40	0.40
Public Works Maintenance Supervisor	U067	0.75	0.75	0.75	0.75
Lead Street Maintenance Worker	X044	2.00	2.00	2.00	2.00
Street Sweeper Operator	X041	1.00	1.00	1.00	1.00
Streets Maintenance Worker II	X030	9.00	9.00	9.00	9.00
		13.35	13.35	13.35	13.35
<b>Parks Maintenance 01-317-160</b>					
Director of Public Works	M440	0.10	0.10	0.10	0.10
Assistant to the Director of Public Works	U113	0.20	0.20	0.20	0.20
Public Works Maintenance Supervisor	U067	1.00	1.00	1.00	1.00
Lead Public Works Maintenance Worker	X044	4.00	4.00	4.00	4.00
Groundskeeper/Gardener I/II	X030	6.00	6.00	6.00	6.00
		11.30	11.30	11.30	11.30
<b>Building Maintenance 54-313-110</b>					
Director of Public Works	M440	0.21	0.21	0.21	0.21
Assistant to the Director of Public Works	U113	0.20	0.20	0.20	0.20
Public Works Maintenance Supervisor	U067	1.00	1.00	1.00	1.00
Lead Public Maintenance Worker	X044	2.00	2.00	2.00	2.00
Custodial Services Supervisor	U050	1.00	1.00	1.00	1.00
Building Maintenance Worker II	X132	6.00	6.00	6.00	6.00
Senior Custodian	X029	2.00	2.00	2.00	2.00
Custodian	X025	11.00	11.00	11.00	11.00
		23.41	23.41	23.41	23.41
<b>Motor Vehicles 51-315-450</b>					
Director of Public Works	M440	0.21	0.21	0.21	0.21
Assistant to the Director of Public Works	U113	0.20	0.20	0.20	0.20
Public Works Maintenance Supervisor	U067	1.00	1.00	1.00	1.00
Chief Mechanic	X051	1.00	1.00	1.00	1.00
Mechanic	X039	4.00	4.00	4.00	4.00
		6.41	6.41	6.41	6.41
		70.00	70.00	70.00	70.00



## DEPARTMENT OF WATER & WASTEWATER RESOURCES



### DEPARTMENT MISSION STATEMENT

Sustained stewardship of available resources that continues to achieve all public health and regulatory requirements, delivered at a fair price, associated with the production, treatment and distribution of high-quality drinking water, along with the collection, treatment, re-use, and disposal of wastewater and conveyance of stormwater on behalf of the citizens of Daly City and the North San Mateo County Sanitation District.

### CORE SERVICES

#### **Protect Public Health and Safety**

Provide safe drinking water to the community and ensure the availability of future supplies. Comply with regulatory mandates associated with the reuse and disposal of wastewater and ensure available capacity for future demands.

#### **Retain Credibility with Our Community, Outside Agencies, and Public Stakeholders**

Meet customer service expectations by providing the level of effort we would want a family member to receive. Ensure timely, accurate, and transparent compliance with all regulatory mandated analyses and testing required by federal and state agencies.

#### **Promote Water Use Efficiency**

Provide customers achievable opportunities to conserve water through the tiered water rate structure. Provide customers rebates, high efficiency water use devices, and other types of materials that further conservation goals. Through these and other efforts, assist customers in maintaining the lowest per person water usage in the County.

#### **Ensure Regulatory Compliance**

Provide timely comments and actively participate in the development of pending water, wastewater, and stormwater regulations. Implement the components of the Sewer System Management Plan on file with the State Water Resources Control Board to manage occurrences of sanitary sewer overflows and maintain operations consistent with the National Pollutant Discharge Elimination System permit on file with the State of California.

## **CORE SERVICES (continued)**

### **Efficient Performance of Operation and Maintenance Activities**

Preserve the integrity of the public's infrastructure investment through effective preventative, corrective emergency repairs, and replacement activities supported by a viable Capital Improvement Program. Ensure consistent delivery of high-quality, full- public contact Title 22 tertiary treated recycled water to City facilities and existing golf club contractual obligations.

## **SUPPORT FOR CITY-WIDE PRIORITIES**

This Department supports City-wide priorities through the following:

### **Economic Development/Revenue Enhancement**

- Continue to develop and support programs to meet future water demands of the community.
- Continue to provide timely and accurate reviews and comments for development projects and inspection assistance.
- Preserve potable water supplies for the community through the production and sale of disinfected full-public contact recycled water for irrigation.

### **Protect Public Health and Safety**

- Continue to produce high quality water that meets the California State Water Resources Control Board Division of Drinking Water Requirements and operate the wastewater plant to produce reusable recycled water and meet the Regional Water Board Permit requirements.

### **Infrastructure**

- Continue to address system-wide maintenance from a proactive preventative standard to lengthen the useful life of pipes, pumps, and other departmental assets.
- Continue refinement of groundwater model toward establishing self-yield of approximately 2 MGD within the groundwater basin and contractual obligations.
- Investigate cost-effective technologies.
- Continue to move forward the Vista Grande Drainage Basin Improvement Project



## **SUPPORT FOR CITY-WIDE PRIORITIES (continued)**

### **Government Operations**

- Continue to submit accurate, thorough, and timely regulatory reports, while maintaining compliance with all permits.
- Continue to proactively negotiate permit terms and conditions associated with wastewater, stormwater, and air regulations.
- Respond to requests for service within sixty minutes of notification.
- Maintain department disaster readiness for response to the City's infrastructure for drinking water and wastewater services.

### **Community/Civic Support**

- Continue to develop, educate, and distribute stormwater, pollution prevention, water conservation and Integrated Pest Management material and information to schools, businesses, contractors, and residents.
- Provide the opportunity for semi-skilled and unskilled youth to gain work experience and trade skills training as part of the Summer Hire Program outreach to local high schools.
- Continue public outreach activities when requested and to provide tours of the wastewater treatment plant, recycled water facility, and Gateway Garden.

## **ANNUAL BUDGET OUTCOMES**

- Deliver high-quality drinking water meeting all regulatory mandates set forth by the California State Water Resources Control Board, Division of Drinking Water.
- Meet the discharge requirements into the Pacific Ocean as set forth under the District's National Pollutant Discharge Elimination System permit in a manner consistent with the public trust and to avoid the imposition of fines and penalties.
- Continue to meet contractual requirements associated with the use of tertiary treated recycled water to preserve the Westside Basin Groundwater Aquifer for potable drinking water supplies.
- Continue delivering tertiary treated recycled water to serve the irrigation needs of the Olympic Club, Lake Merced, San Francisco, Harding Park Golf Club, and City parks and medians.



## **ANNUAL BUDGET OUTCOMES (continued)**

- Meet the Water Conservation Implementation Plan objectives set forth in partnership with the Bay Area Water Supply and Conservation Agency.
- Increase Public Education and Awareness expectations set forth by the San Francisco Water Board when enacting the Municipal Regional Stormwater Permit.
- Maintain required and mandated certifications for Operations, Collection, Distribution, Laboratory, and Maintenance personnel.
- Continue proactive preventative maintenance approach on water and wastewater infrastructure to prolong useful life while continuing to meet public health and safety regulatory requirements.
- Update groundwater monitoring information into the Westside Basin Aquifer Groundwater Model to improve upon the understanding of the available “safe yield” within the basin.
- Continue to responsibly manage the Westside Basin Aquifer in partnership with the City of San Bruno, California Water Service Company, and the San Francisco Public Utilities Commission.
- Provide protection against adverse environmental impacts caused from illicit waste discharge through public education, community awareness, and source control enforcement consistent with existing sewer use ordinance and expanded requirements established under the Stormwater Municipal Regional Permit.
- Provide certified water and wastewater operators 24-hours per day, 365 days per year, to monitor and coordinate the water and wastewater systems and to stay in compliance with our NPDES permit.
- Provide standby wastewater collection and water distribution operators 24-hours per day, 365 days per year, to respond to emergency repairs to the water and wastewater systems, and other community assistance needs.

## **SIGNIFICANT CHANGES FROM THE PRIOR BUDGET**

- Increased laboratory testing and analysis of water quality from regulatory amendments and potential hexavalent chromium 6 monitoring in drinking water system.
- Continued rate volatility in response to mandated targeted conservation efforts, anticipated fixed cost increase on consumable supplies, and Covid-19 pandemic response.



## **SIGNIFICANT CHANGES FROM THE PRIOR BUDGET (continued)**

- Increased regulatory compliance mandates associated with the renewal of the Stormwater Regional Permit (MRP), Regional Waterboard NPDES, and Sanitary Sewer overflow requirements, and Drinking water compliance standards.
- Full implementation of the CentralSquare asset management system to improve operations and maintenance activities.
- Sewer Service Rate Analysis and development of a sustainable rate structure for Fiscal Years 2022, 2023, and 2024.
- Continued development of the Water Distribution and Sewer Collection System Master Plans and implementation of a long-term Capital Improvement Plan.
- Support Established Department Values Statement. Complete the Department objectives and goals utilizing the values of Respect, Teamwork and Collaboration, Leadership, Communication and Engagement, Appreciation, Professional Development, Professionalism, Innovation, and Accountability.
- Full implementation of the NorthStar utility billing system to improve bill processing, business processes, and customer service.
- Deferral of the July 1, 2020 water rate adjustment to January 1, 2021.
- Temporary Relocation of Water Distribution and Sewer Collection System Divisions to separate facilities in response to the Covid-19 pandemic.
- Increased purchases of PPE and cleaning products as part of the Covid-19 pandemic response and Workplace Readiness Safety Plan.
- To address succession planning, one Assistant Director of Water & Wastewater Resources and one Assistant Chief of Operations was added, along with an Office Assistant III converted to an Administrative Assistant III for the latter half of the fiscal year.
- Due to an increased Master Plan workload and Geographic Information Systems needing updates, one Geographic Information System Analyst was added.



## PERFORMANCE MEASURES

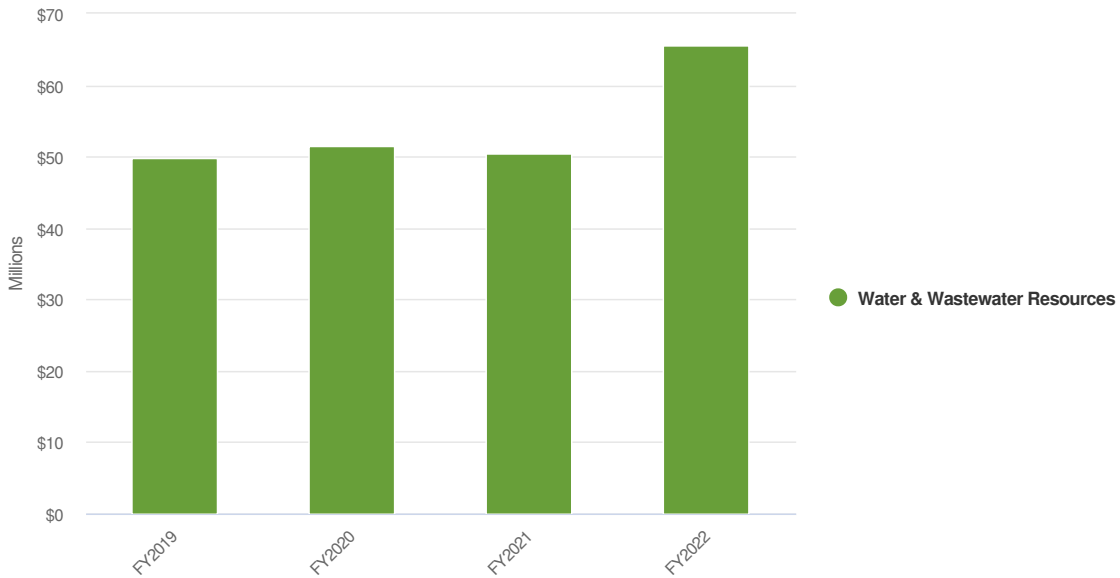
<b>Measure</b>	<b>Actual 2020</b>	<b>Estimate 2021</b>	<b>Projected 2022</b>
Complete 95% of work orders generated in the month activated			
% met/target	95%	96%	95%
Total amount	7,000	7,018	7,000
Respond to plan checks, contract specifications, development review within 10 working days 90% of the time			
% met/target	90%	95%	95%
Total documents	400	325	350
BAWSCA Rain barrel rebate program			
Target Number	100	50	50
BAWSCA target for high-efficiency toilet rebates			
Target Number	100 50	N/A	N/A
Water system coliform samples (26/week) cannot exceed monthly positive detection of five samples.			
Regulatory limits			
Total Annual Positive	< 5/mo.	< 5/mo.	< 5/mo.
Detections	0	2	2
Total samples	1,300	1,300	1,300
95% of standby emergency callouts responded to within sixty minutes of notification.			
% met/target	95%	95%	95%
Number of callouts	206	81	100
90% of all broken water mains are restored to service within eight hours of notification.			
% met/target	95%	95%	95%
Repairs made	90	103	100
80% of the volume from a sanitary sewer overflow is captured and treated before flowing into the receiving waters of the United States.			
% captured	80%	80%	80%
Number of overflows	3	5	5





# REVENUES

## Budgeted and Historical 2022 Revenue by Department



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Water & Wastewater Resources				
Water & Wastewater Admin				
From Other Agencies			\$2,045	
Miscellaneous Revenues			\$173	\$0
Operating Transfers In	\$778,100	\$778,100	\$801,443	\$825,486
<b>Total Water &amp; Wastewater Admin:</b>	<b>\$778,100</b>	<b>\$778,100</b>	<b>\$803,661</b>	<b>\$825,486</b>
Water/Wastewater Operations				
Water Operations				
From Other Agencies			\$58	
Rents and Interest	\$245,043	\$497,957	\$207,255	\$231,750
Charges and Fees	\$20,671,704	\$23,385,773	\$23,648,883	\$25,240,511
Miscellaneous Revenues	\$24,134	\$4,900	\$3,914	\$30,000
<b>Total Water Operations:</b>	<b>\$20,940,882</b>	<b>\$23,888,629</b>	<b>\$23,860,110</b>	<b>\$25,502,261</b>
Wastewater Operations				
From Other Agencies			\$248	
Miscellaneous Revenues		\$957	\$400	\$0
<b>Total Wastewater Operations:</b>		<b>\$957</b>	<b>\$648</b>	<b>\$0</b>
Laboratory				
Miscellaneous Revenues	\$214	\$0		
Operating Transfers In	\$238,930	\$238,930	\$246,098	\$253,481

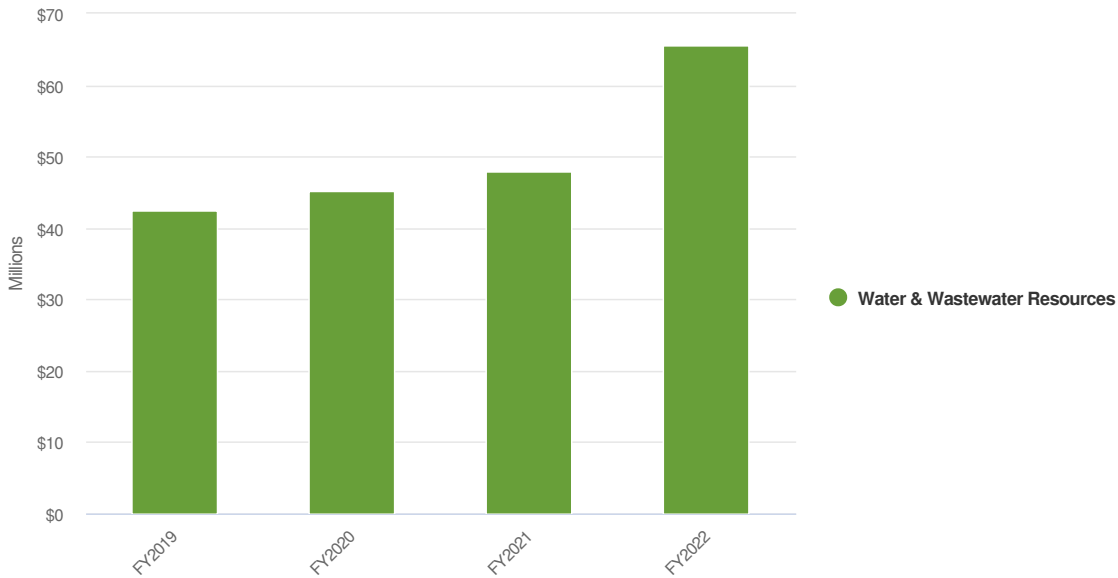


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Laboratory:</b>	<b>\$239,145</b>	<b>\$238,930</b>	<b>\$246,098</b>	<b>\$253,481</b>
<b>Total Water/Wastewater Operations:</b>	<b>\$21,180,026</b>	<b>\$24,128,516</b>	<b>\$24,106,857</b>	<b>\$25,755,741</b>
Water/Wastewater Maintenance				
Distribution System				
From Other Agencies			\$2,812	
Miscellaneous Revenues	\$70,929	\$13,874	\$30,302	\$15,000
<b>Total Distribution System:</b>	<b>\$70,929</b>	<b>\$13,874</b>	<b>\$33,114</b>	<b>\$15,000</b>
Collection System				
From Other Agencies			\$5,035	
Miscellaneous Revenues	\$83,389	\$98,095	\$104,286	\$48,165
<b>Total Collection System:</b>	<b>\$83,389</b>	<b>\$98,095</b>	<b>\$109,321</b>	<b>\$48,165</b>
<b>Total Water/Wastewater Maintenance:</b>	<b>\$154,317</b>	<b>\$111,969</b>	<b>\$142,436</b>	<b>\$63,165</b>
Plant & Equipment Maintenance				
From Other Agencies			\$97,367	
Miscellaneous Revenues	\$14,213	\$1,146	\$1,852	\$2,909
Operating Transfers In	\$600,000	\$600,000	\$618,000	\$636,540
<b>Total Plant &amp; Equipment Maintenance:</b>	<b>\$614,213</b>	<b>\$601,146</b>	<b>\$717,219</b>	<b>\$639,449</b>
Water Capital Projects				
Not Applicable	\$0	\$0	\$0	\$3,488,500
From Other Agencies			\$68,222	
Operating Transfers In	\$1,025,000	\$0	\$30,833	\$1,000,000
<b>Total Water Capital Projects:</b>	<b>\$1,025,000</b>	<b>\$0</b>	<b>\$99,055</b>	<b>\$4,488,500</b>
Sanitation District				
Taxes	\$2,172,460	\$2,254,032	\$2,306,283	\$2,374,964
Rents and Interest	\$810,741	\$976,732	\$269,024	\$375,000
Charges and Fees	\$22,712,582	\$22,679,619	\$22,002,331	\$23,702,693
Miscellaneous Revenues	\$0		\$16,800	
Operating Transfers In	\$315,000	\$0		
Not Applicable	\$0	\$0	\$0	\$7,435,000
<b>Total Sanitation District:</b>	<b>\$26,010,784</b>	<b>\$25,910,383</b>	<b>\$24,594,438</b>	<b>\$33,887,657</b>
<b>Total Water &amp; Wastewater Resources:</b>	<b>\$49,762,439</b>	<b>\$51,530,115</b>	<b>\$50,463,664</b>	<b>\$65,659,999</b>
<b>Total Revenue:</b>	<b>\$49,762,439</b>	<b>\$51,530,115</b>	<b>\$50,463,664</b>	<b>\$65,659,999</b>



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Water & Wastewater Resources				
Water & Wastewater Admin				
Salaries and Benefits	\$2,724,590	\$1,643,544	\$2,397,510	\$3,205,923
Services and Supplies	\$62,147	\$68,882	\$88,100	\$437,001
Other Charges	\$15,542	\$15,140	\$7,747	\$27,300
Fixed Charges	\$264,155	\$264,685	\$274,289	\$280,805
Operating Transfers Out	\$145,991	\$147,882	\$150,802	\$155,326
<b>Total Water &amp; Wastewater Admin:</b>	<b>\$3,212,425</b>	<b>\$2,140,134</b>	<b>\$2,918,447</b>	<b>\$4,106,354</b>
Water/Wastewater Operations				
Water Operations				
Salaries and Benefits	\$634,639	\$47,733	\$492,579	\$1,089,940
Services and Supplies	\$9,302,485	\$9,713,601	\$8,984,713	\$12,505,712
Other Charges	\$169,945	\$267,153	\$92,682	\$211,657
Fixed Charges	\$143,450	\$145,415	\$147,485	\$151,794
Debt Service	\$82,008	\$130,912	\$49,600	\$37,600
Depreciation	\$1,258,600	\$1,247,958	\$1,081,946	\$1,326,159
Capital Outlay	\$173,998	\$137,087	\$234,926	\$270,530
Operating Transfers Out	\$2,024,824	\$1,986,663	\$2,046,263	\$2,107,650
<b>Total Water Operations:</b>	<b>\$13,789,950</b>	<b>\$13,676,522</b>	<b>\$13,130,193</b>	<b>\$17,701,042</b>
Wastewater Operations				



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Salaries and Benefits	\$2,531,484	\$2,859,030	\$3,427,003	\$3,626,517
Services and Supplies	\$6,293,979	\$7,454,211	\$7,809,337	\$8,415,765
Other Charges	\$135,499	\$109,046	\$155,764	\$220,975
Fixed Charges	\$403,934	\$418,928	\$431,496	\$444,441
Depreciation	\$10,095	\$0		
Capital Outlay	-\$28,246	-\$25,370	\$0	
Operating Transfers Out	\$701,694	\$332,257	\$340,493	\$344,012
<b>Total Wastewater Operations:</b>	<b>\$10,048,438</b>	<b>\$11,148,102</b>	<b>\$12,164,092</b>	<b>\$13,051,710</b>
Laboratory				
Salaries and Benefits	\$440,289	\$554,851	\$662,280	\$610,182
Services and Supplies	\$323,146	\$346,153	\$363,689	\$582,431
Other Charges	\$3,669	\$3,988	\$5,940	\$12,180
Fixed Charges	\$40,280	\$41,751	\$43,004	\$44,294
Operating Transfers Out	\$37,764	\$37,953	\$39,091	\$40,264
<b>Total Laboratory:</b>	<b>\$845,148</b>	<b>\$984,696</b>	<b>\$1,114,004</b>	<b>\$1,289,351</b>
<b>Total Water/Wastewater Operations:</b>	<b>\$24,683,535</b>	<b>\$25,809,320</b>	<b>\$26,408,289</b>	<b>\$32,042,102</b>
Water/Wastewater Maintenance				
Distribution System				
Salaries and Benefits	\$1,473,320	\$2,156,235	\$2,414,967	\$2,904,323
Services and Supplies	\$308,269	\$291,069	\$268,695	\$469,392
Other Charges	\$10,992	\$19,707	\$12,324	\$30,985
Fixed Charges	\$436,411	\$444,892	\$455,344	\$469,005
Capital Outlay	\$152,037	\$162,098	\$144,837	\$190,819
Operating Transfers Out	\$262,025	\$263,645	\$271,235	\$279,372
<b>Total Distribution System:</b>	<b>\$2,643,054</b>	<b>\$3,337,646</b>	<b>\$3,567,402</b>	<b>\$4,343,896</b>
Collection System				
Salaries and Benefits	\$1,730,693	\$1,854,519	\$2,103,813	\$2,339,742
Services and Supplies	\$257,811	\$303,747	\$257,266	\$392,414
Other Charges	\$26,330	\$11,231	\$14,085	\$29,005
Fixed Charges	\$445,091	\$454,432	\$468,065	\$482,107
Capital Outlay	\$39,670	\$39,116	\$29,315	\$36,925
Operating Transfers Out	\$198,487	\$177,432	\$182,549	\$188,026
<b>Total Collection System:</b>	<b>\$2,698,082</b>	<b>\$2,840,477</b>	<b>\$3,055,093</b>	<b>\$3,468,218</b>
<b>Total Water/Wastewater Maintenance:</b>	<b>\$5,341,136</b>	<b>\$6,178,123</b>	<b>\$6,622,495</b>	<b>\$7,812,114</b>
Plant & Equipment Maintenance				
Salaries and Benefits	\$3,036,511	\$2,955,622	\$3,497,387	\$3,919,125
Services and Supplies	\$771,978	\$906,628	\$1,087,817	\$973,543
Other Charges	\$27,969	\$18,262	\$13,433	\$38,880
Fixed Charges	\$242,473	\$247,702	\$255,891	\$262,620
Capital Outlay	\$115,831	\$135,259	\$179,913	\$180,714
Operating Transfers Out	\$272,741	\$284,065	\$282,328	\$290,798

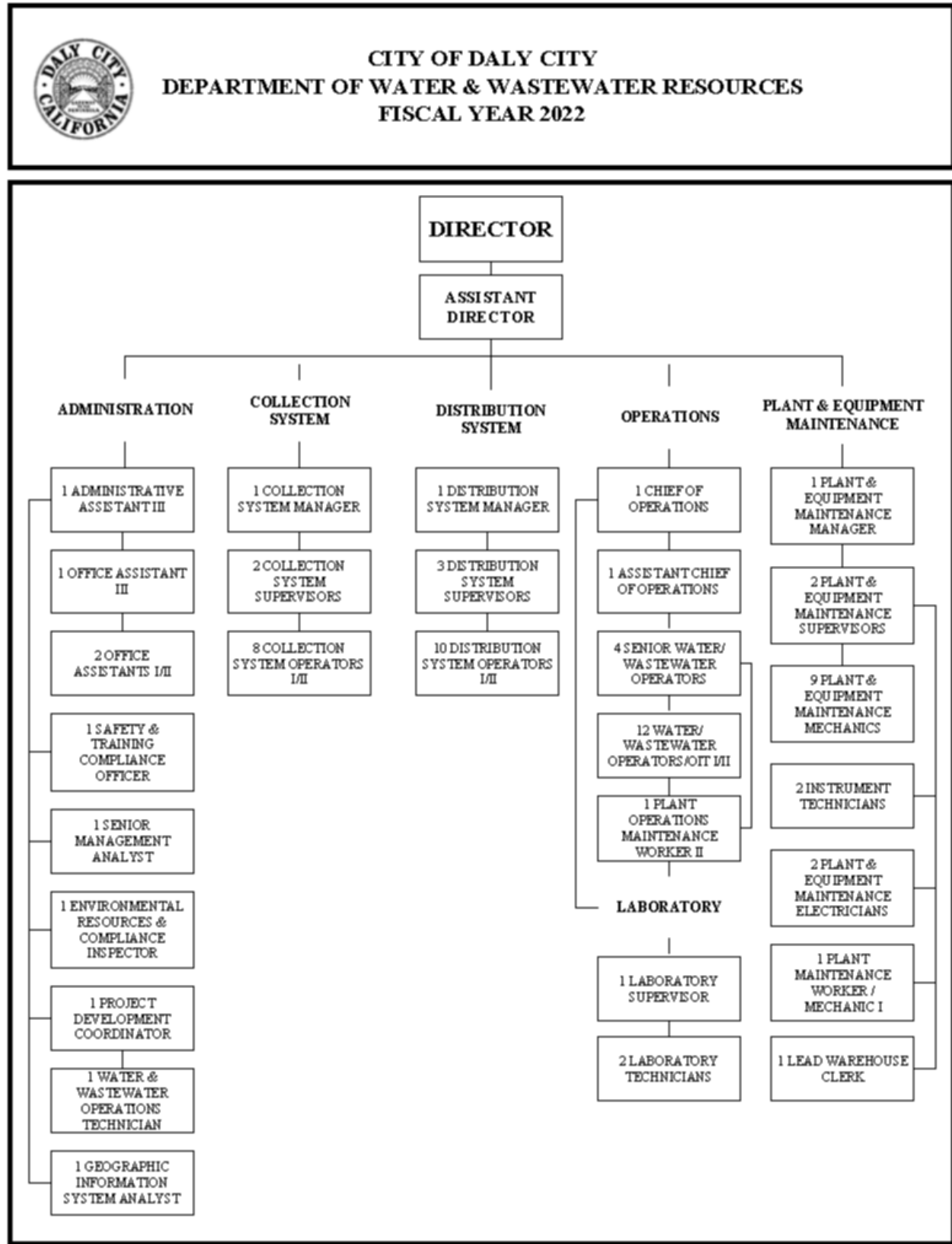


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
<b>Total Plant &amp; Equipment Maintenance:</b>	<b>\$4,467,505</b>	<b>\$4,547,538</b>	<b>\$5,316,770</b>	<b>\$5,665,680</b>
Water Capital Projects				
Capital Outlay	\$219,250	\$415,610	\$574,388	\$4,488,500
Operating Transfers Out	\$87,780	\$470,306	\$5,160	\$0
Services and Supplies	\$0	\$68,222	\$0	
<b>Total Water Capital Projects:</b>	<b>\$307,030</b>	<b>\$954,137</b>	<b>\$579,548</b>	<b>\$4,488,500</b>
Sanitation District				
Services and Supplies	\$718,449	\$953,607	\$1,297,096	\$843,414
Other Charges	\$92,573	\$79,930	\$69,326	\$94,701
Fixed Charges	\$3,167	\$3,174	\$3,270	\$3,368
Debt Service	\$42,311	\$36,147	\$33,552	\$27,169
Depreciation	\$2,553,394	\$2,492,465	\$2,263,775	\$2,825,717
Operating Transfers Out	\$199,705	\$200,704	\$206,725	\$212,927
Capital Outlay	\$747,618	\$1,849,976	\$2,297,681	\$7,435,000
<b>Total Sanitation District:</b>	<b>\$4,357,217</b>	<b>\$5,616,003</b>	<b>\$6,171,425</b>	<b>\$11,442,295</b>
<b>Total Water &amp; Wastewater Resources:</b>	<b>\$42,368,848</b>	<b>\$45,245,255</b>	<b>\$48,016,974</b>	<b>\$65,557,045</b>
<b>Total Expenditures:</b>	<b>\$42,368,848</b>	<b>\$45,245,255</b>	<b>\$48,016,974</b>	<b>\$65,557,045</b>

Water and Sanitation budgets include both operating and capital revenues and expenditures.



# ORGANIZATIONAL CHART



## FULL TIME SALARIED POSITION LISTING

### WATER & WASTEWATER RESOURCES

Classification	Range	FY 2019	FY 2020	FY 2021	FY 2022
<b>Water/Wastewater Admin 87-380-370</b>					
Director Water/Wastewater Resources	M440	1.00	1.00	1.00	1.00
Assistant Director of Water/Wastewater Resources	M359	-	-	-	1.00
Senior Management Analyst	U074	1.00	1.00	1.00	1.00
Project Development Coordinator	U065	1.00	1.00	1.00	1.00
Safety & Training Compliance Officer	U065	1.00	1.00	1.00	1.00
Environmental Resources & Compliance Inspector	U071	1.00	1.00	1.00	1.00
Water/Wastewater Operations Technician	P052	1.00	1.00	1.00	1.00
Geographic Information System Analyst	U058	-	-	-	1.00
Administrative Assistant III	U054	-	-	-	0.50
Office Assistant III	Z030	1.00	1.00	1.00	0.50
Office Assistant I/II	Z125	2.00	2.00	2.00	2.00
		9.00	9.00	9.00	11.00
<b>Water Operations 41-381-371</b>					
Water/Wastewater Operator II	W048	5.00	5.00	5.00	5.00
		5.00	5.00	5.00	5.00
<b>Wastewater Operations 87-381-372</b>					
Chief of Operations	U103	1.00	1.00	1.00	1.00
Assistant Chief of Operations	U085	-	-	-	1.00
Senior Water/Wastewater Operator	W059	4.00	4.00	4.00	4.00
Water/Wastewater Operator II	W048	7.00	7.00	7.00	7.00
Plant Operations Maint Worker II	P030	1.00	1.00	1.00	1.00
		13.00	13.00	13.00	14.00
<b>Plant &amp; Equipment Maintenance 87-383-373</b>					
Plant & Equip Maintenance Manager	U097	1.00	1.00	1.00	1.00
Plant & Equip Maintenance Supervisor	U071	2.00	2.00	2.00	2.00
Instrument Technician	P062	2.00	2.00	2.00	2.00
P & E Maintenance Electrician	P062	2.00	2.00	2.00	2.00
P & E Maintenance Mechanic	P044	9.00	9.00	9.00	9.00
Lead Warehouse Clerk	P038	1.00	1.00	1.00	1.00
Plant Maintenance Worker	P029	1.00	1.00	1.00	1.00
		18.00	18.00	18.00	18.00
<b>Laboratory 87-381-374</b>					
Laboratory Supervisor	U083	1.00	1.00	1.00	1.00
Laboratory Technician	U046	2.00	2.00	2.00	2.00
		3.00	3.00	3.00	3.00
<b>Distribution System 41-382-375</b>					
Distribution System Manager	U065	1.00	1.00	1.00	1.00
Distribution System Field Supervisor	U053	3.00	3.00	3.00	3.00
Water Maintenance Worker II	X030	10.00	-	-	-
Distribution System Operator II	P034	-	10.00	10.00	10.00
		14.00	14.00	14.00	14.00
<b>Collection System 87-382-376</b>					
Collection System Manager	U065	1.00	1.00	1.00	1.00
Collection System Field Supervisor	U053	2.00	2.00	2.00	2.00
Collection System Maintenance Worker II	X030	8.00	-	-	-
Collection System Operator II	P034	-	8.00	8.00	8.00
		11.00	11.00	11.00	11.00
		73.00	73.00	73.00	76.00



## **NONDEPARTMENTAL**



### **NONDEPARTMENTAL REVENUE/EXPENSE**

#### **PROGRAM DESCRIPTION**

Nondepartmental revenues and expenditures are those activities not specifically attributable to General Fund departments. Included herein are the City's major tax revenues, such as property tax, sales tax, and utility users' tax. Interfund overhead reimbursements are also included.

Expenditures for retiree benefits, County administration fees, special Measure Q programs, and contributions to other funds, as well as a provision for contingency funding, are some major budgeted items.

The responsibility for monitoring and controlling these revenues and expenditures lies with the City Manager's Office and the Department of Finance and Administrative Services.

### **PERS BONDS**

#### **PROGRAM DESCRIPTION**

This program is used to account for the debt service on pension obligation bonds issued by the City in June 2004. Interfund service charges equal to the annual debt service are assessed based on a level percent of payroll. Bonds were issued through the California Statewide Communities Development Authority in the original principal amount of \$36,235,000 to fund the City's accrued actuarial pension liability. The bonds bear interest at rates varying from 2.65 to 5.896 percent, which is substantially below the 7.75 percent interest rate CalPERS would have charged to the City's pension plan in 2004 if the bonds had not been issued. Present value savings to the City was estimated at over \$7 million at the time the bonds were issued.



## **ASSEMBLY BILL (AB) 1600 PUBLIC FACILITY FEES**

### **PROGRAM DESCRIPTION**

AB 1600 Public Facility Fees are revenues derived from developer fees that are restricted to infrastructure expenditures for new development necessitated expansion and enhancements. The three major AB 1600 revenue and expenditure categories consist of General, Storm Drain and Roadway accounts. Revenues from these sources are transferred to the capital projects delineated in the City's AB 1600 fee study as the projects are slated for construction or acquisition.

## **CIVIC CENTER ENTERPRISE FUND**

### **PROGRAM DESCRIPTION**

The Civic Center Enterprise Fund was created in March 1992 to account for the City's acquisition and improvement of commercial properties for use as additional governmental office buildings in the Civic Center Area. Two buildings are presently in the Enterprise Fund, Civic Center South located at 271 - 92nd Street and Civic Center North located at 350 - 90th Street (purchased in 1996). All rentals and other income, expenditures and transfers for capital outlays are shown in this fund.

## **TRANSFER STATION/SUSTAINABILITY**

### **PROGRAM DESCRIPTION**

The City-owned Transfer Station provided for the transfer of refuse from collection vehicles to larger trucks for transport to a final disposal site. Republic Services, the City's franchised solid waste and recycling solutions company leased and operated the Transfer Station. Under Franchise Agreement with Republic Services, the City receives funding towards the Sustainability Program managed by the City Manager's Office.

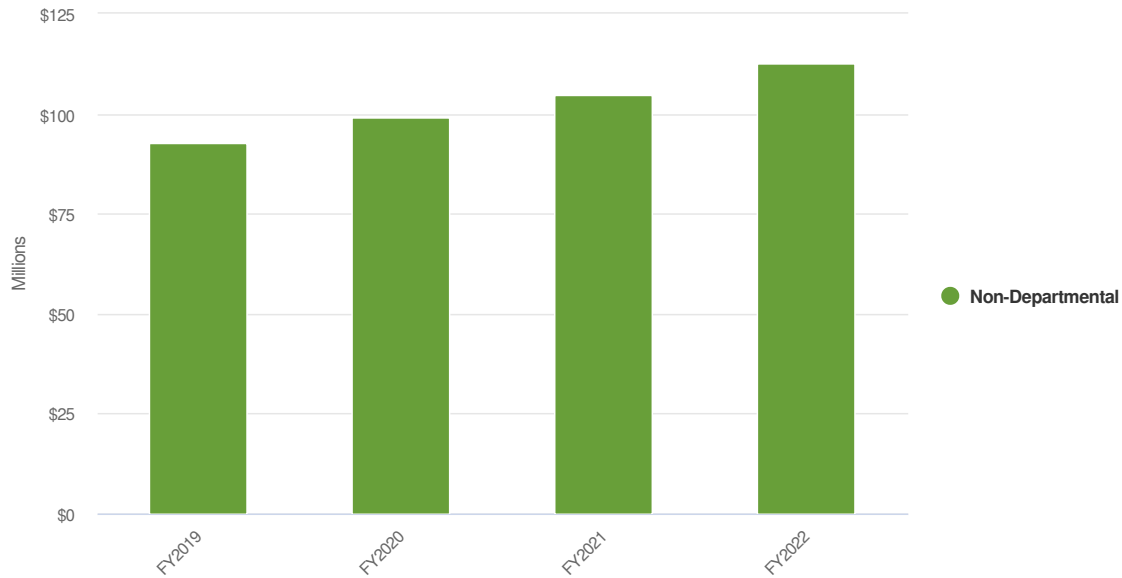
### **GOAL**

To oversee an efficient, environmentally safe, and cost-effective means for transferring refuse from the City of Daly City to a final disposal site.



# REVENUES

## Historical Actuals and Revenues for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Revenue				
Nondepartmental				
Nondepartmental				
Taxes	\$73,474,099.12	\$72,998,176.75	\$67,418,064.91	\$79,915,543.69
Licenses and Permits	\$278,761.33	\$210,804.71	\$129,478.69	\$143,928.00
From Other Agencies	\$4,897,559.96	\$9,426,548.73	\$18,314,778.82	\$20,200,078.71
Rents and Interest	\$3,136,257.17	\$4,524,575.85	\$2,488,432.18	\$2,371,668.00
Charges and Fees	\$6,794,780.49	\$6,967,572.01	\$5,193,176.51	\$4,520,606.00
Miscellaneous Revenues	\$314,032.59	\$296,687.80	\$3,361,446.94	\$117,200.00
Operating Transfers In	\$3,135,001.68	\$3,150,676.92	\$6,200,383.84	\$4,261,528.84
<b>Total Nondepartmental:</b>	<b>\$92,030,492.34</b>	<b>\$97,575,042.77</b>	<b>\$103,105,761.89</b>	<b>\$111,530,553.24</b>
350 90Th Street				
Rents and Interest	\$344,862.90	\$372,803.80	\$390,483.89	\$403,345.00
<b>Total 350 90Th Street:</b>	<b>\$344,862.90</b>	<b>\$372,803.80</b>	<b>\$390,483.89</b>	<b>\$403,345.00</b>
Child Care Center				
Rents and Interest	\$56,280.04	\$57,927.10	\$59,330.02	\$61,090.00
<b>Total Child Care Center:</b>	<b>\$56,280.04</b>	<b>\$57,927.10</b>	<b>\$59,330.02</b>	<b>\$61,090.00</b>
Ab 1600 Public Facility Fees				
Charges and Fees	\$324,299.58	\$496,648.22	\$625,487.73	\$480,130.00
Operating Transfers In	\$11,382.50	\$450,000.00	\$465,000.00	
<b>Total Ab 1600 Public Facility Fees:</b>	<b>\$335,682.08</b>	<b>\$946,648.22</b>	<b>\$1,090,487.73</b>	<b>\$480,130.00</b>

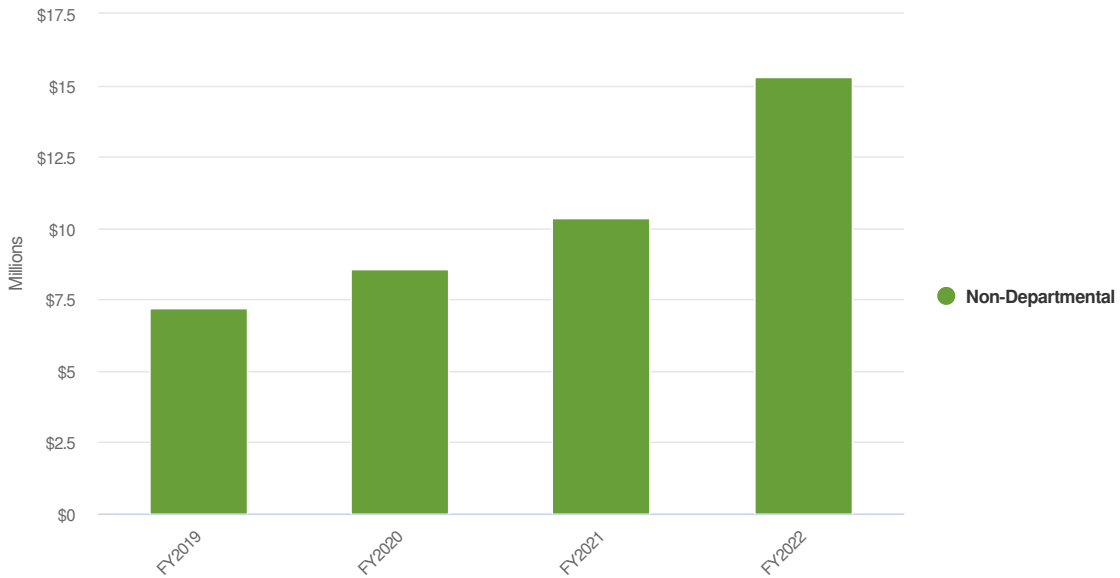


Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Total Nondepartmental:	\$92,767,317.36	\$98,952,421.89	\$104,646,063.53	\$112,475,118.24
Total Revenue:	\$92,767,317.36	\$98,952,421.89	\$104,646,063.53	\$112,475,118.24



# EXPENDITURES

## Historical Actuals and Budgeted Expenditures for FY 2022



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Expenditures				
Nondepartmental				
Measure Q - Police				
Services and Supplies				\$76,937.00
Capital Outlay			\$23,449.67	\$282,223.23
<b>Total Measure Q - Police:</b>			<b>\$23,449.67</b>	<b>\$359,160.23</b>
Measure Q - City Attorney				
Services and Supplies				\$500,000.00
<b>Total Measure Q - City Attorney:</b>				<b>\$500,000.00</b>
Measure Q - Recreation				
Salaries and Benefits				\$257,969.83
Services and Supplies				\$500,000.00
<b>Total Measure Q - Recreation:</b>				<b>\$757,969.83</b>
Measure Q - Library				
Salaries and Benefits				\$448,611.12
<b>Total Measure Q - Library:</b>				<b>\$448,611.12</b>
Measure Q - Fire				
Salaries and Benefits				\$2,833,467.53
Services and Supplies				\$23,500.00



Name	FY2019 Actuals	FY2020 Actuals	FY2021 Estimates	FY2022 Budget
Other Charges				\$6,400.00
Fixed Charges				\$12,600.00
Capital Outlay				\$25,000.00
<b>Total Measure Q - Fire:</b>				<b>\$2,900,967.53</b>
Nondepartmental				
Salaries and Benefits	\$1,852,692.43	\$3,968,004.63	\$4,074,762.36	\$2,610,118.00
Services and Supplies	\$445,958.34	\$381,126.35	\$384,376.38	\$1,279,222.00
Other Charges	\$344,333.57	\$468,037.45	\$369,155.21	\$988,600.00
Fixed Charges	\$179,263.08	\$203,601.96	\$193,159.44	\$198,954.13
Debt Service	\$1,197,084.53	\$1,042,339.10	\$885,874.00	\$3,256,318.00
Depreciation	\$52,442.68	\$52,442.68	\$48,072.46	\$52,442.69
Operating Transfers Out	\$1,538,801.45	\$1,414,397.00	\$3,803,531.44	\$1,340,249.31
<b>Total Nondepartmental:</b>	<b>\$5,610,576.08</b>	<b>\$7,529,949.17</b>	<b>\$9,758,931.29</b>	<b>\$9,725,904.13</b>
350 90Th Street				
Services and Supplies	\$102,895.41	\$115,851.73	\$115,685.94	\$151,804.00
Fixed Charges	\$241,068.96	\$252,297.12	\$259,866.12	\$267,662.02
Depreciation	\$138,251.21	\$138,251.20	\$126,730.25	\$138,251.00
<b>Total 350 90Th Street:</b>	<b>\$482,215.58</b>	<b>\$506,400.05</b>	<b>\$502,282.31</b>	<b>\$557,717.02</b>
Child Care Center				
Services and Supplies	\$99.65	\$55.97	\$64.41	\$125.00
Fixed Charges	\$49,440.24	\$50,276.28	\$51,784.56	\$53,338.05
<b>Total Child Care Center:</b>	<b>\$49,539.89</b>	<b>\$50,332.25</b>	<b>\$51,848.97</b>	<b>\$53,463.05</b>
Ab 1600 Public Facility Fees				
Operating Transfers Out	\$1,065,283.40	\$465,000.00	\$0.00	\$0.00
<b>Total Ab 1600 Public Facility Fees:</b>	<b>\$1,065,283.40</b>	<b>\$465,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Nondepartmental:</b>	<b>\$7,207,614.95</b>	<b>\$8,551,681.47</b>	<b>\$10,336,512.24</b>	<b>\$15,303,792.91</b>
<b>Total Expenditures:</b>	<b>\$7,207,614.95</b>	<b>\$8,551,681.47</b>	<b>\$10,336,512.24</b>	<b>\$15,303,792.91</b>



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# **CAPITAL IMPROVEMENT PROGRAM**

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## **CAPITAL IMPROVEMENT PROGRAM**

The City of Daly City Capital Improvement Budget for Fiscal Year (FY) 2022 provides funding for the city's capital projects, such as acquisition of new equipment, repair and renovation of existing facilities, and design work for future projects.

Capital projects are appropriated in the following City funds:

### **Transportation Fund (17)**

These projects are categorized into annual programs (i.e., sidewalk repairs and pavement slurry sealing, etc.), pavement rehabilitation projects, traffic control projects (i.e., traffic signal upgrades), and other projects of a congestion management or transportation nature, which includes significant roadway improvements. These projects are largely funded by Gas Tax; Measures A, M, and W funds; and SB-1/RMRA funds, along with various federal transportation and state grants. There is also a portion of the City's Public Facility Fees that is designated for transportation projects to mitigate the impact of new development on the City's transportation system/network. Typically, all these funds are restricted and must be utilized on projects within the public right-of-way.

### **General Capital Project Fund (31 & 33)**

The General Capital Project funds are the only unrestricted funds and can be used for any City project such as libraries and parks and are generally categorized by the department receiving the upgrades and improvements. Funding for these projects is primarily from the General Fund utilizing one-time funds. The majority of these unrestricted funds comes from unexpended annual general tax and fee revenue not used for the annual operating budget. Some of these projects can also utilize Public Facility Fees and Park-In-Lieu fees if they follow the restrictions. In recent years there have been no significant general fund allocations to funds 31 and 33. Therefore, any expenditures from these funds reduces the funds available and without a return to regular/annual general fund allocations, the current balance of these funds will be depleted within the next few years.

### **Water Fund (41)**

Projects in the Water Utility Fund are categorized into annual programs (i.e., fire flow improvements), system improvements/operations (i.e., upgrades and improvements), and master plan projects. These projects are funded through the water utility rates.

### **Sanitation District (Fund 87)**

Projects in the Sanitation Fund are categorized into annual programs (i.e., storm and sewer pipe repairs) and system improvements/operations (i.e., upgrades and improvements at the waste water treatment plant) and are funded by the North San Mateo County Sanitation District through sewer service charges.



## Capital Improvement Plan Allocation By Project

FUND PROJECT NAME	Requested FY 2022	Projected FY2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
<b>GENERAL</b>					
<b>Buildings &amp; Facilities</b>					
ADA FACILITY UPGRADE PROJECT (2022-23)	327,500	-	-	-	-
ADA FACILITY UPGRADE PROJECT (BEYOND 2023)	-	1,155,000	1,157,500	1,160,000	1,162,500
CITY HALL WAYFINDING PROJECT	-	40,000	65,000	-	-
CIVIC CENTER NORTH TENANT IMPROVEMENTS	167,000	1,184,000	-	-	-
CIVIC CENTER SOUTH ROOF REPLACEMENT PROJECT	400,000	-	-	-	-
DATUM UPGRADE PROJECT	-	110,000	-	-	-
DOELGER ART CENTER ROOF REPLACEMENT PROJECT	-	650,000	-	-	-
FD BREAKROOM INSTALLATION	43,000	-	-	-	-
FIRE DEPARTMENT ADMINISTRATION RELOCATION	75,000	-	-	-	-
FIRE STATION 91 ROOF REPLACEMENT PROJECT	300,000	-	-	-	-
FIRE STATION 94 HVAC UPGRADE	205,000	-	-	-	-
FIRE STATION 94 SLEEPING QUARTERS UPGRADE	258,000	-	-	-	-
FIRE STATION 95 ABOVE GROUND DIESEL FUEL STORAGE AND DISPENSING TANK REPLACEMENT	90,000	-	-	-	-
PARKING LOT IMPROVEMENTS (2021-22)	150,000	-	-	-	-
PARKING LOT IMPROVEMENTS (BEYOND 2023)	-	165,000	145,000	130,000	165,000
SERRAMONTE LIBRARY ADA UPGRADES	25,000	68,000	-	-	-
SERRAMONTE LIBRARY ELEVATOR	825,000	-	-	-	-
SERRAMONTE LIBRARY HVAC UNIT(S) AND BUR REPLACEMENT	405,000	-	-	-	-
STATION 94 2-STORY METAL CONTAINER TRAINING PROP	100,000	-	-	-	-
TRAINING CENTER REMODEL IN STATION 94	749,000	-	-	-	-
<b>Subtotal</b>	<b>4,119,500</b>	<b>3,372,000</b>	<b>1,367,500</b>	<b>1,290,000</b>	<b>1,327,500</b>
<b>Parks</b>					
BAYSHORE PARK REHABILITATION	-	920,000	4,200,000	-	-
GELLERT PARK COVERED TRASH ENCLOSURE	-	150,000	-	-	-
MARGATE PARK IMPROVEMENTS	500,000	4,500,000	-	-	-
MISSION HILLS PARK RENOVATION	-	-	-	1,100,000	-
NORTHRIDGE PARK RENOVATION	-	720,000	-	-	-
OUTDOOR FITNESS COURT AT WESTLAKE PARK	-	133,000	-	-	-
WESTLAKE PARK COVERED TRASH ENCLOSURE	-	155,000	-	-	-
WESTLAKE PARK SPORTS COURT RENOVATION	295,000	-	-	-	-
<b>Subtotal</b>	<b>795,000</b>	<b>6,578,000</b>	<b>4,200,000</b>	<b>1,100,000</b>	<b>-</b>
<b>Mussel Rock</b>					
MUSSEL ROCK LANDFILL GABION WALL REPAIR/REPLACEMENT	20,000	440,000	20,000	440,000	10,000
MUSSEL ROCK LANDFILL DRAINAGE PIPE REPAIR	20,000	440,000	20,000	440,000	10,250
MUSSEL ROCK LANDFILL SEAWALL REPAIR/REPLACEMENT	1,100,000	50,000	1,100,000	50,000	1,100,000
MUSSEL ROCK LANDFILL SITE MAINTENANCE	55,000	-	58,250	-	61,500
MUSSEL ROCK SITE ROUTINE MONITORING	114,500	143,000	147,250	151,750	156,500
<b>Subtotal</b>	<b>1,309,500</b>	<b>1,073,000</b>	<b>1,345,500</b>	<b>1,081,750</b>	<b>1,338,250</b>





FUND PROJECT NAME	Requested FY 2022	Projected FY2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
<b>GENERAL</b>					
<b>Stormwater</b>					
LAKE MERCED BLVD STORM DRAIN LINE CLEANING	125,000	-	-	-	-
STORM DRAIN MASTER PLAN	310,000	-	-	-	-
<b>Subtotal</b>	<b>435,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>					
	<b>6,659,000</b>	<b>11,023,000</b>	<b>6,913,000</b>	<b>3,471,750</b>	<b>2,665,750</b>

**Traffic and Transportation**

<b>Buildings &amp; Facilities</b>					
MISSION ST TRANSIT HUB & BUS SHELTER PAINTING/LED UPGRADE	-	125,000	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>					
COOPERATIVE PROJECT DEVELOPMENT	63,000	66,000	69,000	72,000	75,000
<b>Subtotal</b>	<b>63,000</b>	<b>66,000</b>	<b>69,000</b>	<b>72,000</b>	<b>75,000</b>
<b>Stormwater</b>					
DAISAKU IKEDA CANYON SITE GENERAL MAINTENANCE (2018-19)	-	305,000	-	-	-
<b>Subtotal</b>	<b>-</b>	<b>305,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Traffic/Transportation</b>					
ADA/SIDEWALK IMPROVEMENTS (2022-23)	22,000	125,000	-	-	-
ADA BARRIER REMOVAL PROJECT (BEYOND 2023)	-	22,000	152,000	157,000	162,000
ADA/SIDEWALK IMPROVEMENTS (2019-20)	45,000	-	-	-	-
ADA/SIDEWALK IMPROVEMENTS (2020-21)	127,000	-	-	-	-
ADA/SIDEWALK IMPROVEMENTS (BEYOND 2023)	-	22,000	152,000	157,000	162,000
BAYSHORE AND WOODROW WILSON SAFE ROUTES TO SCHOOL	-	-	3,395,661	-	-
BAYSHORE STREET SLURRY SEAL	-	-	1,750,000	-	-
CALLAN BOULEVARD/SERRAMONTE CENTER DRIVEWAY TRAFFIC SIGNAL INSTALLATION	90,000	600,000	-	-	-
CLARINADA AVENUE/SR 1 ON/OFF RAMP TRAFFIC SIGNAL INSTALLATION	22,177	-	-	135,000	677,823
CROCKER/HILLSIDE STREET SLURRY SEAL	-	-	-	-	2,463,000
CROSSWALK IMPROVEMENTS	-	180,000	-	187,000	-
EMERGENCY VEHICLE PREEMPTION	445,000	-	-	-	-
GENEVA AVE LANE SIGNS REPLACEMENT	-	-	-	-	335,000
GREEN STREETS PROJECT (BEYOND 2025)	-	-	-	-	220,000
GREEN STREETS PROJECT MISSION STREET	-	-	220,000	1,520,000	-
JOHN DALY/SKYLINE INTERSECTION SAFETY IMPROVEMENTS	-	380,000	-	-	-
JUNIPERO SERRA BLVD/D STREET IMPROVEMENTS	-	-	-	450,000	-
LAKE MERCED BOULEVARD/SOUTHGATE AVE TRAFFIC SIGNAL INSTALLATION	-	115,000	635,000	-	-
MISSION STREET STREETScape IMPROVEMENT	296,000	-	-	-	-
RO 256 PALISADES STREETLIGHT CONVERSION	120,000	1,160,000	-	-	-
RO 406 ST. FRANCIS HEIGHTS STREETLIGHT CONVERSION	-	-	120,000	858,000	-
RO 450 WESTLAKE STREETLIGHT CONVERSION	-	-	-	-	120,000



FUND PROJECT NAME	Requested FY 2022	Projected FY2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
<b>Traffic/Transportation</b>					
RO 572 CONVERSION	100,000	-	-	-	-
SERRAMONTE BOULEVARD/SR 1 ON/OFF RAMPS TRAFFIC SIGNAL INSTALLATION	33,607	-	135,000	666,393	-
SERRAMONTE STREET SLURRY SEAL	1,980,000	-	-	-	-
SKYLINE STREET SLURRY SEAL	1,854,000	-	-	-	-
ST. FRANCIS HEIGHTS STREET SLURRY SEAL	-	-	-	2,023,000	-
STREET RESURFACING (2020-21)	2,150,000	-	-	-	-
STREET RESURFACING (2021-22)	1,680,000	-	-	-	-
STREET RESURFACING (2022-23)	171,000	1,721,000	-	-	-
STREET RESURFACING (BEYOND 2023)	-	176,000	2,078,000	2,141,000	2,205,000
TRAFFIC SIGNAL IMPROVEMENTS (2021)	122,000	-	-	-	-
TRAFFIC SIGNAL INTERCONNECT INSTALLATION	90,000	275,000	-	-	-
TRAFFIC SIGNAL PAINTING (2017)	(122,000)	-	-	-	-
TRAFFIC SIGNAL/STREETLIGHT IMPROVEMENTS	-	146,000	146,000	152,000	156,000
VISION ZERO IMPROVEMENTS	185,000	-	190,000	-	199,000
WESTLAKE STREET SLURRY SEAL	-	1,764,000	-	-	-
<b>Subtotal</b>	<b>9,410,784</b>	<b>6,686,000</b>	<b>8,973,661</b>	<b>8,446,393</b>	<b>6,699,823</b>
<b>Total</b>	<b>9,473,784</b>	<b>7,182,000</b>	<b>9,042,661</b>	<b>8,518,393</b>	<b>6,774,823</b>



FUND PROJECT NAME	Requested FY 2022	Projected FY2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
<i>Water</i>					
Water					
600 BLOCK ST FRANCIS	1,000,000	-	-	-	-
BRUNSWICK I	-	-	560,000	-	-
BRUNSWICK II	-	-	970,000	-	-
CHESTER ST/SYLVAN AVE MAIN	-	-	1,110,000	-	-
CITRUS PUMP STATION REPLACEMENT	-	-	-	-	2,000,000
EAST MARKET WATER MAIN IMPROVEMENTS	798,500	-	-	-	-
EQUIPMENT - PICK UP TRUCK	40,000	40,000	40,000	40,000	-
HILLSIDE BOULEVARD MAIN	-	-	-	1,200,000	-
HYDROPNEUMATIC TANK REPLACEMENTS	-	60,000	60,000	60,000	-
PLANT IMPROVEMENTS	200,000	200,000	200,000	200,000	200,000
POINTE PACIFIC GENERATOR REPLACEMENT	-	-	550,000	-	-
RESERVOIR 3 REHABILITATION	-	450,000	1,500,000	-	-
RESERVOIR 7 REPLACEMENT	-	-	250,000	2,000,000	-
RESERVOIR 8 COATING	400,000	-	-	-	-
RESERVOIR FENCING	100,000	100,000	-	-	-
SAN DIEGO/SANTA CRUZ/GUADALUPE WATER MAIN REPLACEMENT	1,000,000	-	-	-	-
SCADA SYSTEM UPGRADES	250,000	250,000	250,000	-	-
STREET RESURFACING WATER MAINS	100,000	100,000	100,000	100,000	100,000
VALE WELL REPLACEMENT	-	550,000	2,000,000	-	-
VALLEY/COUNTY/HILLSIDE	-	-	1,500,000	-	-
WELL REHABILITATION	250,000	250,000	250,000	-	-
WESTLAKE ELECTRICAL UPGRADE	350,000	-	-	-	-
<b>Subtotal</b>	<b>4,488,500</b>	<b>2,000,000</b>	<b>9,340,000</b>	<b>3,600,000</b>	<b>2,300,000</b>
<b>Total</b>	<b>4,488,500</b>	<b>2,000,000</b>	<b>9,340,000</b>	<b>3,600,000</b>	<b>2,300,000</b>



FUND PROJECT NAME	Requested FY 2022	Projected FY2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
<i>Sanitation</i>					
<b>Sanitation</b>					
DIGESTER 2 CLEANING	-	600,000	-	-	-
DIGESTER GAS SCRUBBING SYSTEM	350,000	-	-	-	-
DWWR FUEL DISPENSER AND PUMP REPLACEMENT	-	100,000	-	-	-
I-280 CROSSING SEWER MAIN IMPROVEMENTS	-	4,000,000	-	-	-
NORTH MAYFAIR SEWER MAIN IMPROVEMENTS	-	-	3,700,000	3,700,000	-
OPS ROOF IMPROVEMENTS	700,000	-	-	-	-
PLANT AERATION MIXER UPGRADES	1,000,000	-	-	-	-
PLANT COMPRESSOR REPLACEMENT	-	-	-	500,000	-
PLANT ELECTRICAL/INSTRUMENTATION UPGRADE	250,000	250,000	-	-	-
PLANT PROCESS IMPROVEMENTS	200,000	200,000	200,000	200,000	200,000
PLANT STRUCTURE IMPROVEMENTS	100,000	100,000	100,000	100,000	80,000
REHABILITATION OF 27" FINAL EFFLUENT FORCE MAIN	300,000	300,000	-	-	-
SCADA SYSTEM UPGRADES	250,000	250,000	-	-	-
SECONDARY CLARIFIER 3 COATING	250,000	-	-	-	-
SEWER LIFT STATION REHAB/REPLACEMENT	120,000	120,000	120,000	120,000	120,000
SEWER MAIN REHABILITATION/IMPROVEMENTS	200,000	200,000	-	-	-
SSMP/MASTER PLAN - SYSTEM IMPROVEMENTS	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
STREET RESURFACING SANITATION MAINS	50,000	50,000	50,000	50,000	50,000
TREATMENT PLANT AIR SCRUBBERS	625,000	625,000	-	-	-
VEHICLE UPGRADES	40,000	40,000	40,000	40,000	40,000
VISTA GRANDE DRAINAGE BASIN IMPROVEMENT PROJECT	-	3,500,000	3,500,000	3,500,000	3,500,000
WASTEWATER FACILITY FENCE REPLACEMENT	200,000	-	-	-	-
WASTEWATER TREATMENT FACILITY MASTER PLAN	300,000	-	-	-	-
<b>Subtotal</b>	<b>7,435,000</b>	<b>12,835,000</b>	<b>10,210,000</b>	<b>10,710,000</b>	<b>6,490,000</b>
<b>Total</b>	<b>7,435,000</b>	<b>12,835,000</b>	<b>10,210,000</b>	<b>10,710,000</b>	<b>6,490,000</b>

<b>Total All Funds</b>	<b>28,056,284</b>	<b>33,040,000</b>	<b>35,505,661</b>	<b>26,300,143</b>	<b>18,230,573</b>
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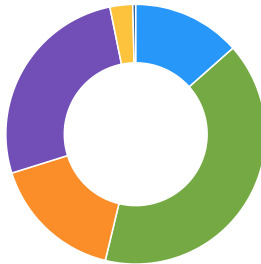


## CAPITAL IMPROVEMENTS: ONE-YEAR PLAN

Total Capital Requested  
**\$28,056,284**

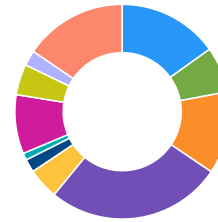
72 Capital Improvement Projects

Total Funding Requested by Department



Building Maintenance (13%)	\$3,779,500.00
Public Works (40%)	\$11,308,284.00
Water Capital Projects (16%)	\$4,598,500.00
Sanitation District (27%)	\$7,475,000.00
Parks (3%)	\$795,000.00
Fire (0%)	\$100,000.00
<b>TOTAL</b>	<b>\$28,056,284.00</b>

Total Funding Requested by Source



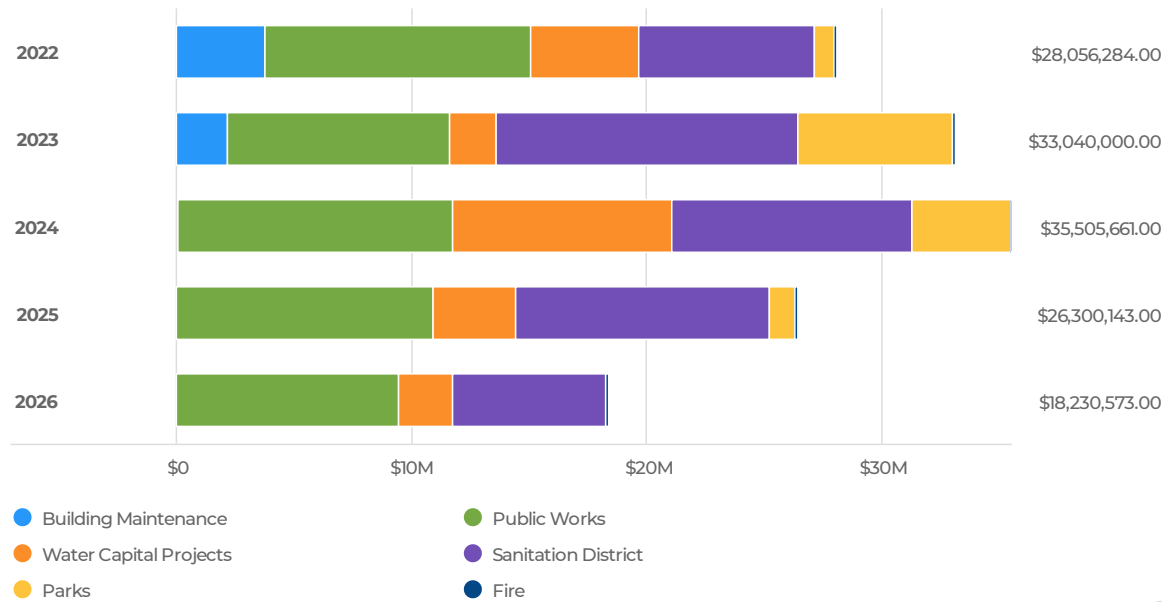
General CIP Fund (15%)	\$4,244,500.00
Public Facility Fees (7%)	\$1,935,000.00
Water Fund (12%)	\$3,488,500.00
Sanitation Fund (27%)	\$7,435,000.00
Solid Waste Franchise Fee (5%)	\$1,309,500.00
Developer Contribution (2%)	\$555,784.00
Park Land Dedication Fee (1%)	\$295,000.00
Measure A (9%)	\$2,494,000.00
Measure W (5%)	\$1,300,000.00
Measure M (2%)	\$650,000.00
SB-1 Gas Tax (16%)	\$4,349,000.00
<b>TOTAL</b>	<b>\$28,056,284.00</b>

## CAPITAL IMPROVEMENTS: MULTI-YEAR PLAN

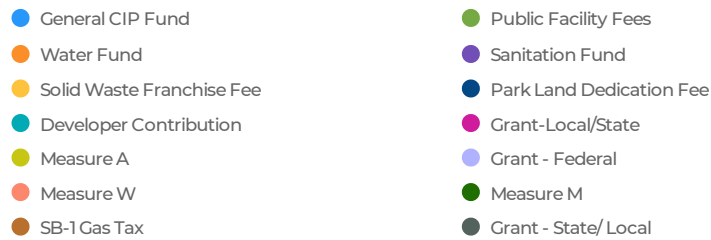
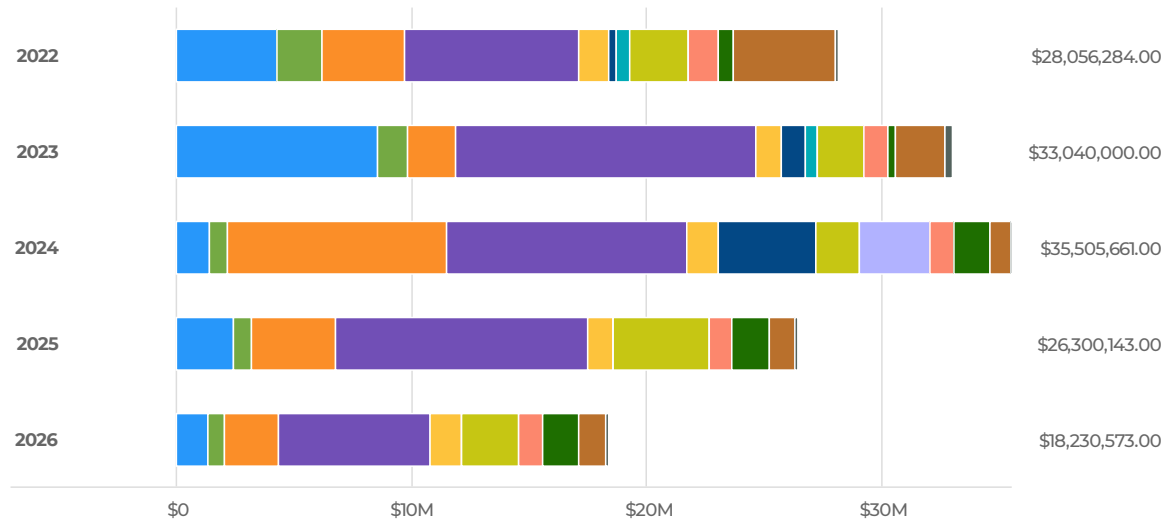
Total Capital Requested  
**\$141,132,661**

120 Capital Improvement Projects

Total Funding Requested by Department



## Total Funding Requested by Source



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# STATISTICS

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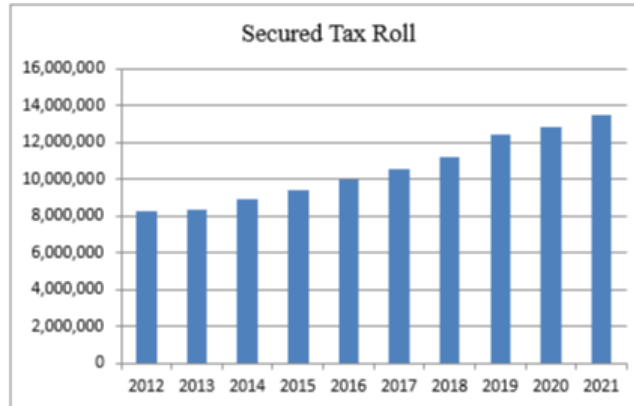




# Property Tax Assessed Values

For the Last Ten Fiscal Years

(Dollars in thousands)



Year Ended June 30	Assessed Value
2012	8,287,585
2013	8,391,284
2014	8,951,230
2015	9,426,340
2016	9,962,576
2017	10,556,650
2018	11,167,466
2019	12,442,279
2020	12,878,232
2021	13,483,669

Assessed Value represents "market value" at time of sale to the current property owner, plus an annual adjustment factor not exceeding 2%.

Source: Office of the County Assessor

# Top Ten Tax Payers

Current Year and Nine Years Ago

Taxpayer	2019-2020			2010-2011		
	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Daly City Serramonte Center LLC	\$ 472,818,329	1	3.60%	\$ 128,202,101	2	1.52%
Westlake Assoc Lessee	281,917,772	2	2.15%	118,282,338	3	1.40%
Kimco Westlake LP	169,308,977	3	1.29%	145,394,467	1	1.72%
DC Station Owner LLC	116,825,872	4	0.89%			0.00%
Skyline Heights LLC	92,599,790	5	0.70%	47,090,405	6	0.56%
Century Theaters Inc. Lessee	66,107,018	6	0.50%	57,129,040	5	0.68%
WASL Daly City Investors V	62,481,836	7	0.48%			0.00%
Verity Holdings LLC	53,713,636	8	0.41%			
EQR Hillside L P	44,558,327	9	0.34%			
Franciscan Park LLC	39,147,757	10	0.30%			0.00%
DB Real Estate Pacific Plaza P	-			82,102,404	4	0.97%
Cathay Holdings	-			40,428,123	7	0.48%
Serramonte Corporate Center LI	-			37,993,918	8	0.45%
Seton Medical Center	-			34,954,145	9	0.41%
Jefferson Union High Sch Dist	-			33,313,197	10	0.39%
Subtotal	\$ 1,399,479,314		10.65%	\$ 724,890,138		8.57%

Total Assessed Valuation:  
 Fiscal Year 2019-2020 \$13,136,997,880  
 Fiscal Year 2010-2011 \$8,460,447,335

Source: San Mateo County Assessor Fiscal Year Combined Tax Rolls  
 MuniServices, LLC



# Top Employers

Current Year and Ten Years Ago

Employer	2019-2020			2009-2010		
	Number of Employees (1)	Rank	Percentage of Total City Employment	Number of Employees (1)	Rank	Percentage of Total City Employment
Seton Medical Center	1,038	1	5.6%	1,659	1	14.7%
City of Daly City	660	2	3.6%	705	2	6.3%
Jefferson Elementary School District	662	3	3.6%	584	4	5.2%
Jefferson High School District	463	4	2.5%	693	3	6.1%
Genesys Telecommunications Laboratory	451	5	2.4%	400	6	3.5%
Cow Palace	340	6	1.8%	405	5	3.6%
St. Francis Convalescent Pavilion	321	7	1.7%	203	10	
Target Stores - Serramonte	310	8	1.7%	298	7	2.6%
In-N-Out Burger (2 locations)	292	9	1.6%			
Kaiser Permanente (2 locations)	255	10	1.4%			
McDonald's (4 locations)				250	8	2.2%
Walgreens (3 locations)			0.0%	227	9	2.0%
Subtotal	4,792		25.9%	5,424		48.1%
Total Daly City Employment	18,500	(2)		11,275	(3)	

Note: (1) Includes both full-time and part-time employees  
 (2) Based on ABAG projections & census data  
 (3) Based on 2007 Economic Census- data only updated every five years

Source: City of Daly City Economic and Community Development Department  
 U.S. Bureau of Census



CITY OF DALY CITY  
SCHEDULE OF OUTSTANDING DEBT  
AND LEGAL DEBT MARGIN  
as of June 30, 2021

<u>Description</u>	<u>Fund</u>	<u>Interest Rate</u>	<u>Original Principal</u>	<u>Balance June 30, 2021</u>	<u>Due FY 21/22</u>
<u>Sanitation District Recycled Water Project</u> <u>State Water Resources Revolving Fund</u> Issued March 1, 2004 Final Maturity Dec 1, 2024	Sanitation District	2.50%	\$ 4,450,128	\$ 1,089,753.03	\$ 261,709.55
<u>Water System Improvement</u> Revenue Refunding Bonds Issued October 16, 2012 Final Maturity June 1, 2024	Water Utility	2.00%	\$ 6,890,000	\$ 1,880,000.00	\$ 615,000.00
<u>Bayshore Community Center</u> HUD Sec 108 Loan Issued June 30, 2004 Final Maturity August 1, 2022	Community Development Block Grant	5.41%	\$ 4,500,000	\$ 808,000.00	\$ 390,000.00
<u>Pension Obligation Bonds</u> Issued June 29, 2004 Final Maturity June 1, 2024	PERS Contributions	5.97% (taxable)	\$36,235,000	\$ 11,810,000.00	\$3,560,000.00
<u>Lease Fire Apparatus Pumpers</u>	Motor Vehicles	2.67%	\$ 1,483,056	\$ 1,483,056.00	\$ 195,490.63
<u>Legal Debt Limit (2.73% of Total Assessed Valuation).</u>				\$ 377,129,403	
<u>Outstanding Debt Subject to Limit</u>				\$ -	



# City of Daly City

## MISCELLANEOUS STATISTICAL INFORMATION

As of June 30, 2021

City Type	General Law, founded March 22, 1911
Form of Government	Council - Manager Form
Population	108,599 as of January 1, 2021 per State Department of Finance
Land Area	7.66 Square Miles
Municipal Water System	11 Reservoirs with 23,000,000 Gallons Storage Capacity 6,150,000 Gallons Daily Average Distribution 199 Miles of Mains 23,140 Service Connections
Sanitary Sewer System	1 Treatment Plant 180 Miles of Mains 23,350 Service Connections
Police Protection	1 Station 111 Sworn Officers 32 Patrol Vehicles
Fire Protection	5 Stations 68 Fire Suppression and 4 Fire Prevention Personnel 12 Fire Apparatus 1,505 Fire Hydrants
Assessed Valuation (Secured)	\$13,483,669,394 as of July 1, 2020
Library and Recreation	4 Library Branches 38,000 Library Card Holders 11 Community Centers & Clubhouses 4 Gymnasiums 18 Parks 7 Tot Lots 10 Tennis Courts 200+ Acres of Parklands 1 Senior Center



City of Daly City  
Summary of Calculations  
Gann Appropriation Limit for 2021-2022

Change in California Per Capita Personal Income	1.0573
Change in Population	0.9985
Change Factor (1.0573 x .9985)	1.0557
1978-79 Base Year Appropriation Limit	\$ 16,955,771
Multiplied by Cumulative Change Factor (7.4941 x 1.0557)	<u>7.9116</u>
2021-2022 Appropriation Limit	<u>\$ 134,147,420</u>

Application of Gann Appropriation Limit  
To Fiscal Year 2021-2022

Total Gann Appropriation Limit	\$ 134,147,420
Estimated Proceeds of Taxes	<u>81,396,625</u>
Estimated Proceeds of Taxes Under Limit by	<u>\$ 52,750,794</u>



**North San Mateo County Sanitation District  
Summary of Calculations  
Gann Appropriation Limit for 2021-2022**

Change in California Per Capita Personal Income	1.0573
Change in Population	0.9985
Change Factor (1.0573 x .9985)	1.0557
1978-79 Base Year Appropriation Limit	\$ 251,694
Multiplied by Cumulative Change Factor (7.4941 x 1.0557)	<u>7.9116</u>
2021-2022 Appropriation Limit	<u>\$ 1,991,304</u>

**Application of Gann Appropriation Limit  
To Fiscal Year 2021-2022**

Total Gann Appropriation Limit	\$ 1,991,304
Estimated Proceeds of Taxes	<u>2,409,116</u>
Estimated Proceeds of Taxes Over Limit by	(417,812)
Amount to be used for Capital Expenditures	<u>417,812</u>
Net Amount	<u>\$ -</u>



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# APPENDIX

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## Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.



**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)



**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.



**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.



**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.



**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Not Applicable:** Capital project figures in some of the department budget tables.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.





**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.



**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

