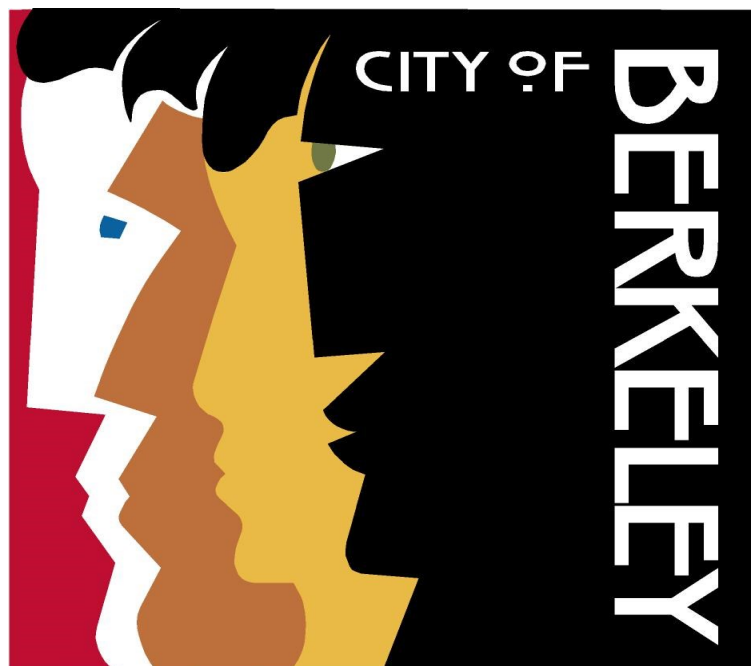


CITY OF BERKELEY
FISCAL YEARS 2020 & 2021
PROPOSED BIENNIAL BUDGET



CITY OF BERKELEY

FY 2020 & FY 2021 PROPOSED BIENNIAL BUDGET

ELECTED OFFICIALS

Mayor

Jesse Arreguin

Councilmembers

Rashi Kersarwani (District 1)

Cheryl Davila (District 2)

Ben Bartlett (District 3)

Kate Harrison (District 4)

Sophie Hahn (District 5)

Susan Wengraf (District 6)

Rigel Robinson (District 7)

Lori Droste (District 8)

City Auditor

Jenny Wong

City Manager

Dee Williams-Ridley

Deputy City Managers

Paul Buddenhagen

David White

Research and Preparation by:
The Office of Budget & Fiscal Management

Teresa Berkeley-Simmons, Budget Manager
Rama Murty, Senior Management Analyst
Danita Hardaway, Senior Management Analyst
Michelle Rosete, Administrative Assistant

Special thanks to: Melissa McDonough, Department Directors, and their staffs for their assistance and contributions in preparing this document.





Jesse Arreguin
Mayor



Rashi Kesarwani
Councilmember
District 1



Cheryl Davila
Councilmember
District 2



Ben Bartlett
Councilmember
District 3



Rigel Robinson
Councilmember
District 7



Lori Droste
Councilmember
District 8



Jenny Wong
Auditor



Kate Harrison
Councilmember
District 4



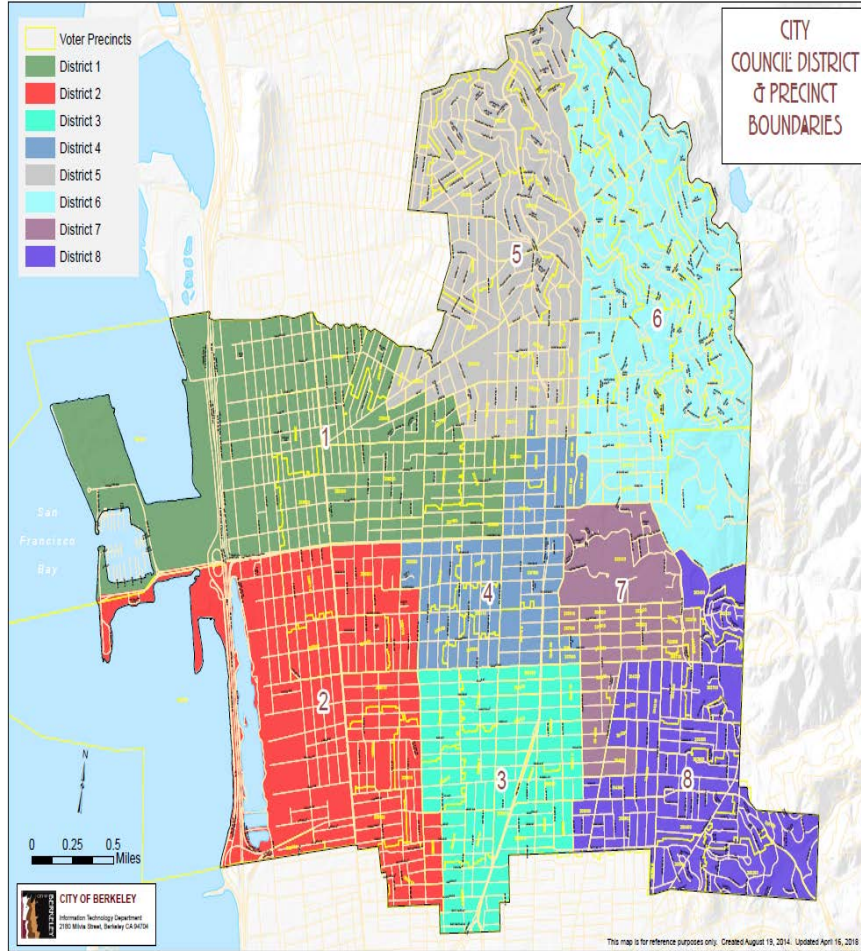
Sophie Hahn
Councilmember
District 5



Susan Wengraf
Councilmember
District 6



Dee Williams-Ridley
City Manager





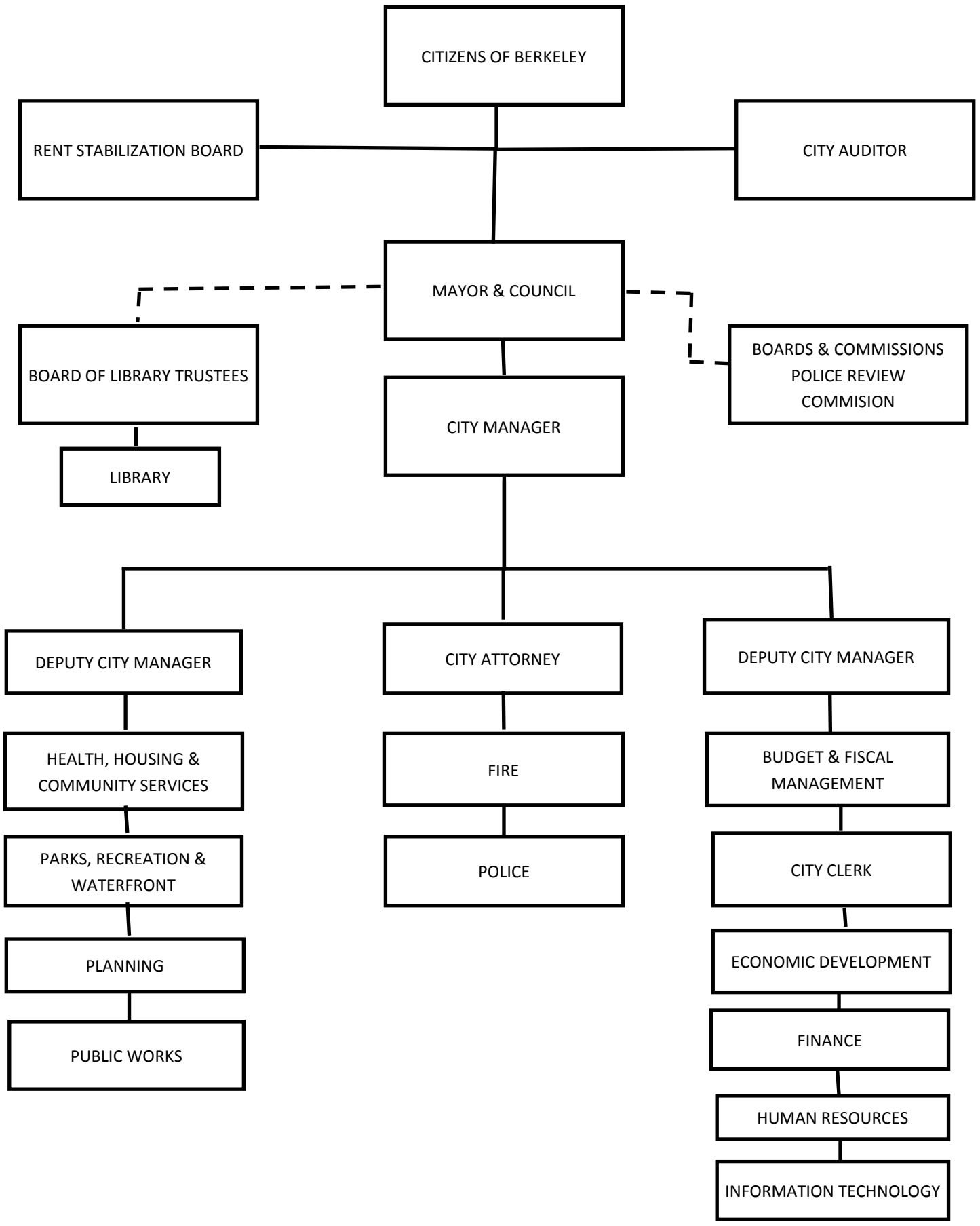
CITY OF

BERKELEY

As City of Berkeley employees our mission is to provide quality service to our diverse community; promote an accessible, safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful, democratic participation; respond quickly and effectively to neighborhood and commercial concerns; and do so in a fiscally sound manner.

CITY OF BERKELEY

ORGANIZATION CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Berkeley
California**

For the Biennium Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Berkeley, California for its biennial budget for the biennium beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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BUDGET BOOK GUIDE

The purpose of the City of Berkeley's budget is to serve as a "blueprint" for providing City services and as a working financial plan for the fiscal year. It also represents the official organizational plan by which, City policies, priorities, and programs are implemented. The budget provides the means to communicate to the residents, businesses, and employees how the City's financial sources are used to provide services to the community. The budget includes both the operating costs to manage the City and the capital improvement projects that the City plans to undertake during the fiscal year.

Below is a brief outline of the contents of the budget book:

Budget Message: City Manager's transmittal letter to the City Council that details the budget, including budget issues and policies that lead to the development of the budget

Community Profile: Overview and information about the City of Berkeley

Budget Guide: Information on the Budget Policies, the Strategic Plan, Budget Development Process, and the FY 2020 & FY 2021 Budget Development Calendar

Financial Summary: Summary financial analyses and provides a summary of assumptions used in creating the Five-Year Forecasts

General Fund: City's discretionary General Fund summaries of expenditures and revenues and detailed summaries of key General Fund revenues

Other Funds: Financial Forecasts for the City's key non-General Fund operating funds.

Staffing: Detailed staffing information, both at a summary level and by department.

Strategic Plan: A summary review of the City of Berkeley Strategic Plan

Department Budgets: For each City department, includes departments' mission statement, organization chart, department overview, strategic plan priorities for FY 2020 & FY 2021 projects and programs, challenges, accomplishments, significant changes from prior fiscal year' budget, and detailed expenditure and financial data

Community Agencies: Summary of the community-based organization funding process and the proposed allocation schedule for FY 2020

Glossary: A list of terms used in the book and definitions for them



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Office of the City Manager

WORKSESSION
May 7, 2019

To: Honorable Mayor and Members of the City Council
From: Dee Williams-Ridley, City Manager
Submitted by: Teresa Berkeley-Simmons, Budget Manager
Subject: FY 2020 and FY 2021 Proposed Budget

INTRODUCTION

Tonight we will present the *Proposed FY 2020 & FY 2021 Biennial Budget* (Proposed Budget) for the City of Berkeley. This Proposed Budget is presented for your review and consideration over the next two months. During this time, the City Council is scheduled to hold several public workshops and public hearings on the contents of the Proposed Budget. Below is a list of the dates and topics that will be discussed at each public meeting.

May 7, 2019

- Worksession: FY 2020 and FY 2021 Proposed Biennial Budget

May 14, 2019

- Regular Agenda: Proposed Biennial Budget Public Hearing #1 and Proposed Fee Increases
- Regular Agenda: FY 2019 Annual Appropriation Ordinance Amendment #2
- Regular Agenda: Final Council Budget Referrals for the Biennial Budget Due

May 28, 2019

- Regular Agenda: Proposed Biennial Budget Public Hearing #2
- Regular Agenda: Council's Recommendations on the Biennial Budget Due

June 11, 2019

- Regular Agenda: Council Discussion on Budget Recommendations

June 25, 2019

- Regular Agenda: Final discussions and action on the FY 2020 and FY 2021 Biennial Budget: Capital Improvement Program, and Tax Rates

- Regular Agenda: Adoption of the FY 2020 Appropriation Ordinance

State law requires that City's adopt a budget prior to June 30th. It is anticipated that the Council will adopt the Biennial Budget on June 25, 2019.

Staff has been hard at work developing the Proposed Budget since November 2018. In addition to the upcoming public meetings on the Proposed Budget, staff has presented information and received feedback from Council on the City's fiscal position and the financial challenges that influenced the development of the Proposed Budget throughout FY 2019. Below is a list of these meetings and the topics that were discussed.

November 27, 2018

- Regular Agenda: [FY 2018 Year-End Results and FY 2019 First Quarter Budget Update](#)¹

March 19, 2019

- Worksession: [Projections of Future Liabilities](#) and [FY 2019 Mid-Year Budget Update](#)²

April 23, 2019

- Worksession: [Submission of the FY 2019 Annual Action Plan Including Allocations of Federal Funds to Community Agencies](#)³

In addition, Department Directors presented their department's budget and Capital Improvement Projects (CIP) to the [Budget & Finance Policy Committee](#) over a 2-day span, May 1 & May 3, 2019⁴.

¹ https://www.cityofberkeley.info/Clerk/City_Council/2018/11_Nov/City_Council_11-27-2018_-_Regular_Meeting_Agenda.aspx

² https://www.cityofberkeley.info/Clerk/City_Council/2019/03_Mar/City_Council_03-19-2019_-_Special_Meeting_Agenda.aspx

³ https://www.cityofberkeley.info/Clerk/City_Council/2019/04_Apr/City_Council_04-23-2019_Special_Meeting_Agenda.aspx

⁴ https://www.cityofberkeley.info/Clerk/Home/Policy_Committee_Budget_Finance.aspx

The budget process assigns resources to address the goals, objectives and community priorities set by the City Council. The City successfully weathered the recession and, while enjoying the economic growth, has continued to be a responsible fiscal agent by preparing for the inevitable downturn and establishing and funding the General Fund Reserves (Reserves). These Reserves serve as a financial safety net during an economic downturn or in the event of a catastrophic loss.

The City is also working to address our unfunded liabilities. On March 19, 2019, staff presented the report on the [Projections of Future Liabilities](#). This report identified \$1.5 billion in unfunded liabilities tied to employee benefits and infrastructure. The City is continuing to identify ways to reduce unfunded liabilities. Council is tackling the unfunded liabilities tied to employee benefits by establishing the Section 115 Pension Trust Fund (Trust). Staff will be developing recommendations to provide ongoing funding to the Trust. The Trust is scheduled to go to Council on May 14, 2019, for approval.

There are also opportunities to address our unfunded liabilities through collaborative efforts with labor during negotiations. All labor groups now have contracts that are set to expire in June 2020. Salary and benefit costs make up approximately 55 percent of the citywide budget on an all-funds basis and 74 percent of the General Fund. Controlling labor cost is a key component of managing our projected unfunded liabilities.

The report on the [Projections of Future Liabilities](#) identified unfunded liabilities tied to infrastructure totaling \$786 million. Several recent actions by the voters have provided an important boost to the resources available to improve the City's capital assets and infrastructure. In November 2016, Berkeley voters approved Measure T1⁵ authorizing the City to sell \$100 million of General Obligation Bonds to improve existing City Infrastructure and Facilities.

The City is facing several other challenges including homelessness and affordable housing. Taking action to address these challenges, in November 2018 voters approved the passage of Measure O and Measure P, and in November 2016 the voters approved the passage of Measure U1. Measure O authorized the City to issue \$135 million in general obligation bonds to create and preserve affordable housing for low-income households, working families, and individuals including teachers, seniors, veterans, the homeless, and persons with disabilities. Measure P increased funding for general municipal purposes such as navigation centers, mental health support, rehousing and

⁵ <https://www.cityofberkeley.info/MeasureT1/>

other services for the homeless, including homeless seniors and youth. Measure U1 also makes available funding to support affordable housing⁶.

In addition, in April 2017, Council directed staff to implement emergency interim measures to address the homeless crisis in Berkeley and to mitigate impacts on Berkeley's streets, parks, commercial areas, and neighborhoods. This became the [Pathways Project](#).⁷ The centerpiece of the Pathways Project is the 1000 Person Plan, which directs staff to develop a comprehensive, innovative and meaningful plan to house and serve Berkeley's 1000 homeless.

The City has also been challenged by our antiquated core enterprise financial system (FUND\$). This system is over 25 years old and is currently being replaced. The conversion is currently well underway but is a massive undertaking and impacts every member of City staff. The City set aside \$15.1 million over time to fund the replacement of FUND\$ with the City's new Enterprise Resource Management System.

As the economy continues to improve so does the City's budgetary outlook. It is important that we continue making fiscally prudent decisions with the future in mind. By staying focused on priority services and long-term responsibilities, we can sustain the City's fiscal health into the future and be better able to meet the needs of the community. We should continue to budget cautiously and spend within our means. This will allow the organization to steadily continue to deliver quality service to the community and to plan carefully for the future.

⁶ https://www.cityofberkeley.info/Clerk/Elections/Ballot_Measure_Archive_Page.aspx

⁷ https://www.cityofberkeley.info/Clerk/City_Council/2017/04_Apr/City_Council_04-04-2017_-_Regular_Meeting_Agenda.aspx (Item #27)

CURRENT SITUATION AND ITS EFFECTS

Council Budget Development Policies

The Council has adopted budget development policies which have served us well over the long-term and has also established several budget policies that begin to address some of the long-term problems.

The fiscal policies adopted by the Council include:

- ❖ Focusing on the long-term fiscal health of the City by adopting a two-year budget and conducting multi-year planning;
- ❖ Building a prudent reserve;
- ❖ Developing long-term strategies to reduce unfunded liabilities;
- ❖ Controlling labor costs while minimizing layoffs;
- ❖ Allocating one-time revenue for one-time expenses;
- ❖ Requiring enterprise and grant funds to balance and new programs to pay for themselves; and
- ❖ Any new expenditure requires new revenue or expenditure reductions.
- ❖ Transfer Tax in excess of \$12.5 million will be treated as one-time revenue to be used for the City's capital infrastructure needs (Fund 501).
- ❖ As the General Fund subsidy to the Safety Members Pension Fund declines over the next several years, the amount of the annual decrease will be used to help fund the new Police Employee Retiree Health Plan (Fund 731).
- ❖ Starting in FY 2019, staff costs as approved by the City Council that exceed the enforcement fees and penalties shall be appropriated from the short term rental taxes collected pursuant to BMC Section 23C.22.050, Section H, with the primary allocation of the rental tax to the purposes listed below:
 - Two thirds (66.7%) allocated to the Affordable Housing Trust Fund.
 - One third (33.3%) allocated to the Civic Arts Grant Fund.

Also, used as a guide to developing the budget is the "fix it first" approach in which we fund current capital improvements before funding new projects.

The Proposed Budget provides a plan to control costs and maximize the use of City resources. However, additional resources are being requested to support new legislative mandates, enhance public safety, and improve communications with Council and the public. There are also Special Funds that are strained or struggling that are requesting additional support from the General Fund. Although the General Fund is an unrestricted fund, it is also less than half of the City’s total budget.

FY 2020 & FY 2021 Biennial Budget Financial Summary (General Fund)

Included in the report on the [Projections of Future Liabilities](#) was a 10-year projection of the General Fund revenues and expenditures. The FY 2020 and FY 2021 revenue numbers have been updated based on the most recent information provided by the County and are reflected in the charts below⁸.

General Fund FY 2020		General Fund FY 2021	
Revenues	Expenditures	Revenues	Expenditures
\$194.5M	\$191.2M*	\$198.0M	\$194.9M*

*Includes funding for the Census Project (FY 2020 -\$190,000) and Elections (FY 2020 & FY 2021 -\$113,000),

The table below summarizes the proposed City expenditure budget for FY 2020 and FY 2021 for all funds, as well as for the General Fund, in comparison with the FY 2019 Adopted Budget. The City’s FY 2020 operating budget shows a decrease of 6.4% on an All Funds basis when compared with FY 2019. However, the capital budget increases by 180.7%. The large increase in the proposed FY 2020 capital budget is primarily due to the \$50.7 million programmed for the rebuild of Berkeley Tuolumne Camp which is set to bid and start construction in FY 2020. In addition, \$17.3 million is programed for Sanitary Sewer rehabilitation and \$14.1 million is programed for projects tied to Measure T1. The FY 2021 General Fund budget projects mild growth from FY 2019 with a change over the 2-year period of 5.8%.

⁸ The General Fund revenue numbers do not include U1 Revenues of \$5 million and Measure P revenues of \$6 million.

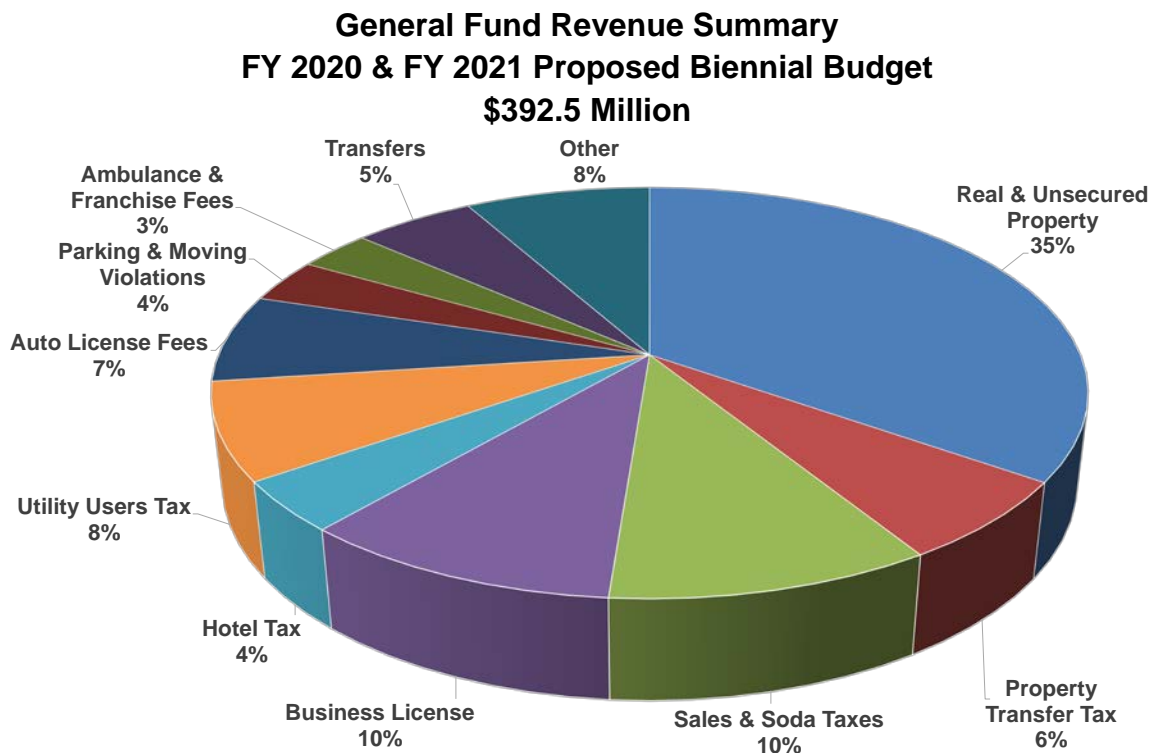
All Funds (in millions)	Adopted FY 2019	Proposed FY 2020	% Change	Proposed FY 2021	% Change
Operating Budget	\$ 366.9	\$ 343.3	-6.4%	\$ 380.6	3.7%
Capital Budget	\$ 39.9	\$ 112.0	180.7%	\$ 59.8	49.9%
Total:	\$ 406.8	\$ 455.3	11.9%	\$ 440.4	8.3%
General Fund (in millions)	Adopted FY 2019	Proposed FY 2020	% Change	Proposed FY 2021	% Change
Operating Budget	\$ 176.6	\$ 182.6	3.4%	\$ 187.0	5.9%
Capital Budget	\$ 7.7	\$ 8.6	11.7%	\$ 7.9	2.6%
Total:	\$ 184.3	\$ 191.2	3.7%	\$ 194.9	5.8%

General Fund Revenues

Staff has developed a model for revenue projections, assisted by consultants who are familiar with the City’s historical revenue growth and economic conditions that have impacted that growth. This information was included in the [Projections of Future Liabilities report](#). The revenue projections presented in the chart below are limited to the General Fund as those funds are the most discretionary in terms of allocation, and also highly subject to economic conditions. The General Fund is less than one-half of the City’s total budget, the remainder of the budget consists of various Special Funds which are restricted in purpose (e.g. Zero Waste, Permit Center, Sewer, Public Health, Mental Health). The chart below provides a summary of total General Fund Revenues projected through FY 2029.

General Fund Revenue Projections ⁹											
	FY19 Adopted Budget	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Total General Fund Revenues	184.76	194.50	198.00	201.53	205.21	209.00	212.93	216.97	220.51	224.17	228.59

The chart below shows the percent contribution of the various sources of General Fund revenue streams included in the FY 2020 and FY 2021 General Fund Budget. Fifty-five percent (55%) of the City’s General Fund revenue is derived from real and unsecured property, sales and soda taxes, and business license taxes. The following pie chart includes total proposed revenues for both years of \$392.5 million. The annual General Fund revenue is \$194.5 million in FY 2020 and \$198.0 million in FY 2021.



⁹ FY 2020 and FY 2021 revenues are updated to reflect the most recent information provided by the County.

Real Property Tax

Real Property Taxes are applied to all taxable real and personal property and are set at 1% of the assessed value. Proposition 13 limits increases by a change in the California Consumer Price Index up to a maximum of 2% per year. The Alameda County Assessor maintains property tax assessment rolls that account for all property. The City's Property Tax is collected by Alameda County. The City receives approximately 32.57% of the real property tax dollar generated within the City limits. (Berkeley receives a comparatively higher share of the property tax dollar than other cities in Alameda County, many of whom receive about 15% of the tax dollar due to the way that Proposition 13 was implemented in 1978.) The projections assume a 5% increase in property tax in FY 2019, an increase of 4.5% in FY 2020 and FY 2021, and an annual increase averaging 3.5% from 2022 through 2029. Staff updates the original Adopted Budget projections quarterly.

Sales Tax

Sales Tax is an excise tax imposed on retailers. The proceeds of sales and use taxes imposed within the boundaries of Berkeley are distributed by the State to various agencies, with the City of Berkeley receiving 1% of the amount collected. City staff review sales tax revenues regularly and compares Berkeley's performance with other cities in Alameda County, as well as statewide trends. Sales tax is a relatively stable revenue source for Berkeley. Berkeley is somewhat unique in that 24.5% of its sales tax is from restaurants compared to 16.2% statewide (SF Bay Area is 15.1%). Berkeley otherwise has a generally well-diversified sales tax base that is projected to continue to modestly improve over time. Annual Sales Tax revenue is projected to increase by 4.04% in FY 2019, increase by .53% in FY 2020 and increase by 1.8% in FY 2021.

Business License Tax

A tax receipt (colloquially called a "business license") is issued each year upon payment of a Business License Tax (BLT), which is either a fixed amount or based on a varying percentage of the prior year's gross receipts, depending on the type of business. The Business License must be renewed on January 1st each year, and the required tax is delinquent if paid after February 28th.

Business License Taxes Revenues increased by \$1,064,921 or 5.65% in FY 2018 to \$19,894,665 from \$18,829,744 in FY 2017. Approximately \$1,300,000 of this increase resulted primarily from the following:

- (1) An increase of approximately \$600,000 in cannabis revenue.
- (2) An increase of approximately \$700,000 in Business License Tax-Residential Units: On November 8, 2016, Berkeley voters passed a measure to permanently increase the business license tax from gross receipts on owners of five or more residential rental units. The original 1.081% tax applies to parcels with three or more dwelling units as well as

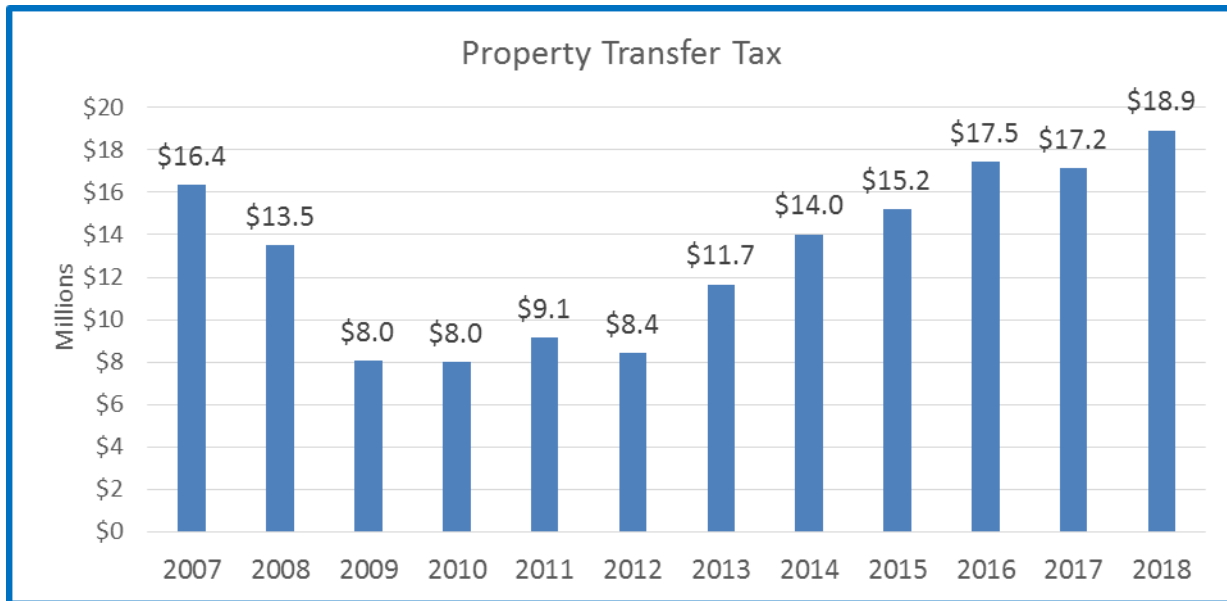
commercial rental property. The enhanced license tax increased by 1.799%, from 1.081% to 2.880%.

In addition, to the 1.799% rate increase, the business license tax expanded the number of taxable properties in the City. Prior to the implementation, single-family homes and duplexes were not subject to a business license tax. After implementation, if an owner directly or indirectly owned five or more residential rental units, all units and parcels are subject to both the original and enhanced taxes. The BLT revenues were projected to decrease by 3.49% in FY2019, increase by 2% in FY 2020, and increase by 1.43% in 2021.

Property Transfer Tax

The Property Transfer Tax (Transfer Tax) rates are set by the City of Berkeley. As of December 21, 2018, the City's transfer tax rate is 1.5% for properties with consideration of up to \$1.5M and 2.5% for transferred properties with a consideration of over \$1.5M. The \$1.5M threshold will be adjusted annually to capture approximately the top 33% of such transfers based on transfers that occurred in the 12 months preceding September 1, of the preceding year. However, the threshold cannot be reduced below \$1.5M, meaning that the tax on properties transferred for \$1.5M or less would remain at 1.5%, notwithstanding any adjustment.

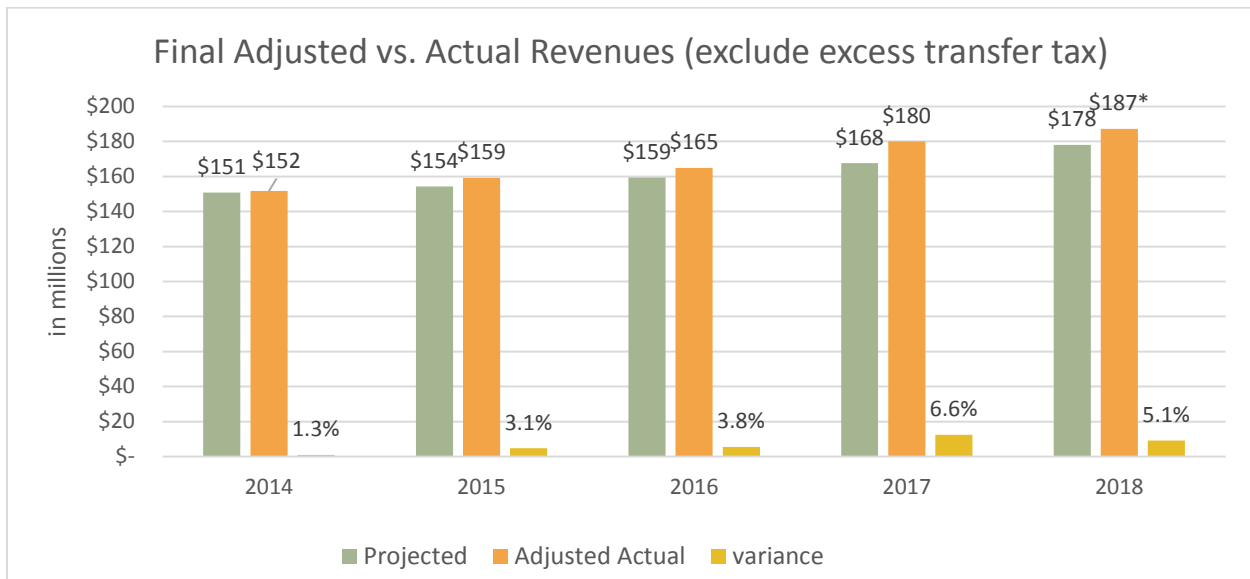
The tax is due when the documents of transfer are recorded with the County. Title companies collect the tax as part of the sale closing process and remit the funds to Alameda County when sales or transfers are finalized. Penalties are imposed on delinquent payments, and interest is charged from the date of delinquency until paid. Alameda County remits the amounts due monthly, and the amounts are credited to the General Fund. Since FY 2007 Property Transfer Tax has averaged \$13.2 million a year. The chart below displays the historical trend of the City's Property Transfer Tax from FY 2007 through FY 2018.



Because Property Transfer Tax is tied directly to real property sales, it is a volatile revenue source, and difficult to predict more than one year at a time. Understanding the volatility of this General Fund revenue stream, Council adopted a policy that \$12.5 million of the Transfer Tax is included in the baseline. Property Transfer Tax in excess of \$12.5 million is treated as one-time revenue to be transferred to the Capital Improvement Fund for capital infrastructure needs

Historical Trend

The variance between the adjusted revenue forecast and the actual year-end General Fund revenues ranges from 1.3% to 5.1%. The chart below shows the 5-year historical General Fund revenue trend comparing the adjusted forecast to actual. Included in the chart below is the \$12.5 million baseline for Property Transfer Tax.



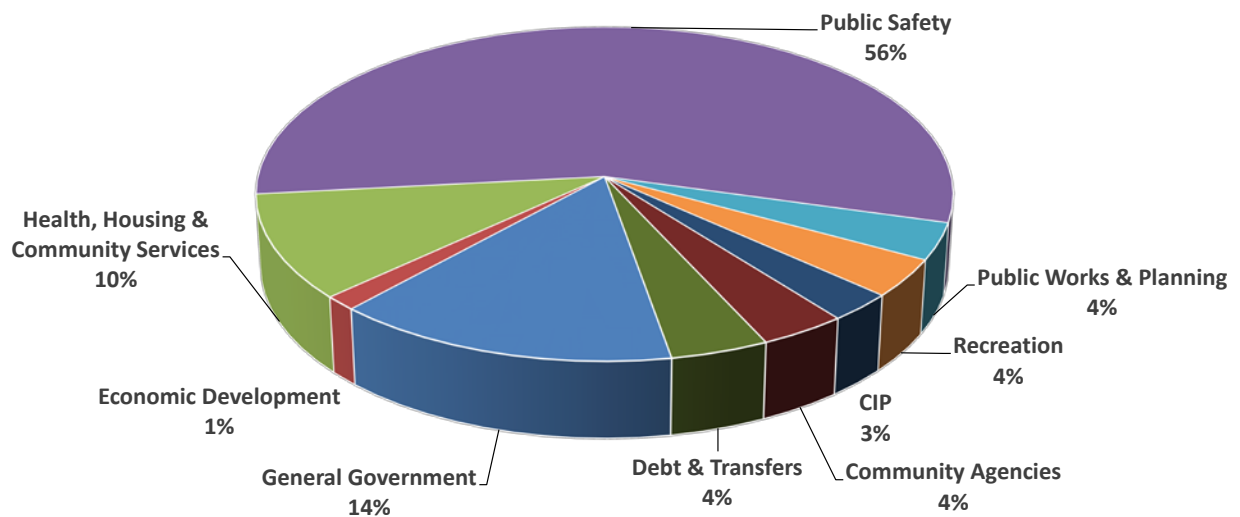
- Excludes both excess property transfer tax and Measure U1.

Not included in the General Fund revenue chart above are revenues generated from Measure U1 and the excess property transfer tax since these two General Fund revenue streams have been earmarked to support capital improvements and affordable housing.

General Fund Expenditure

The chart below shows the percent allocation of the General Fund expenditures for both FY 2020 and FY 2021 by service area. Fifty-six percent of the General Fund biennial budget is allocated to Public Safety. The following pie chart includes total proposed General Fund expenditures for both years of \$386.1 million. The annual General Fund expenditures are \$191.2 million in FY 2020 and \$194.9 million in FY 2021.

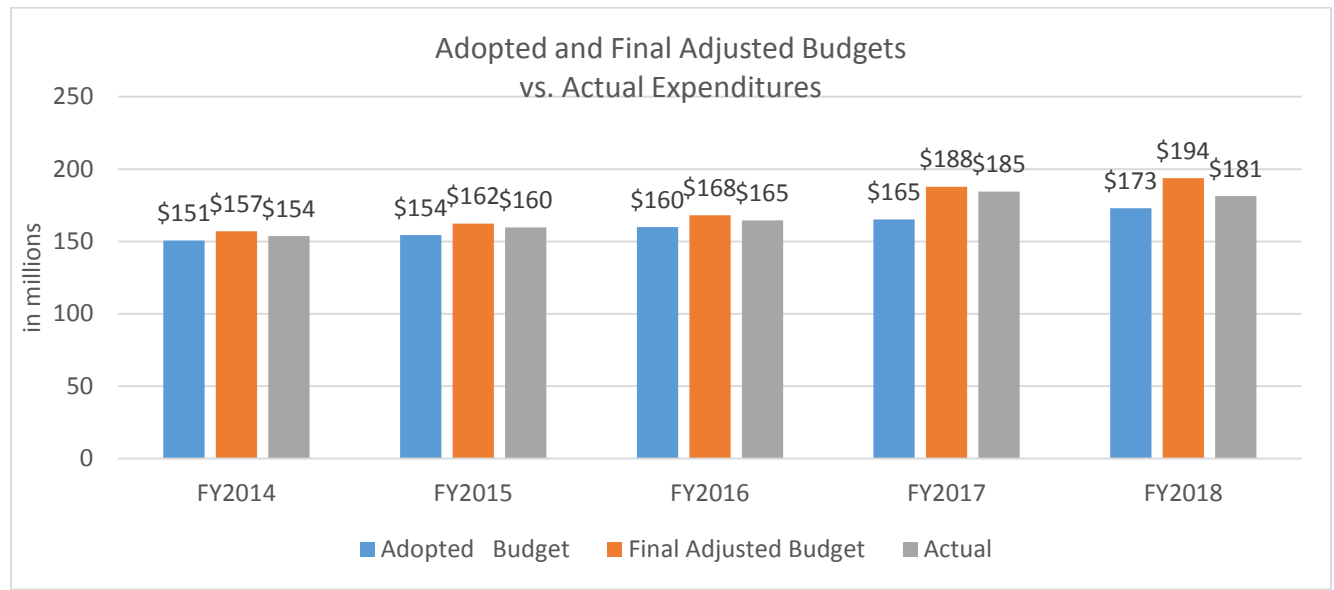
**General Fund Expenditures by Service Area
FY 2020 & FY 2021 Proposed Biennial Budget
\$386,094,187**



Historical Trend

The variance between the adopted budget and the adjusted budget is tied to the budget augmentations resulting from the Annual Amendments to the Appropriation Ordinance. Generally, actual year-end savings come in below the adjusted budget due to salary savings and unspent allocations tied to ongoing capital projects. Departments submit funding requests to re-appropriate the available funds resulting from the underspending. These requests, once reviewed and approved by the City Manager, are incorporated into the First Amendment to the Annual Appropriation Ordinances (AAO#1) for Council approval. The requested carryover, rollovers, and adjustments tied to FY 2018 underspending totaled \$13 million and are detailed in the FY 2019 AAO#1 approved by Council on November 27, 2018¹⁰.

¹⁰ https://www.cityofberkeley.info/Clerk/City_Council/2018/11_Nov/City_Council_11-27-2018_-_Regular_Meeting_Agenda.aspx (Item #45)



California Public Employee Retirement System (CalPERS)

Retirement rates continue to represent one of the most significant citywide budgetary pressures. The City provides retirement benefits for employees through its participation in the California Public Employees’ Retirement System (CalPERS). This is a defined benefit pension plan funded by a combination of employee contributions that are set by statute and employer contributions that fluctuate from year to year based on an annual actuarial valuation performed by CalPERS.

The City contributes to three plans in the CalPERS system: Miscellaneous Employee Plan, Police Safety Plan, and Fire Safety Plan. Benefits vest after five years of service and are based on the employee’s years of service, age at the time of retirement and single highest year of compensation. The three plans are independent of one another with different contract plan amendments negotiated over the years through the collective bargaining process. Assets and liabilities of each plan are segregated with no cross-subsidization from one plan to another. Each of the plans has different rates for the City’s annual employer contribution which are generally based on the demographics of the plan participants and the value of investment returns of the City’s assets in the CalPERS system.

The City is using CalPERS' actuarial rates for the periods FY 2019 through FY 2021.

	CalPERS Actuals FY 2019	CalPERS Actuals FY 2020	CalPERS Projections for FY 2021	CalPERS projections for FY 2022
Police	60.8%	66.6%	70.7%	73.6%
Fire	44.0%	48.2%	51.2%	54.0%
Miscellaneous	30.5%	32.5%	34.7%	36.4%
<i>Rates are based on CalPERS' projected payroll</i>				

With respect to future liabilities for the costs of these plans, the City has regularly retained an outside actuary to review the CalPERS' estimates and provide independent actuary estimates that the City can use in budget planning. Additional details on the CalPERS' rates and its impacts on the City's budget can be found in the [Projections of Future Liabilities report](#)¹¹

Staffing

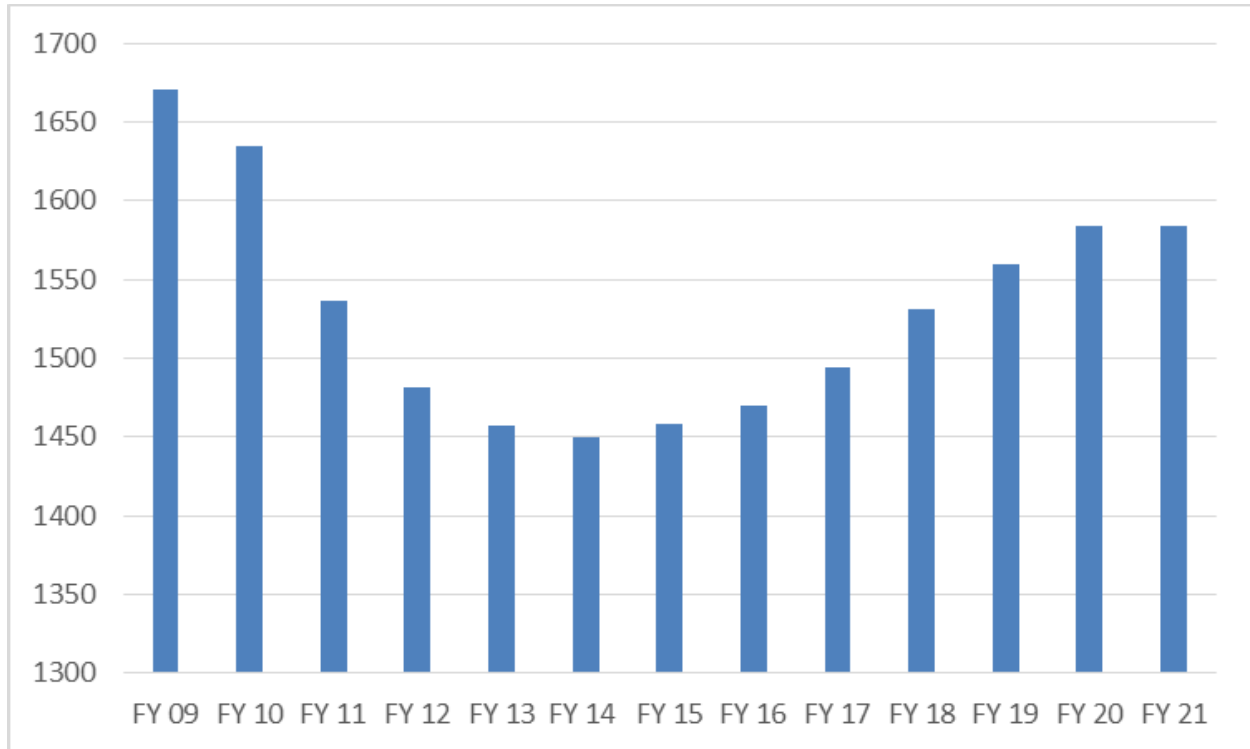
As a service organization, the majority of our costs are tied to staffing. Salary and benefit costs make up approximately 55 percent of the citywide budget on an all-funds basis and 74 percent of the General Fund. Twenty-three new FTEs were added to the budget since the adoption of the FY 2019 Budget Update. These new FTEs are tied to grants, departmental reorganizations, efficiencies, and safety.

¹¹ https://www.cityofberkeley.info/Clerk/City_Council/2019/03_Mar/City_Council_03-19-2019_-_Special_Meeting_Agenda.aspx

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
City Attorney	13.00	13.00	13.00	13.00	13.00
City Auditor	13.50	13.50	13.50	13.50	13.50
City Clerk	9.78	9.47	10.00	10.00	10.00
City Manager	28.75	34.25	35.25	35.25	35.25
Economic Development	7.85	7.00	7.00	7.00	7.00
Finance	45.50	45.00	48.00	48.00	48.00
Fire Department	141.00	148.00	149.00	152.00	152.00
Health, Housing & Community Services	216.13	224.38	233.18	246.18	246.18
Human Resources	23.00	21.00	21.00	21.00	21.00
Information Technology	40.50	42.50	44.50	45.00	45.00
Library	112.28	114.10	116.10	116.10	116.10
Mayor and Council	12.00	12.00	12.00	12.00	12.00
Parks, Recreation & Waterfront	147.35	154.12	156.12	155.37	155.37
Planning	83.95	92.08	94.80	101.40	101.40
Police Department	280.20	280.20	280.20	280.20	280.20
Police Review Commission	3.00	3.00	3.00	3.00	3.00
Public Works	293.60	295.60	300.60	302.00	302.00
Rent Board	22.35	22.35	22.35	22.35	22.35
FTE Total	1493.74	1531.55	1559.60	1583.35	1583.35

*It should be noted that the FTE totals may not include all hourly FTEs and may vary. Changes that have occurred during FY 2019 are reflected in the FY 2020 Proposed figures.

Even with the additional 23 FTEs staffing levels are still 5.2% lower than the staffing levels of FY 2009.



In addition, the City, similar to other jurisdictions surrounding Berkeley, continues to have difficulty hiring staff due to the unemployment rate being at an all-time low, retirements, and oftentimes long-commutes. The following are the vacancy rates for the past three years: FY 2018 – 9.7%, FY 2017 – 11.41%, and FY 2016 – 8.96%.

Capital Improvement Program

The purpose of the Capital Improvement Program (CIP) is to provide a tool that captures the detail of the City’s CIP in order to assist Council with their long-range planning efforts and decisions around capital expenditures. The CIP is the City’s spending plan for infrastructure improvements and other specific large-scale recurring infrastructure projects. The City’s ability to fund its CIP program is limited by the total available resources that are competing with other community priorities. CIP funding resources include the General Fund and a number of other special revenue funds, as well as grants and loans. The separate CIP book contains more detail about the City’s Capital Improvement Program. The chart below reflects only the General Fund contribution to the CIP.

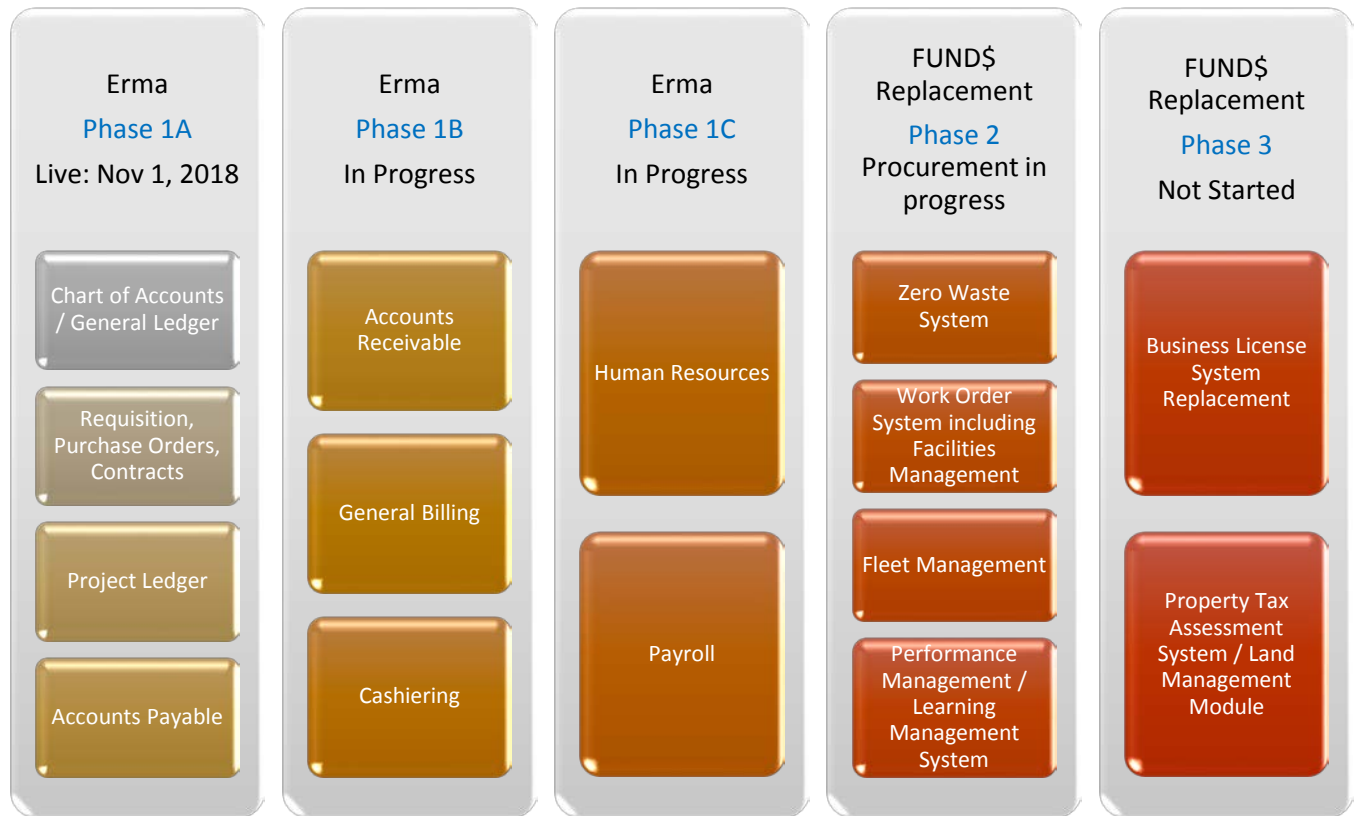
Use of General Fund Capital Improvement Fund

<i>(dollars in millions)</i>	Proposed FY 2020	Proposed FY 2021	Planned FY 2022	Planned FY 2023	Planned FY 2024	Total
Facilities	1.6	0.9	0.9	0.9	0.9	
Parks and Marina	0.4	0.4	0.4	0.4	0.4	
Sidewalks	1.6	2.6	1.6	1.6	1.6	
Streets	1.9	1.9	1.9	1.9	1.9	
Transportation	0.7	-	-	-	-	
Other Infrastructure	1.1	0.8	0.3	0.5	0.5	
Debt Service	1.3	1.3	1.3	1.3	1.3	
Total General Fund	8.6	7.9	6.4	6.6	6.6	36.1

Note: Not included in the chart above are personnel costs in excess of \$1 million per year that will ultimately be charged to projects supported by other funds.

Enterprise Resource Planning (ERP) Software (FUND\$ Replacement)

The \$15.1 million to replace FUND\$ with Enterprise Resource Planning (ERP) Software core financial and human resource components of City work was funded by excess Property Transfer Taxes. The implementation of the new system provides the City with a suite of modern software that will work in harmony to support efficiency and transparency in our work and allow staff to dedicate more time addressing community priorities. This is a massive project that will touch every employee in the City. The chart below illustrated the various phases of the ERP project.



Tax Rates

The established growth index for the Emergency Medical Services Tax (Paramedic Tax) is the April Consumer Price Index (CPI). The Emergency Services for the Disabled Tax, the Library Tax, Parks Tax, and the Measure GG Fire Services and Disaster Preparedness Tax growth is either the higher of the CPI or the Personal Income Growth (PIG). For FY 2020, an increase of 2% is assumed for all tax rates. The April CPI numbers will not be available until the middle of May and PIG numbers usually come out in early May. Once these figures are available, staff will inform the Council on the fiscal impact on the Proposed Budget. Rates will be proposed for Council adoption in June.

The Strategic Plan

City Council approved a citywide Strategic Plan on January 31, 2018. The Strategic Plan articulates nine long-term goals for the City government, on behalf of the community and includes numerous priorities. Priorities are short term projects or programs which support a goal, where a significant phase of work is expected to be done by the end of a budget cycle. Priorities are refreshed each budget cycle.

The City’s budget is a reflection of the FY 2020 and FY 2021 Strategic Plan. The Plan serves as a guide for the City’s staff to ensure that the priorities of the Mayor and Council are met. It was developed with Council’s input and guidance, as well as with input from our community and from staff at all levels of our organization. The Strategic Plan is designed to reflect our work and who we are as an organization, and to help us be as effective as possible.

Goals



Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities.



Create affordable housing and housing support services for our most vulnerable community members.



Provide an efficient and financially-healthy City government.



Foster a dynamic, sustainable, and locally-based economy.



Create a resilient, safe, connected, and prepared City.



Champion and demonstrate social and racial equity.



Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment.



Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community.



Attract and retain a talented and diverse City government workforce.

The Proposed Budget and the Strategic Plan are closely connected in several ways:

- ❖ For a priority initiative to be included in the Strategic Plan, there must be adequate resources in the City’s budget to get the work done.

- ❖ Priority initiatives in the Strategic Plan must be completed (or at least a clear phase of the work must be completed) within the two-year budget cycle.
- ❖ The priority initiatives proposed to be implemented in FY 2020 and FY 2021 are articulated in this Proposed Budget Book (see priority initiatives in each City department budget section).

We will continue to work to improve our efforts and to meet the goals and priorities identified in the Strategic Plan, within the resources available to us in our Proposed Budget.

CONCLUSION

As priorities change we should strive to comply with Council's fiscal policy that new expenditures must be met with new revenue or expenditure reductions. This is especially true when establishing new programs and services. As Council moves forward, we will look to Council to identify either new resources or available resources to reallocate in support of new mandates. The proposed budget reflects our continued commitment to stewarding the public's resources for their benefit and that of future generations.

POSSIBLE FUTURE ACTION

The information contained in this report will be referenced throughout the budget planning meetings in advance of the FY 2020 and FY 2021 biennial budget adoption.

FISCAL IMPACTS OF POSSIBLE FUTURE ACTION

See the information described above.

ENVIRONMENTAL SUSTAINABILITY

Actions included in the budget will be developed and implemented in a manner that is consistent with the City's environmental sustainability goals and requirements.

CONTACT PERSON

Teresa Berkeley-Simmons, Budget Manager, 981-7000



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Community Profile Data

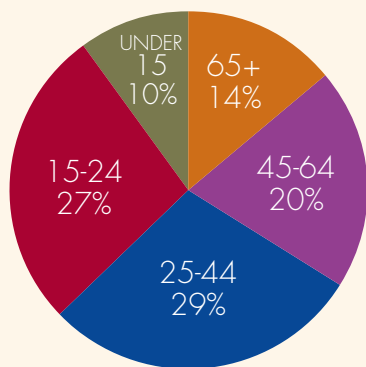
Budget Book FY 2020 & FY 2021



Berkeley Population 120,179

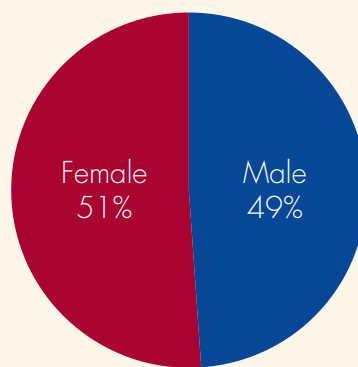
(Data from 2013-2017 American Community Survey (ACS) 5-Year Estimates)

By Age

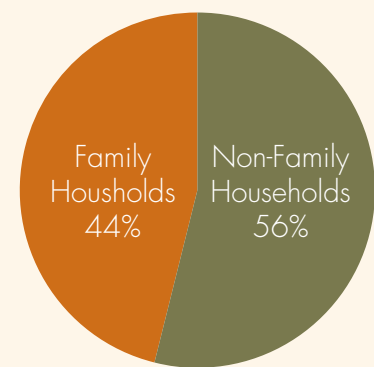


Median Age: 31.0 years

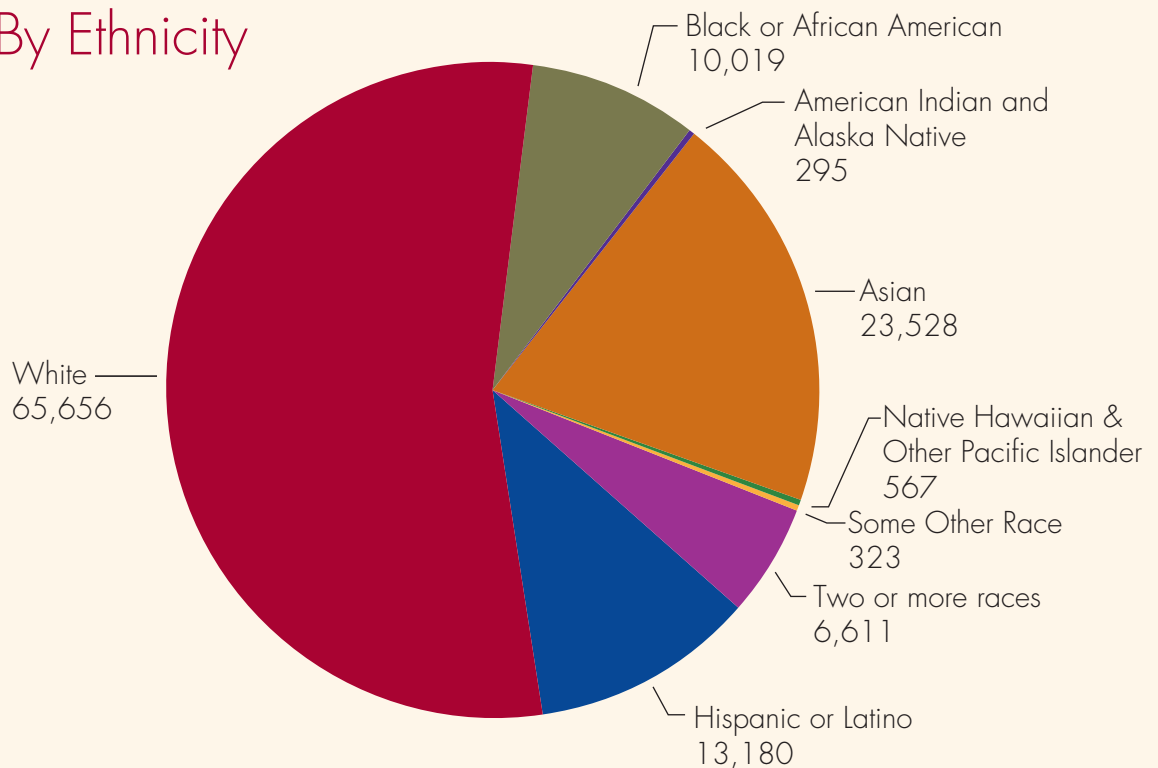
Male/Female



Type of Households



By Ethnicity



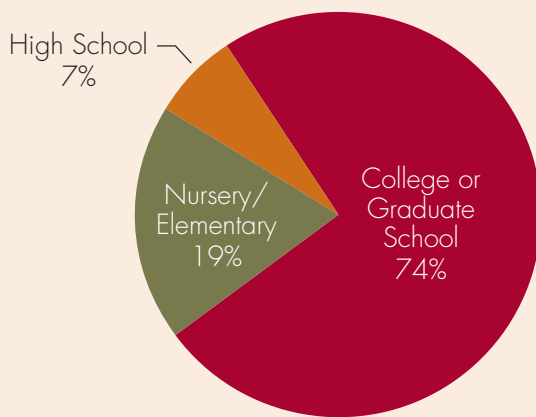
Education (ACS)

Schools in Berkeley*

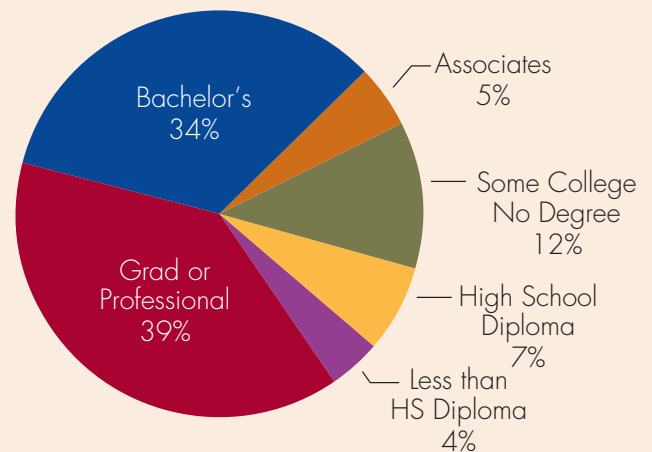
- 11 public elementary schools
- 3 public middle schools
- 2 public high schools (Berkeley High School & B-Tech)
- 1 adult school
- 1 public charter school
- 6 WASC-accredited private elementary/secondary schools (4 Private; 2 Religious)
- University of California, Berkeley
- Berkeley City College
- 5 WASC-accredited colleges (in addition to UC Berkeley and Berkeley City College)

*Source: BUSD, California Department of Education, WASC

Population 3+ years enrolled in school: 46,749



Educational Attainment of Population Over 25 Years Old: 72,998 (ACS)



Transit and the Environment

- As of October 2018, the GIG car share fleet size is 475 vehicles in Berkeley and Oakland. The result is a designated service area of 26.2 square miles (6.7 square miles in Berkeley) for coverage of about eighteen vehicles per square mile.
- The first bike share station was launched in Berkeley July 2017 and the initial rollout of the station based network was completed July 2018. During that time, 37 stations were deployed and currently we operate with a 400 bike fleet (this number fluctuates due to the regional nature of the program, but we generally hover around 400 bikes).
- Berkeley has seen an 82.5% increase in biking between 2000-2018 (based on counts at 5 of the busiest cycling intersections).
- Berkeley has the second highest percent of bike commuters (8% in 2017) among U.S. cities with more than 100,000 residents, and the third highest of any city in the U.S.
- There were 2,175 electric vehicles (EVs) registered in Berkeley as of 2017 – that’s an EV for every 56 residents.
- Through our innovative Residential Curbside EV Charging Pilot Program, 12 Berkeley households without off-street parking can now charge an EV at home.
- Residential electricity consumption decreased 19% and natural gas consumption decreased 27% between 2000 and 2016.
- Commercial electricity consumption decreased 24% between 2000 and 2016.
- Approximately 2,090 solar photovoltaic systems were installed in Berkeley between 2000 and 2016.
- 10% of residents bike to work. Highest bike commute rate in nation for cities with populations over 100,000.
- Berkeley residents and businesses have reduced their landfilled waste by 36% between 2000 and 2017.
- Over 147,000 tons of construction and demolition waste has been diverted from landfills between 2008 and 2018.
- There are 132 Green Certified businesses in Berkeley

Employment, Economy, Housing (ACS)

Employment

Median Household income:	\$75,709
Residents 16 and older:	106,822
In labor force	62.4%
Employed:	58.1%
Unemployed:	4.2%
Armed Forces	0.1%
Not in labor force: (e.g. students not looking for work)	37.6%

Occupation (ACS)

Management, business, science, and arts:	66%
Service:	12%
Sales & Office:	16%
Natural Resources, construction, and maintenance:	2%
Production:	4%

Largest Employers*

Ansys, Inc.	Meyer Sound Laboratories
Backroads Active Travel	OC Jones & Sons
Bayer Healthcare LLC	Siemens Corporation
Berkeley Bowl Produce	Solar Mosaic Inc.
Berkeley Cement Inc.	Sutter Bay Hospitals
Berkeley City College	Target
Berkeley Marina Doubletree	ThistleHealth Inc.
Berkeley Repertory Theatre	Recreational Equipment Inc.
Berkeley Unified School District	University of California, Berkeley
City of Berkeley	US Postal Service
Genji Pacific	Whole Foods Market California Inc.
Kaiser Permanente	YMCA of the Central Bay Area
Lawrence Berkeley Laboratory	

Source: EDD, QCEW Data Q1 2018

Housing (ACS)

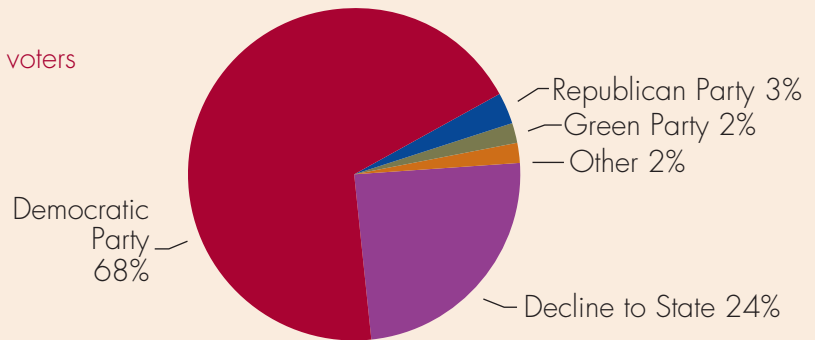
Average sale price of new & existing single-family homes:	\$1,355,894
Average sale price of new & existing condos:	\$757,884
Total housing units:	49,137
Vacant housing units:	3,622
Occupied housing units:	45,515
Owner-occupied:	19,517 (43%)
Renter-occupied:	25,998 (57%)
Median Rental Market Rates:*	
Studio	\$1,800
1 Bedroom	\$2,195
2 Bedroom	\$2,995
3 Bedroom	\$3,595

* 2018 data provided by the Berkeley Rent Stabilization Board

Community Engagement

Berkeley has
79,485 registered voters

California Secretary of State,
October 2018



- There are 118 Disaster Caches in neighborhood groups and 8 in community resilience centers
- Public meeting notices, agendas and meeting-related documents are online, and audio and DVD recordings are also available
- Live and archived Council meetings can be watched on the City's website. They are also broadcast by KPFB, 89.3 FM and cable channel 33

Other Amenities

Berkeley has:

- 2 public swimming pools;
- 3 resident summer camps;
- 105 walking trails;
- 2 skateboard park;
- 1 Adventure Playground;
- A municipal urban forest of 35,000 public street and park trees;
- 15 sports fields;
- 49 sports courts;
- 36 picnic areas;
- 63 play areas;
- 17 acres of off leash dog parks;
- 242 acres of public open space;
- 152 landscaped street medians and triangles;
- 263 irrigation systems;
- 52 parks, 4 community centers, 2 clubhouse, and 6 community gardens;
- A public marina with berths for 1,000 boats, a small-boat launch ramp, 3 public small boat docks;
- Portions of the San Francisco Bay Trail;
- Shorebird Nature Center and Classroom;
- More than 80 acres of state park and easy access to 2,077-acre Tilden Park;
- 2 senior-service facilities that provide activities, meals, and social services.

Berkeley is home to more than 150 arts and cultural organizations, making it one of the most artistically dense cities in the Bay Area. Those diverse organizations include museums, art galleries, dance, music and performance groups, and many more.

For information about the programs and services offered by the City of Berkeley, please call (510) 981-CITY or visit us online at:

www.CityofBerkeley.info

BUDGET POLICIES & PROCESS

Fiscal policies adopted by the Council provide the framework for the City's budget development, and include:

1. Focusing on the long-term fiscal health of the City by adopting a two-year budget and conducting multi-year planning;
2. Building a prudent reserve;
3. Developing long-term strategies to reduce unfunded liabilities;
4. Controlling labor costs while minimizing layoffs;
5. Allocating one-time revenue for one-time expenditures (e.g., capital investments and deferred maintenance);
6. Requiring enterprise and grant funds to balance and new programs to pay for themselves; and
7. Any new expenditure requires new revenue or expenditure reductions.
8. Transfer Tax revenue in excess of \$12.5 million dollars will be treated as one-time revenue to be used for the City's capital infrastructure needs.
9. As the General Fund subsidy to the Safety Members Pension fund declines over the next several years, the amount of the annual decrease will be used to help fund the new Police Employee Retiree Health Plan.
10. Starting in FY 2019, staff costs as approved by the City Council that exceed the enforcement fees and penalties shall be appropriated from the short term rental taxes collected pursuant to BMC Section 23C.22.050, Section H, with primary allocation of the rental tax to the purposes listed below:
 - Two thirds (66.7%) allocated to the Affordable Housing Trust Fund.
 - One third (33.3%) allocated to the Civic Arts Grant Fund.

The Budget Reflects the City's Strategic Goals and Priorities

The City's budget is a reflection of the City of Berkeley Strategic Plan, which identifies the long-term goals that the City government will achieve on behalf of the community, and the specific, short-term, two-year priority projects designed to advance those goals. The Plan serves as a guide for the City's staff to ensure that the priorities of the Mayor and City Council are met, all regulatory and financial obligations are fulfilled, and that the City continuously improves the services it provides for the community. The Plan helps employees throughout the organization to prioritize limited time and resources and to connect short-term, week-to-week work with longer-term goals for our city.

The City of Berkeley Strategic Plan reflects Berkeley's values and provides a strategic framework for the work that our employees accomplish. The specific priorities associated with each goal are updated every two years along with the City's biennial budget.

For a project or program to be included as a two-year priority in the Strategic Plan, it must:

- Help to advance one or more City Council priorities
- Be completed within the Plan's two-year cycle (or at least a clear phase of the work must be completed)

BUDGET POLICIES & PROCESS

- Have adequate resources in the City's budget to get the work done
- Engage multiple City departments collaborating to advance a shared priority

Budget Development Process

The budget process assigns resources to the goals and priorities set by the City Council. New programs are added based on Council service and program priorities. Under the City Charter, the City Manager prepares and recommends to the City Council an operating budget and a capital improvements budget for consideration and adoption

Since FY 2000, the City of Berkeley has prepared and adopted a Biennial Budget. The biennial budget cycle begins with the development of the Budget Development Instructions, including a process for identifying short-term priority initiatives that will be accomplished in a given budget cycle. A budget development calendar is also prepared and presented to Council for the subsequent year's budget preparation. The City Manager reviews and evaluates the baseline budgets and supplemental requests to determine whether they fulfill City Council goals and objectives, improve management effectiveness and service delivery, increase productivity, and align with the Strategic Plan.

The City Manager then develops a balanced budget proposal for submission to the Mayor and City Council no later than the first Monday in May or at a date set in May through Council authorization. Copies of the City Manager's Proposed Budget are also distributed to all Boards and Commissions and City Departments and are made available to the general public and posted on the City's website.

The City Council holds public meetings to discuss the proposed budget, including two or more formal public hearings. Budget amendments are considered for incorporation into the proposed budget prior to the formal budget adoption. A Five-Year Forecast is developed to match long-term outcomes with projected resources. This allows for matching resources with long-term policy initiatives that extend beyond the two-year budget cycle.

BUDGET POLICIES & PROCESS

FY 2020 & FY 2021 Biennial Budget Development Calendar

Date	Agenda	Action/Topic
March 19, 2019	Workshop	FY 2019 Mid-Year Budget Update & Review of Unfunded Liabilities
April 23, 2019	Council	Public Hearing on CDBG & ESG Annual Action Plan and proposed funding allocations to community agencies
May 1 & 3, 2019	Budget & Finance Policy Committee	Department Budget Presentations and Capital Improvement Program Presentation to Budget & Finance Policy Committee
May 7, 2019	Workshop	FY 2020 & FY 2021 Proposed Biennial Budget Presentation
May 14, 2019	Council	Public Hearing #1: Budget & Fee Increases from Departments, FY 2019 AAO #2, and Council Budget Referrals due to City Manager
May 28, 2019	Council	Public Hearing #2: Budget and Council recommendations on budget due to the City Manager
June 11, 2019	Council	Council Discussion on Proposed Biennial Budget
June 25, 2019	Action	Adopt FY 2020 & FY 2021 Biennial Budget & Tax Rates

BUDGET PRACTICES

The Reporting Entity

The City of Berkeley, California was originally incorporated as a town in 1878 and as a City in 1909. On January 30, 1909, the people of the City adopted a City Charter under which it currently operates (as amended). The City maintains a Council-Manager form of government and provides the following services as authorized by the City Charter: public safety (police and fire); highways and streets; sanitation; social services; public improvements; planning and zoning; and general services. The financial responsibilities of the City also include the Successor Agency (formerly the Berkeley Redevelopment Agency) and the Rent Stabilization Board.

Fund Accounting

A fund is a separate fiscal and accounting entity with a separate set of accounting records. City funds are organized within fund groups that include General Funds, Special Revenue Funds, Enterprise Funds, Internal Service Funds, Grant Funds, Bond Funds, Debt Service Funds, and Trust Funds. For example, a separate fund within the Grant Funds category is used to account for the funds received by the City through the Federal Community Development Block Grant (CDBG) Program.

The use of Fund Accounting is one of the basic requirements of generally accepted accounting principles (GAAP) for government and one of the major differences between government and commercial accounting. It requires separate record keeping for each individual fund that a government uses.

Accounting Practices

The accounting and reporting policies of the City conform to generally accepted accounting principles (“GAAP”) applicable to state and local governments. Generally accepted accounting principles for local governments include those principles prescribed by the Governmental Accounting Standards Board (“GASB”), which includes all statements and interpretations of the National Council on Governmental Accounting unless modified by the GASB, and those principles prescribed by the American Institute of Certified Public Accountants in the publication entitled Audits of State and Local Governmental Units.

Basis of accounting refers to the timing of when revenues and expenditures are reported in the financial statements. The governmental fund types and agency funds use the modified accrual basis of accounting. Under this method, revenues are recognized when they become both measurable and available.

All proprietary fund types and pensions trust funds use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Debt Limit

As a Charter City, the City of Berkeley is not subject to the debt limit restrictions that govern general law cities in California. Nonetheless, the City is well below that debt limit even with the passage of several bond measures:

- Measure Q (2000) for the purchase of Firefighting Equipment;

BUDGET PRACTICES

- Measure I (2002) for a new animal shelter;
- Measure FF (2008) for the renovation, construction, seismic, and disabled access improvements, and expansion of program areas at the City's four neighborhood branch libraries;
- Measure M (2012) for streets and watershed improvements.
- Measure T1 (2016) to repair, renovate, replace, or reconstruct the City's aging infrastructure and facilities, including sidewalks, storm drains, parks, streets, senior and recreation centers, and other important City facilities and buildings;
- Measure O, which authorized the City to issue \$135 million in general obligation bonds to create and preserve affordable housing for low-income households, working families, and individuals including teachers, seniors, veterans, the homeless, and persons with disabilities, was passed by the voters in November 2018 and the bond proceeds have not been issued yet.

Debt Limit information is further detailed in the Financial Summaries section.

Bond Rating

The City currently maintains a tax-backed rating of "Aa2" and "AA+" from Moody's Investors Service and Standard & Poor's respectively. These ratings put the City in the upper echelon of all California cities that maintain tax-backed ratings.

Budgetary Basis of Accounting

The budgetary basis of accounting determines when a government charges expenditures against an adopted budget appropriation, or when it credits revenue to its funds for budgeting purposes. Although the City presents financial statements in its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP, the budget is adopted on a modified cash basis. The major areas of difference between the two basis of accounting are as follows:

- ❑ For budgetary purposes, revenues are recorded when received. Under GAAP, revenues are recorded when earned.
- ❑ For budgetary purposes, interfund loans and repayments (i.e., "interfund transfers") are recorded as expenditures and revenues. Under GAAP, these transactions are reclassified as increases or reductions in the "due to/due from" accounts.
- ❑ In recognition of these differences, companion financial statements are presented in the CAFR according to the budgetary basis of accounting and a detailed schedule is provided that reconciles the results of applying the two different basis of accounting.

Appropriation Authority

The City Council adopts the budget by June 30 through the passage of an Annual Appropriation Ordinance (AAO). This ordinance sets expenditure limits at the fund level for the City's General Fund, special funds, debt service funds, capital projects funds, enterprise funds, and all internal service funds except the Payroll Deduction Trust Fund,

BUDGET PRACTICES

the Catastrophic Loss Trust Fund, Retiree Medical Trust Funds, and the Pension Annuity Fund.

Throughout the year, supplemental appropriations are approved through amendments to the AAO, and require a two-thirds super-majority vote of the City Council. The City Manager is authorized to transfer budgeted amounts between departments or programs within any fund. The Council must approve any transfer that alters the total appropriations of any fund.

All appropriated amounts lapse at year end and are subject to re-appropriation in the following fiscal year by City Council approval.

Fiscal Year

A twelve-month period of time to which the budget applies. For the City of Berkeley, this period is from July 1 through June 30.

Biennial Budget

A budget that spans two year consecutive fiscal years. For the City of Berkeley, the proposed budget covers FY 2019-2020 and FY 2020-2021. These are also referred to as FY 2020 & FY 2021.

Encumbrances

Encumbrance accounting is used to designate funds for purchase orders, contracts and other commitments until actually expended. Encumbrances outstanding at year-end are carried into the next fiscal year, but the related budget authority is subject to re-appropriation by Council.

The Budget as a Living Document

The budget is intended to be a flexible document representing revenue and expenditure data. The current document presents audited actual data for FY 2017 and FY 2018, adopted budget figures for FY 2019, and the proposed budget figures for FY 2020 and FY 2021.

**SUMMARY OF FY 2020 & FY 2021 PROPOSED BUDGET
By Funding Source**

Fund Description	Proposed FY 2020		Proposed FY 2021	
	Revenue ^(b)	Expenses	Revenue ^(b)	Expenses
General Fund Discretionary	\$ 194,499,665	\$ 191,235,836	\$ 198,016,202	\$ 194,858,351
Special Revenue Funds				
Emergency Disabled Services	1,291,382	1,291,382	1,317,210	1,317,210
Paramedic Tax ^(a)	3,711,829	3,872,044	3,773,812	3,975,138
Parks Tax	13,709,037	16,413,511	13,969,718	13,955,060
Downtown Berkeley Prop & Improv. District	1,281,760	1,281,760	1,281,760	1,281,760
Measure GG - Fire Prep Tax	5,182,625	4,793,467	5,285,357	4,830,203
Street Light Assess. District ^(a)	1,925,489	2,620,883	2,240,939	2,675,066
Solano Avenue Bus. Imp Dist.	25,000	25,000	25,000	25,000
Telegraph Pro Bus. Imp. Dist.	503,670	503,670	503,670	503,670
N. Shattuck Bus. Imp. Dist.	182,647	182,647	182,647	182,647
Berkeley Tourism BID	650,000	650,000	650,000	650,000
Elmwood BID	30,000	30,000	30,000	30,000
Enterprise Funds				
Zero Waste ^(a)	48,442,782	48,962,247	48,651,251	50,437,150
Marina Operation ^(a)	6,243,295	7,118,243	6,278,344	7,606,750
Sewer	27,629,838	23,524,301	27,656,012	23,778,693
Clean Storm Water	4,832,668	4,171,366	4,977,648	4,662,824
Private Sewer Lateral	240,501	197,441	240,501	202,967
Permit Service Center ^(a)	16,764,893	19,405,470	17,527,428	19,829,496
Off Street Parking	6,397,291	6,226,848	7,352,169	6,499,568
Parking Meter	10,685,985	9,401,361	11,061,390	9,633,603
Unified Program - Toxics ^(a)	894,180	918,190	915,150	938,279
Building Management (1947 Center St.) ^(a)	3,056,813	3,205,142	3,056,813	3,226,146
Gas / Sales Tax Street Improvement Funds ^(a)	12,911,441	14,098,752	12,911,441	15,769,282
Bonds ^(b)	100,000	16,091,524	100,000	1,303,350
Debt Service Funds ^(a)	7,843,208	11,538,860	7,843,208	10,778,460
Grant Funds ^(c)	33,787,559	36,225,990	31,618,529	34,884,583
Internal Service Funds	40,089,993	37,543,530	40,310,942	38,813,812
Other Funds				
Capital Improvement Fund ^(a)	4,950,905	7,442,802	4,950,905	6,793,845
Public Liability ^(a)	1,695,888	1,995,642	1,695,888	2,018,826
Library ^(a)	20,128,598	25,541,832	20,529,730	21,262,421
Rent Board ^(a)	5,500,000	5,334,943	5,500,000	5,446,666
Successor Agency	-	56,960	-	57,120
Playground Camp ^(a)	1,000,832	1,956,129	1,000,832	1,969,906
Health State Aid Realignment Trust ^(c)	3,747,761	4,125,651	3,703,018	4,110,373
Other Funds ^(a)	5,833,628	12,991,531	6,009,919	12,896,574
Revenue & Expenditure Totals:	\$ 485,771,163	\$ 520,974,955	\$ 491,167,433	\$ 507,204,799

(a) Revenues do not reflect use of fund balances which are added to balance revenues with appropriations.

(b) Revenues for Bond Projects collected in prior fiscal years.

(c) FY 2020 & FY 2021 grant revenues and expenditures will be adjusted to match once award amounts are known.

Summary of Expenditures by Department - All Funds

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Mayor & Council	1,761,098	1,938,448	2,020,693	2,195,919	2,240,947
Auditor	2,112,477	2,157,055	2,419,749	2,714,111	2,781,597
Police Review Commission	602,055	720,978	731,132	778,165	795,021
City Manager	6,113,487	6,501,609	7,638,613	8,024,880	8,051,513
Office of Economic Development	4,348,174	5,783,523	5,397,704	5,603,025	5,633,890
Information Technology ^(a)	10,962,328	13,279,709	17,537,825	19,404,413	19,725,905
City Attorney	3,450,054	4,737,620	4,224,401	4,594,533	4,676,381
City Clerk	2,499,350	1,658,990	2,534,266	3,004,901	2,859,283
Finance	6,450,770	6,653,713	7,924,435	8,766,934	8,968,578
Human Resources	3,922,257	3,796,400	3,888,726	4,240,103	4,342,003
Health, Housing & Community Services	42,950,327	45,328,006	49,197,874	54,565,114	54,545,071
Police	66,428,530	66,351,534	67,277,591	74,979,834	77,223,242
Fire	39,124,707	40,329,408	40,008,265	44,379,144	45,434,206
Public Works	120,952,957	142,401,016	115,819,678	133,130,527	135,473,725
Parks, Recreation & Waterfront	28,275,284	31,875,289	28,150,223	47,321,523	31,801,449
Planning	16,700,110	18,917,631	21,372,934	24,506,913	25,032,888
Library	17,458,877	17,541,858	23,333,610	26,139,932	21,859,716
Rent Board	4,857,543	5,057,290	5,231,605	5,334,943	5,446,666
Non-Departmental ^(b)	102,451,886	101,847,696	56,940,782	51,290,041	50,312,718
Gross Appropriations:	481,422,271	516,877,773	461,650,106	520,974,955	507,204,799
Less: Dual Appropriations ^(c)	(67,619,534)	(79,934,299)	(27,061,214)	(26,171,544)	(25,955,764)
Less: Revolving & Internal Service Funds ^(d)	(30,403,924)	(25,910,362)	(27,741,227)	(39,539,172)	(40,832,638)
Net Expenditure:	\$ 383,398,813	\$ 411,033,112	\$ 406,847,665	\$ 455,264,239	\$ 440,416,397

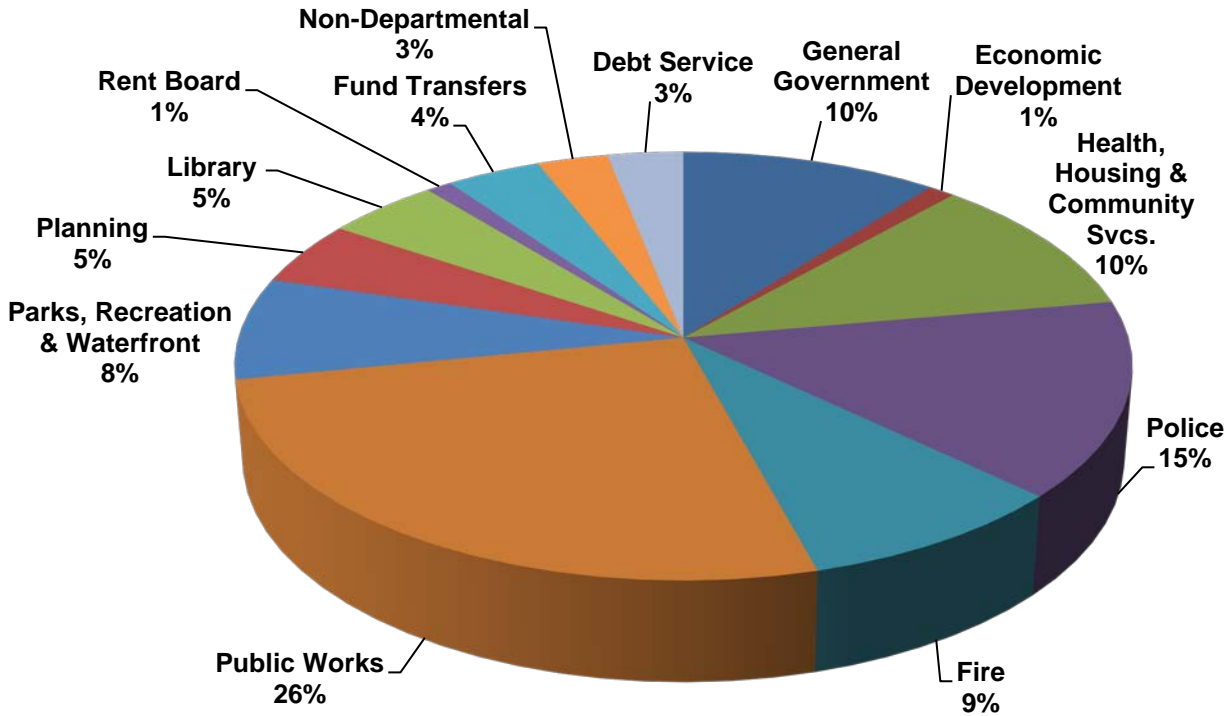
(a) Information Technology budget includes \$5,602,307 in FY 2020 and \$5,630,530 in FY 2021 for FUNDS Replacement and \$12,965,536 in FY 2020 and \$13,258,605 in FY 2021 for the new IT Cost Allocation Plan Fund

(b) Non-Departmental consists of operational overhead costs such as Property Insurance and School Board Salaries, General Fund allocation for Community Based Organizations, Workers' Compensation costs, Debt Service, and Interfund Transfers.

(c) Dual Appropriations are revenues that are initially budgeted for receipt in one fund and subsequently transferred for expenditure in another fund.

(d) Revolving & Internal Service Funds are funds that derive revenue by virtue of payment from other fund sources as benefits are received by such funds.

All Funds Expenditures by Department
FY 2020 & FY 2021
Biennial Budget
\$1,028,179,754 (Gross)
\$895,680,636 (Net)



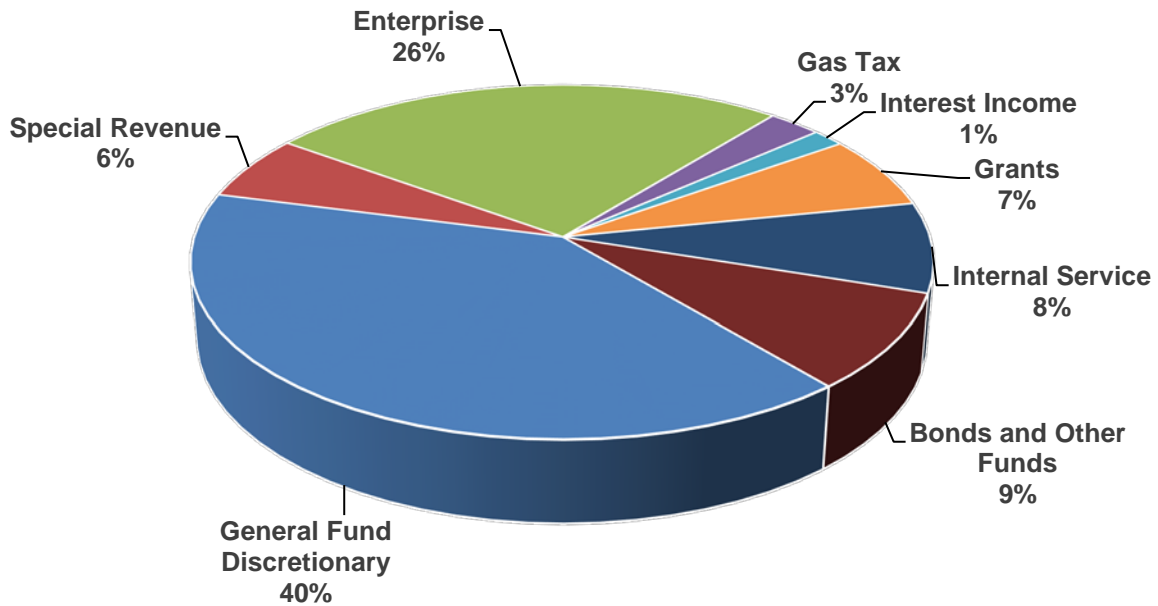
REVENUE BY FUNDING SOURCE

Fund Description	Actual Revenue FY 2018	Adopted Revenue FY 2019	Proposed Revenue FY 2020	Proposed Revenue FY 2021
10 General Fund Discretionary	\$198,642,216	\$184,756,040	\$ 194,499,665	\$ 198,016,202
Special Revenue Funds				
18 Emergency Disabled Services ^(a)	1,234,909	1,270,257	1,291,382	1,317,210
160 Paramedic Assessment/Tax ^(a)	3,489,594	3,659,961	3,711,829	3,773,812
450 Parks Tax ^(a)	13,166,189	13,474,968	13,709,037	13,969,718
451 Downtown Berkeley Prop & Improv. District ^(b)	1,234,175	1,281,760	1,281,760	1,281,760
456 Measure GG - Fire Prep Tax ^(a)	5,212,511	5,058,273	5,182,625	5,285,357
470 Streetlight Assessment District	1,433,761	1,410,489	1,925,489	2,240,939
474 Solano Avenue Business Imp. District ^(b)	34,182	25,000	25,000	25,000
477 Telegraph Bus Pro Imp District ^(b)	457,583	489,000	503,670	503,670
478 N. Shattuck Bus. Imp. Dist. ^(b)	178,746	174,011	182,647	182,647
971 Berkeley Tourism BID ^(b)	650,574	650,000	650,000	650,000
972 Elmwood BID ^(b)	31,480	30,000	30,000	30,000
Enterprise Funds				
820 Refuse	44,738,973	41,242,753	48,442,782	48,651,251
825 Marina Operation	6,296,533	6,270,459	6,243,295	6,278,344
830 Sewer	25,899,335	22,827,768	27,629,838	27,656,012
831 Clean Storm Water	2,348,431	2,396,937	4,832,668	4,977,648
832 Private Sewer Lateral	90,501	240,501	240,501	240,501
833 Permit Service Center	16,855,271	15,003,859	16,764,893	17,527,428
835 Off Street Parking	5,435,994	3,496,428	6,397,291	7,352,169
840 Parking Meter	10,168,932	9,191,713	10,685,985	11,061,390
845 Unified Program - Toxics	975,298	780,500	894,180	915,150
850 Building Management - 1947 Center St.	2,833,188	3,056,813	3,056,813	3,056,813
Gas / SalesTax Street Improvement Funds	10,531,590	12,082,501	12,911,441	12,911,441
Bond Funds				
Measure FF - Branch Libraries	0	0	-	-
Measure T1	35,120,447			
Measure G Bond Capital Imprvmnts	1,186	0	-	-
Measure M - GO St & Wtr Imps	0	0		
640 BJPFA Lease Revenue Bonds	0	103,336	-	-
656 00 Mello-Roos - Fire Equipment	100,000	100,000	100,000	100,000
676 Meas I - Animal Shelter	47	0	-	-
Debt Service Funds				
710 Debt Service Fund	265,115	0	-	-
714 09 Measure FF Library Debt Service	1,642,115	1,604,969	1,604,969	1,604,969
718 2015 GORBS	2,821,228	3,309,864	3,309,864	3,309,864
720 99 Lease Re Bds BJPFA \$9M	500,139	498,935	499,802	499,802
721 SPL Tax Bds CFD#1 ML-ROOS	1,021,605	0	-	-
723 2002 G.O. Refunding Bonds	514,845	1,463,321	1,463,321	1,463,321
730 Measure M GO St. & Water Imp	1,906,114	0		
731 Infrs & Facil Meas T1	38,784,533	0		
Other Debt Service	1,402,237	965,552	965,252	965,252
Grant Funds				
Federal Grants	8,759,168	9,955,969	12,028,486	11,780,597
State/County Grants	26,490,096	19,662,138	19,943,824	19,541,432
Other Grants	799,657	296,500	1,815,249	296,500
Internal Service Funds				
488 Employee Training Fund	750,000	750,000	750,000	750,000
860 Equipment Replacement	5,835,316	4,163,406	5,908,743	5,836,625
865 Equipment Maintenance	7,534,609	6,461,013	6,461,013	6,461,013
866 Building Maintenance Fund	3,913,215	3,588,738	3,821,039	3,821,039
870 Warehouse	328,166	225,000	225,000	225,000
873 Computer & Server Replacement	371,605	382,998	-	-
875 Workers Compensation	9,923,667	9,681,972	9,703,169	9,717,267
891 IT Cost Allocation			13,221,029	13,499,998
Other Funds				
610 Capital Improvement Fund	10,634,045	5,348,269	4,950,905	4,950,905
881 Public Liability	1,711,657	1,695,888	1,695,888	1,695,888
301 Library ^(a)	19,416,647	19,893,213	20,128,598	20,529,730
440 Rent Board	5,536,715	5,500,000	5,500,000	5,500,000
Successor Agency	800,834	0	0	0
330 Playground Camp	2,008,239	1,000,832	1,000,832	1,000,832
958 Hlth State Aid Realign Trust	3,770,841	3,703,018	3,747,761	3,703,018
Other Funds	13,237,635	5,429,922	5,833,628	6,009,919
Revenue Totals	\$557,841,689	\$434,654,844	\$485,771,163	\$491,167,433

(a) The established growth index for the Emergency Medical Services Tax (Paramedic Tax) is the April Consumer Price Index (CPI). The Emergency Services for the Disabled Tax, the Library Tax, Parks Tax, and the Measure GG Fire Services and Disaster Preparedness Tax growth is either the higher of the CPI or the Personal Income Growth (PIG).

(b) Business Improvement District Revenues will be adjusted based on approved increases

**Revenue By Funding Source
FY 2020 & FY 2021
Biennial Budget
\$976,938,596
(Excludes Use of Fund Balances)**



DEBT LIMIT COMPUTATION (June 30, 2018)

The City of Berkeley is a charter city and, as such, does not have a debt limit. However, if it were a general law city, its legal debt limit and debt limit margin would be the following:

Total FY 2018 assessed valuation (less other exemptions)	\$17,376,516,658
Debt limit (15% of assessed value)	2,606,477,499
Amount of debt applicable to the debt limit	117,520,000
Legal debt margin (if Berkeley were a general law city)	\$2,488,957,499

Effects of Existing Non-Tax-Supported Debt levels on Current and Future City Operations

The City's existing debt levels are not expected to significantly impact current operations since the general obligation bonds (please see notes below for 2015 G.O. Refunding Bonds) are entirely tax-supported and the City has identifiable sources of debt repayment for its governmental revenue bonds, certificates of participation, and its enterprise lease revenue bonds, as follows:

Governmental Revenue Bonds and Certificate of Participation

Description	Principal Outstanding at June 30, 2018	Year of Final Maturity	Debt Service Due in FY 2019	Debt Service Due in FY 2020
Theatre Facility and Park Land Acquisition on Bonds	\$ 4,419,703	2030	\$ 498,935	\$ 499,802
Certificates of Participation for Acquisition and Construction of Animal Shelter	5,125,000	2040	402,913	402,613
Total Governmental Revenue Bonds	\$ 9,544,703		\$ 901,848	\$ 902,415

- Theatre Facility and Park Land Acquisition Bonds: These bonds will not negatively impact current or future City operations since they have been supported by Capital Improvement Fund transfers since FY 2001. The bonds were issued to help address two City priorities: (1) Obtaining land to build playgrounds and (2) supporting the arts, through the construction of a new Berkeley Repertory Theatre.

DEBT LIMIT COMPUTATION (June 30, 2018)

Also, it should be pointed out that on June 9, 2015, the 2015 General Obligation Refunding Bonds were issued by the City of Berkeley, under provisions of the California Government Code and under a Resolution adopted by the City Council. The Refunding Bonds were issued to refinance the City's outstanding (i) 2002 General Obligation Refunding Bonds, (ii) 2007 Series A General Obligation Refunding Bonds, (iii) City of Berkeley 2007 General Obligation Refunding Bonds, 2007 Series B, and (iv) General Obligation Bonds, Series 2008 (Measure I – Animal Shelter Project). It is anticipated that the Refunding Bonds, in book entry form, will be available for delivery through the facilities of DTC in New York, on or about July 15, 2015.

Enterprise Funds Lease Revenue Bonds

Description	Principal Outstanding at June 30, 2018	Year of Final Maturity	Debt Service Due in FY 2019	Debt Service Due in FY 2020
Garage Improvement Bonds	\$ -	2022 but the City elected to pay it off on March 2015. Please see notes below.	\$ -	\$ -
Certificates of Participation for Acquisition of 1947 Center Street	17,400,297	2032	1,631,278	1,634,111
2016 Parking Revenue Bonds	33,970,000	2046	1,153,050	1,913,050
Total Enterprise Funds Lease Revenue Bonds and COP's	\$ 51,370,297		\$ 2,784,328	\$ 3,547,161

- **Garage Improvement Bonds:** These bonds won't negatively impact current or future City operations since they are entirely supported by fees from the parking garages and mall leases. The City elected to pay off these bonds in March 2015.

On March 1, 2015, in accordance with the provisions of Article IV of the indenture of Trust dated August 1, 2005, by and among the City of Berkeley (the "City"), the Berkeley Joint Powers Financing Authority (the "Authority") and then Bank of New York Mellon Trust Company (the "Trustee"), the City called for the full optional redemption of all the outstanding principal amount of the \$5,620,000 City of Berkeley Revenue Bonds, 2005 (Garage Improvement Bonds) (the "Bonds") to occur on March 1, 2015 (the "Redemption Date") at the redemption price (the "Price") of 100% of the principal amount thereof together with accrued interest to said Redemption Date. The indentures of Trust allows the City to notify the Trustee, on or before the Redemption Date, of its decision to rescind the proposed redemption if for any reason sufficient funds will not be or are not available on the Redemption Date.

DEBT LIMIT COMPUTATION (June 30, 2018)

- Certificates of Participation for Acquisition of 1947 Center Street Building: The purchase of this building was viewed as a prudent financial decision because it gave the City the opportunity to house several City departments that were leasing space. The elimination of these lease costs plus the lease income from other tenants in the building offsets the debt service costs on the COP's. In addition, the City is earning equity in the building. For these reasons, these bonds won't negatively impact current or future City operations.

- Parking Revenue Bonds, Series 2016: On August 9, 2016, the BJPFA issued \$33,970,000 in parking revenue bonds, on behalf of the City, to provide funds to (1) finance the demolition of the current Center Street garage, the construction of a new downtown Center Street Garage and other related work; (2) purchase a reserve fund insurance policy for the bonds; and (3) pay capitalized interest through June 1, 2019. Interest rates ranging from 3.00%-4.00% are payable semi-annually on June 1 and December 1. Principal is due annually on June 1 starting in FY 2019-20. The bonds mature June 1, 2046 and are collateralized solely by all the installment payments received by BJPFA from the City under the installment sale agreement, any business interruption insurance proceeds paid to the Trustee pursuant to the installment sale agreement, and certain moneys derived from certain other funds and accounts held by the Trustee pursuant to the indenture. This bond has an underlying rating of A from S&P, and an insured rating of AA.

City of Berkeley
FY 2019 - FY 2021 Debt Service Details

Account Description	FY 2019	FY 2020	FY 2021	Total
Principal Payment	640,000	670,000	700,000	2,010,000
Interest Payment	114,788	84,075	51,538	250,401
2002 Measure Q (Mello Roos)	754,788	754,075	751,538	2,260,401
				-
Principal Payment	40,000	45,000	45,000	130,000
Interest Payment	54,933	52,912	50,739	158,584
2004 TOH Improvement Bonds	94,933	97,912	95,739	288,584
				-
Principal Payment	12,662	13,516	14,429	40,607
Interest Payment	14,638	13,754	12,812	41,204
2008 Sustainable Energy District	27,300	27,270	27,241	81,811
				-
Principal Payment	215,000	225,000	240,000	680,000
Interest Payment	455,844	447,875	436,138	1,339,857
2009 GO Measure FF - Branch Libraries	670,844	672,875	676,138	2,019,857
				-
Principal Payment	395,000	415,000	435,000	1,245,000
Interest Payment	551,131	530,881	509,632	1,591,644
2010 GO Measure FF - Branch Libraries	946,131	945,881	944,632	2,836,644
				-
Principal Payment	115,000	120,000	125,000	360,000
Interest Payment	287,913	282,613	276,800	847,326
2010 COP (Animal Shelter)	402,913	402,613	401,800	1,207,326
				-
Principal Payment	293,944	306,826	320,880	921,650
Interest Payment	204,991	192,976	178,818	576,785
2012 Refunding Lease Revenue Bonds(Refunding of 1999 Lease Revenue Bonds)	498,935	499,802	499,698	2,498,657
				-
Principal Payment	961,056	1,003,174	1,049,121	3,013,351
Interest Payment	670,222	630,937	584,646	1,885,805
2012 Refunding Lease Revenue Bonds(Refunding of 2003 COP)	1,631,278	1,634,111	1,633,767	4,899,156
				-
Principal Payment	305,000	320,000	335,000	960,000
Interest Payment	593,125	577,500	561,125	1,731,750
2014 GO Bonds - Measure M - Street & Intergrated Watershed Improvements	898,125	897,500	896,125	2,691,750
				-
Principal Payment	280,000	285,000	295,000	860,000
Interest Payment	477,963	465,238	450,738	1,393,938
2016 GO Bonds - Measure M - Street & Intergrated Watershed Improvements	757,963	750,238	745,738	2,253,938
				-
Principal Payment	1,741,433	1,825,479	1,916,249	5,483,161
Interest Payment	875,314	786,141	687,808	2,349,263
2015 GO Bonds Refunding (2002, 2007, 2008)	2,616,747	2,611,620	2,604,057	7,832,424
				-
Principal Payment	320,132	335,582	352,269	1,007,983
Interest Payment	160,911	144,518	126,442	431,871
2015 GO Bonds Refunding (2002, 2007, 2008)	481,043	480,100	478,711	1,439,854
				-
Principal Payment	120,575	126,394	132,679	379,648

City of Berkeley
FY 2019 - FY 2021 Debt Service Details

Account Description	FY 2019	FY 2020	FY 2021	Total
<u>Interest Payment</u>	60,606	54,432	47,623	162,661
2015 GO Bonds Refunding (2002, 2007, 2008)	181,181	180,826	180,302	542,309
				-
Principal Payment	407,860	427,545	448,804	1,284,209
<u>Interest Payment</u>	205,007	184,122	161,092	550,221
2015 GO Bonds Refunding (2002, 2007, 2008)	612,867	611,667	609,896	2,720,648
				-
Principal Payment	394,341	402,028	409,866	1,206,235
<u>Interest Payment</u>	33,716	26,029	18,193	77,938
2016 Fire Truck	428,057	428,057	428,059	1,284,173
				-
Principal Payment	172,633	180,579	188,059	541,271
<u>Interest Payment</u>	313,086	305,140	297,660	915,886
Notes Payable Harbor Construction # 5	485,719	485,719	485,719	1,457,157
				-
Principal Payment	347,754	351,190	354,761	1,053,706
<u>Interest Payment</u>	22,697	19,261	15,690	57,647
CA Energy Conservation Commission	370,451	370,451	370,451	1,481,804
				-
Principal Payment	1,815,000	1,350,000	660,000	3,825,000
<u>Interest Payment</u>	1,199,433	1,120,306	1,070,057	3,389,796
2017 GO Bonds - Measure T1 Infrastructure & Facilities	3,014,433	2,470,306	1,730,057	7,214,796
				-
Principal Payment	26,000	26,000	26,000	78,000
<u>Interest Payment</u>	6,815	5,406	3,977	16,198
HUD 108 Loan - Adeline Apartments	32,815	31,406	29,977	94,198
				-
Principal Payment	350,000	360,000	375,000	1,085,000
<u>Interest Payment</u>	141,583	135,872	128,775	672,361
HUD 108 Loan - Ed Roberts Campus	491,583	495,872		2,042,361
				-
Principal Payment	2,000	2,000	2,000	10,000
<u>Interest Payment</u>	17,439	17,401	17,356	87,333
HUD 108 Loan-UNA	19,439	19,401	19,356	97,333
				-
				-
Principal Payment	32,000	34,000	37,000	147,000
<u>Interest Payment</u>	25,600	22,960	20,120	139,240
Savo Island Debt Service	57,600	56,960	57,120	286,240
				-
Total Principal	8,987,390	8,824,313	8,462,117	26,273,821
Total Interest	6,487,753	6,100,347	5,707,779	18,295,879
Total Debt Service	15,475,143	14,924,661	14,169,896	44,569,700

GANN APPROPRIATIONS LIMITATION
Actual for FY 2019, Projected For FY 2020 AND FY 2021

Fiscal 2018 Gann Appropriatic	\$219,090,370
Add: Fiscal Library Relief Tax	19,746,463
Emergency Medical Services Special Tax	3,047,265
Park Maintenance, City Trees and Landscaping Special Tax	13,411,968
Emergency Paratransit Tax	1,270,257
Disaster Fire Protection Tax	985,734
Fire Protection and Emergency Response and Preparedness	<u>5,058,273</u>
Total Gann Appropriations Limitation FY 2019	262,610,330
Appropriation Subject to Gann Limitation FY 2019	<u>195,646,177</u>
Excess of Limitation Over Appropriation FY 2019	<u><u>\$66,964,153</u></u>
% Under Gann Limit-for FY 2019	<u>25.50%</u>
Fiscal 2019 Gann Appropriation Limitation	\$223,472,177
Add: Fiscal Library Relief Tax	20,056,598
Emergency Medical Services Special Tax	3,099,133
Park Maintenance, City Trees and Landscaping Special Tax	13,634,037
Emergency Paratransit Tax	1,291,382
Disaster Fire Protection Tax	985,734
Fire Protection and Emergency Response and Preparedness	<u>5,136,625</u>
Total Projected Gann Appropriations Limitation FY 2020	267,675,686
Appropriation Subject to Gann Limitation FY 2020	<u>199,877,327</u>
Excess of Limitation Over Appropriation FY 2020	<u><u>\$67,798,359</u></u>
Projected % Under Gann Limit-Projected for FY 2020	<u>25.33%</u>
Fiscal 2020 Gann Appropriation Limitation	\$227,941,621
Add: Fiscal Library Relief Tax	20,457,730
Emergency Medical Services Special Tax	3,161,116
Park Maintenance, City Trees and Landscaping Special Tax	13,906,718
Emergency Paratransit Tax	1,317,210
Disaster Fire Protection Tax	985,734
Fire Protection and Emergency Response and Preparedness	<u>5,239,357</u>
Total Projected Gann Appropriations Limitation FY 2021	273,009,486
Projected Appropriation Subject to Gann Limitation FY 2021	<u>204,897,927</u>
Projected Excess of Limitation Over Appropriation FY 2021	<u><u>\$68,111,559</u></u>
Projected % Under Gann Limit-Projected for FY 2021	24.95%

(1) The GANN Limit override to raise the spending limit for the special taxes are required to be renewed by voters every four years. The date the next GANN Limit override is to be submitted to voters is November, 2020.

**ANNUAL IMPACT OF CITY OF BERKELEY FEES TAXES ON HOMEOWNER
FY 2015 - FY 2021**

(excludes other jurisdictions: School District, Peralta College, etc.)

Home average square feet = 1900 SF Average Home Assessed Value Exemption:	ACTUAL				PROJECTION		
	2015	2016	2017	2018	2019	2020	2021
Average Home Assessed Value	\$395,450	\$413,245	\$431,841	\$451,274	\$471,581	\$492,803	\$514,979
Exemption:	-7,000	-7,000	-7,000	-7,000	-7,000	-7,000	-7,000
Average Home Assessed Value (Net)	\$388,450	\$406,245	\$424,841	\$444,274	\$464,581	\$485,803	\$507,979
Property Tax	\$3,884	\$4,062	\$4,248	\$4,443	\$4,646	\$4,858	\$5,080
Measure S - Civic Center Seismic Improvements	74	66					
Measure G - Safety Bldgs Seismic Improvements	49	32					
Measure I - Animal Shelter	8	8					
Rebonded Measure G,S I-Consolidated			106	98	95	100	104
Measure FF - Library Seismic Seismic Improvements	39	32	38	7	39	41	43
Measure Q - Fire Equipment -MelloRo	24	24	24	24	24	24	24
Measure M - Streets/Watershed	27	37	45	44	42	44	46
Measure T1 - Infrastructure/Facilities	0	0	0	70	59	62	65
Measure T1 - Infra./Fac.(Series B)	0	0	0	0	0	0	65
Measure O - Affordable Housing	0	0	0	0	0	62	65
TOTAL	220	200	213	242	259	332	410
Sanitary Sewer Fee	245	358	444	507	543	562	583
City Landscaping & Parks Tax	239	279	293	305	316	322	329
Emergency Disabled Services	25	26	28	29	29	30	31
Street Light Assessment District	21	21	21	21	21	21	21
Zero Waste Fees	443	457	470	484	499	514	529
Library Tax	353	366	386	400	408	416	424
Paramedic Tax	64	65	65	68	69	70	72
Fire Protection/Emergency Response	90	94	99	103	105	107	109
Stormwater Program Fee	34	34	34	34	34	34	34
TOTAL	1,513	1,699	1,840	1,950	2,023	2,076	2,130
TOTAL	\$5,618	\$5,961	\$6,301	\$6,635	\$6,928	\$7,265	\$7,620

GENERAL ASSUMPTIONS

Basic 1% County Property Tax: based on an average assessed value (City receives 32.5% of the 1%)

Sanitary Sewer Fee: 7.0% increase in FY 2019, & 3.6% increase in FY 2020

City Landscaping & Parks Tax: 3.67% increase in FY 2019, 2% increase thereafter

Emergency Disabled Services: 3.67% increase in FY 2019, 2% increase thereafter

Street Light Assessment District: no increase in FY 2019 and thereafter

Zero Waste Fees: 3% increase in FY 2019; 3% increase thereafter

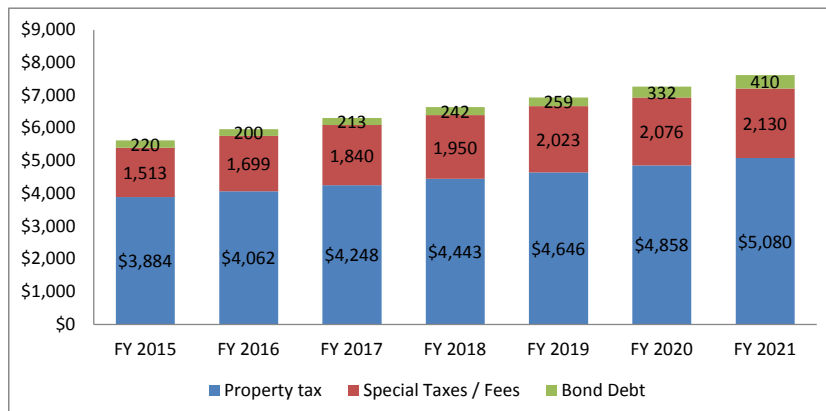
Library Tax: 3.67% increase in FY 2019, 2% increase thereafter

Paramedic Tax: 3.217% increase in FY 2019, 2% increase thereafter

Fire Protection/Emergency Response Tax: 3.67% increase in FY 2019, 2% increase thereafter

Stormwater Program Fee: no increase in FY 2019 and thereafter

Very low income households refund applies to: Sanitary Sewer Fee, Library, Paramedic, Parks, CFD-1,



FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)

Projected Outlook

The FY 2020 & FY 2021 Biennial General Fund Budget is currently a balanced budget for the two years. The City was facing a Biennial Budget in deficit position; however, the passage of Measure O¹ and Measure P² helped to alleviate the pressure that was being placed on the General Fund and provides funding that supports some of the most vulnerable members of the community we serve.

The Marina Enterprise Fund – the mechanism for managing all Waterfront revenues and expenditures – has annual revenues of approximately \$6.2 million and annual expenditures of approximately \$7.2 million, with an annual structural deficit in excess of \$1 million. The Fund is projected to exhaust all reserves within the next two years (by FY 2021) as can be seen in more detail in the Other Funds Section.

Controlling expenditures has been and will continue to be a necessity in managing the City's budget, and labor costs are a critical factor in that approach. Achieving a sustainable balance of both personnel and non-personnel expenditures against reasonable revenue projections will continue to require close attention, especially as we move into new labor negotiations. Over the next fiscal year, staff will work with Council, labor, and the community to address the ongoing structural deficits and bring projected expenditures in line with projected revenues. This may involve a combination of expenditure reductions, identification of new revenues, or realignment of current services or programs.

A variety of assumptions and factors drive the forecast, such as labor costs, inflation, federal and state initiatives, and unforeseen events and emergencies. These assumptions impact revenue and expenditure projections and variations can cause unanticipated swings in budget balancing strategies.

Inflation

Inflation is an important factor, directly impacting City revenues and expenditures. Inflation-sensitive revenue, such as sales and business license taxes, make up a significant portion of the General Fund budget. Inflation in the Bay Area has increased on the average of 3.08% over the last five years.

¹ \$135 million in general obligation bonds to create and preserve affordable housing for low-income households, working families, and individuals including teachers, seniors, veterans, the homeless, and persons with disabilities. <https://www.cityofberkeley.info/uploadedFiles/Clerk/Elections/Berkeley%20Bond%20Measure%20-%20All%20Ballot%20Question%20and%20Full%20Text%20and%20Tax%20Rate%20Statement.pdf>

² Funding for general municipal purposes such as navigation centers, mental health support, rehousing and other services for the homeless, including homeless seniors and youth. <https://www.cityofberkeley.info/uploadedFiles/Clerk/Elections/Transfer%20Tax%20-%20All%20Ballot%20Question%20and%20Full%20Text.pdf>

FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)

CONSUMER PRICE INDEX

Change from previous year (April to April)

YEAR	% INCREASE
2008	2.9
2009	0.8
2010	1.7
2011	2.8
2012	2.1
2013	2.4
2014	2.8
2015	2.4
2016	2.7
2017	3.8
2018	3.7
5 – Year Average	3.08

U.S. Bureau of Labor Consumer Price Index All Urban Consumer

The established growth index for the Emergency Medical Services Tax (Paramedic Tax) is the April Consumer Price Index (CPI). The Emergency Services for the Disabled Tax, the Library Tax, Parks Tax, and the Measure GG Fire Services and Disaster Preparedness Tax growth is either the higher of the CPI or the Personal Income Growth (PIG). For FY 2020 & FY 2021, all of the tax rates assumed an increase of 2% in each year. The tax rates are adjusted once the City has the CPI and PIG figures in May and then officially approved by the Council in June.

Population

Based on data from the 2010 Census, Berkeley's population grew by over 6 percent compared to the 2013 - 2017 American Community Survey (ACS) 5 Year Estimates data. Berkeley is estimated to have a population of 120,179. Some revenues, such as Motor Vehicle In-Lieu, are based on population.

Managing Escalating Costs

Salary and benefit costs make up approximately 55 percent of the citywide budget on an all funds basis and 74 percent of the General Fund. Five-year forecasts do not include assumptions on future cost of living adjustments but do assume an annual increase in benefit costs.

California Public Employee Retirement System (CalPERS)

The updated CalPERS employer contribution rates for FY 2020 & FY 2021 are shown below. In the past, the City was provided with PERS rates for Miscellaneous, Police, and Fire employees. PERS has now implemented three policy changes. PERS lowered the discount rate, reduced the smoothing from 30 to 20 years, and is billing a specific dollar value of required contribution instead of a percentage of the actual payroll cost. The rates below have been updated and reflect the reduced rates resulting from the employees' contributions to the Employer PERS rate, 8% for Miscellaneous Employee and 2% each for Police and Fire.

FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)

	CalPERS Actuals FY 2019	CalPERS Actuals FY 2020	CalPERS Projections for FY 2021	CalPERS projections for FY 2022
Police	60.8%	66.6%	70.7%	73.6%
Fire	44.0%	48.2%	51.2%	54.0%
Miscellaneous	30.5%	32.5%	34.7%	36.4%
<i>Rates are based on CalPERS' projected payroll</i>				

Medical Health Care & Dental Rates

The City funds medical benefits up to the Kaiser family rate. For those employees that chose Sutter Health as their provider, the employee pays the difference between the Kaiser and Sutter Health rate.

The proposed budgets for FY 2020 & FY 2021 reflect rate increases based on the Kaiser medical plan at a 0.44% decrease for Calendar Year 2019 and projected 12% increases for Calendar Years 2020 and 2021.

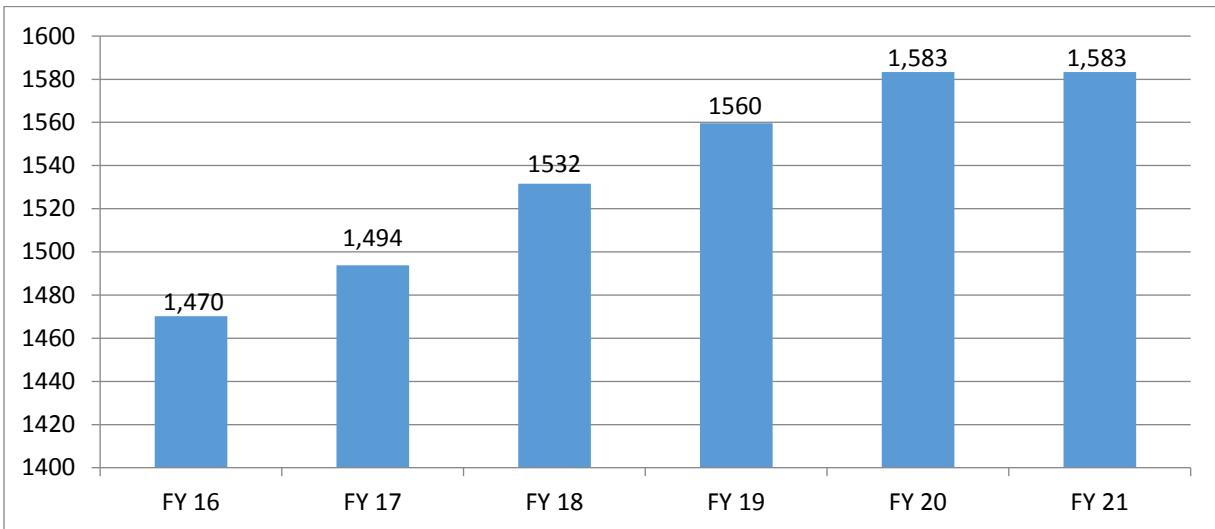
The City's is estimated to pay \$24.5 million in FY 2020 and \$27.3 million in FY 2021 for medical health insurance for active employees.

The FY 2020 & FY 2021 proposed budgets reflect an increase in dental costs of 0% in Calendar Year 2019 and 2020 and 10% in Calendar Year 2021.

Staffing

The balancing act between projected revenues and escalating expenditures has been challenging. In FY 2020, salary and benefit costs make up approximately 55 percent of the citywide budget on an all funds basis and 74 percent of the General Fund operating budget. Between FY 2016 and FY 2019, staffing increased by 90 FTEs. Between FY 2019 and FY 2020 staffing is budgeted to increase by 23 FTEs.

**Number of Full Time Equivalent Employees (FTEs)
FY 2016 to 2021**



FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)

A detail chart showing the positions added in FY 2020 & FY 2021 can be found in the Staffing Section.

It is important that we continue making fiscally prudent strategic decisions with the future in mind. Achieving a sustainable balance of both personnel and non-personnel expenditures against reasonable revenue projections will require close attention to ensure the fiscal stability of the City.

New Revenue Streams

Several recent actions by the voters have improved the picture for Berkeley. Most recent, in November 2018, Berkeley voters passed Measure O and Measure P.

Measure O authorizes the City to issue \$135 million in general obligation bonds to finance the acquisition and improvement of real property to create and preserve affordable housing. The bond law and bond measure language require the City to use the funds for affordable housing development costs, including design, and construction, and certain soft costs, including program management.

Measure P raised transfer taxes from 1.5% to 2.5% for property sales and transfers over \$1,500,000, adjusted annually to capture the top approximately 33% of transfers. The legislation indicates that the money will be used for “general municipal purposes such as navigation centers, mental health support, rehousing and other services for the homeless, including homeless seniors and youth,” including staffing costs associated with implementing such programs. Based on a five-year transfer tax analysis, this measure is estimated to generate \$6-\$8 million dollars annually.

These two measures have helped to provide funding for important community needs and services that would have otherwise had to come from the General Fund.

The Other Funds sections of this book include detailed discussions of five-year forecasts for the key operating funds supported by special taxes, assessments, and fees. A five-year forecasting model enables the Council to act more strategically and to understand the long-term impact of its decisions.

UNFUNDED LIABILITIES (employee benefits) SUMMARY

Unfunded liabilities are defined as identifiable obligations of an organization for which the organization does not have 100% of the funding (cash or other assets) set aside to cover the cost should all obligations become immediately due. Generally, an organization manages a balance between funding a portion of the entire obligation and the associated risk that the obligation will be due at the same time. This balance is considered the practical and responsible approach since payment demands of these obligations rarely, if ever, occur simultaneously. The alternative would be to fund 100% of the obligations causing a great portion of cash to be reserved and not available for providing services or meeting other immediate obligations, needs, or desires of the community. Maintaining a careful balance between cash on hand to fund daily operations and liquidity to cover unfunded liabilities is a key challenge for all governments. The City has a history of prudently balancing its approach to future obligations with its response to current economic variables and will continue to do so.

The City actively manages its unfunded or under-funded liabilities, and completes annual actuarial valuations for most of the benefits. These valuations consider the economic, demographic, and historical composition of the benefit programs and establish amounts that the City should set aside each year to fund its benefit-related financial obligations. In today’s economic climate it is critical that the City continue to manage its liabilities to ensure long-term fiscal stability. On May 29, 2012, the City Council adopted Resolution No. 65,748-N.S. “Requiring that the City Manager Develop and Publish a Biennial Report of Current Liabilities and Projections of Future Liabilities.” This report was updated and presented at the March 19, 2019, Council Worksession¹. The following chart shows the funded status of the City’s various benefits based on the most recent actuarial valuations.

Name of Plan (dollars in millions)	Valuation Date	Plan Assets	Estimated Liabilities	Unfunded Liability	% Funded
CalPERS (all plans)	6/30/17	1127.4	1631.1	503.7	69%
Police Retiree Income Plan (closed)	6/30/18	6.4	73.0	66.7	9%
Police Retiree Health (new)	6/30/18	1.8	43.5	41.7	4%
Fire Retiree Medical	6/30/18	10.2	27.5	17.3	37%
Non-sworn Retiree Medical	6/30/18	25.2	59.4	34.2	42%
Safety Members Pension Fund	6/30/18	0.97	2.49	1.5	39%
TOTAL		1171.9	1836.9	665.1	64%

Overall, the cumulative total of the City’s funding level for its benefit is 64%. The table above lists the City’s key benefit categories as well as the unfunded or underfunded liability. Each of these benefits differ in how their funding methodology is structured; some are considered “pay as you go” and others are pre-funded to achieve a certain level of funding within a specified period of time.

Several of the benefit programs are closed to new enrollees and are being phased out such as the SRIP I Disability, the Safety Members Pension Fund, and the Police Sick

¹ https://www.cityofberkeley.info/Clerk/City_Council/2019/03_Mar/Documents/2019-03-19_WS_Item_01_Projections_of_Future_Liabilities_pdf.aspx

UNFUNDED LIABILITIES (employee benefits) SUMMARY

Leave Entitlement. These programs are discussed later in this section of the Proposed Budget Book.

California Public Employee Retirement System (CalPERS)

Benefit History & Summary

The City provides retirement benefits for employees through its participation in the California Public Employees' Retirement System (CalPERS). This is a defined benefit pension plan funded by a combination of employee contributions that are set by statute and employer contributions that fluctuate from year to year based on an annual actuarial valuation performed by CalPERS. The actuarially determined rate is the estimated amount necessary to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Benefits are based on years of credit service, equal to one year of full-time employment. Members with five years of total service are eligible to retire at age 50 with statutorily reduced benefits.

On January 1, 2013, the Public Employee Pension Reform Act (PEPRA) went into effect. The State law applies to employees hired after January 1, 2013, who are new to CalPERS. These employees are termed PEPRA members and employees that were enrolled in CalPERS (without significant separation) prior to January 1, 2013, are now referred to as "classic" members.²

The City contributes to three plans in the CalPERS system: Police Safety Plan, Fire Safety Plan, and Miscellaneous Employee Plan. Each plan has a different rate for the City's annual employer contribution which is generally based on the demographics of the plan participants and the value of investment returns of the City's assets in the CalPERS system. In addition, employees' contributions vary by plan based on negotiated Memorandum of Understandings (MOU).

In 2013, the CalPERS Board voted to change the actuarial model for the pension plans along with certain actuarial assumptions upon which rates are based. First, the model anticipated that the plans would be 100 percent funded in a fixed 30-year time period. Second, the time period to "smooth out" the impacts of CalPERS' investment losses due to the recession was reduced from 15 years to 5 years. Finally, the rates were structured in such a way that the first five years were considered to be a "ramp up" period to improve the plans funded percentage. That meant that FY 2016, 2017, 2018, 2019, and 2020 were expected to have higher rates, and the years following were projected to plateau for some time before decreasing in the last five years of the 30 year funding period.

In February 2014, the CalPERS Board voted to retain its current long-term assumed rate of return of 7.5 percent but adopted new mortality assumptions due to the fact that retirees are living longer. As a result of the new assumptions, the cost of employer contributions increased, again.

² PEPRA miscellaneous members are enrolled in a 2% at 62 plan and PEPRA safety members (Fire and Police) are enrolled in a 2.7% at 57 plan. PEPRA members are required to pay half the normal cost of their plans.

UNFUNDED LIABILITIES (employee benefits) SUMMARY

In December 2016, the CalPERS Board lowered the discount rate from 7.50 percent to 7.00 percent using a three-year phase in beginning with the June 30, 2016, actuarial valuation³. The employer contribution for FY 2020 was calculated using a discount rate of 7.25 percent. CalPERS reduced the return rate to 7.25 percent in July 2018 and will reduce it further to 7.0 percent this year. CalPERS lowered the discount rate because they determined that achieving a 7.5 percent rate of return was now far less likely. The result of this lowered discount rate is that liabilities will grow and that the City will have to increase pension contributions.

Currently, changes to the Unfunded Actuarial Liability (UAL) due to actuarial gains or losses as well as changes in actuarial assumptions or methods are amortized using a 5-year ramp up. This method phases in the impact of changes in UAL over a 5-year period and attempts to minimize employer cost volatility from year to year. As a result, however, required contributions can change gradually but significantly over the next five years.

Effective with the June 30, 2019, actuarial valuation, the CalPERS Board adopted a new amortization policy. The new policy shortens the period over which actuarial gains or losses are amortized from 30 years to 20 years with the payments computed using a level dollar amount. In addition, the new policy removes the 5-year ramp-up and ramp-down on UAL bases attributable to assumption changes and non-investment gains or losses. These changes will apply only to new UAL bases established on or after June 30, 2019.

The impact of the changes described above is that the required contributions are expected to continue to increase for the next six years, Fiscal Year 2020 through Fiscal Year 2025.

	CalPERS Actuals FY 2019	CalPERS Actuals FY 2020	CalPERS Projections for FY 2021	CalPERS projections for FY 2022
Police	60.8%	66.6%	70.7%	73.6%
Fire	44.0%	48.2%	51.2%	54.0%
Miscellaneous	30.5%	32.5%	34.7%	36.4%
<i>Rates are based on CalPERS' projected payroll</i>				

The two tables below translate the rates into dollars. The following payments will be made by the City into the CalPERS system for the years indicated. The first chart demonstrates the required contribution by Plan. For illustrative purposes only, the second chart presents projected contributions based on a 1% COLA increase in employees' salaries.

With respect to future liabilities for the costs of these plans, the City has regularly retained an outside actuary to review the CalPERS' estimates and provide independent actuary estimates that the City can use in budget planning. This report uses CalPERS' actual rates for FY 2019

³ https://www.calpers.ca.gov/page/newsroom/for-the-record/2017/action-prudent-smart-decision?utm_source=newsroom&utm_medium=banner&utm_campaign=FTR-Discount-Rate

UNFUNDED LIABILITIES (employee benefits) SUMMARY

and FY 2020 as well as CalPERS' projected rates through FY 2025. This report incorporates the outside actuary's projections for FY 2026 through FY 2029 since CalPERS did not provide projected rates for those years.

Future Payments to California Public Employees Retirement System All Plans and All Funds Zero COLA By Plan (dollars in millions)											
	FY19 Adopted Budget	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Misc.	29.96	33.67	36.55	41.83	43.30	43.86	44.54	46.13	47.14	48.50	47.60
Police	14.57	16.27	17.60	18.58	19.16	19.43	19.69	20.12	20.32	20.52	20.65
Fire	7.33	8.78	9.46	9.55	9.90	10.02	10.18	10.37	10.65	10.84	10.89
Total	51.86	58.72	63.61	69.95	72.35	73.32	74.41	76.61	78.11	79.86	79.13
FY 2020 and FY 2025 are based on rates and projections provided by CalPERS.											
FY 2026 through FY 2029 are based on actuary's projections.											
Rates used reflect current MOU agreements: Miscellaneous includes the 8% employee share paid by the City on behalf of the employee as well as the negotiated employee's contribution to the employer rate.											

CalPERS rates are assessed as a percent of salary. Accordingly, as salary increases, pension contributions increase correspondingly. Again, for illustrative purposes, the chart below shows the increases in payments to CalPERS should employees' salaries be increased across the board 1% each year beginning in FY 2020.

California Public Employees Retirement System All Plans and All Funds Zero COLA vs 1% COLA											
	FY19 Adopted Budget	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
PERS - No COLA	51.86	58.72	63.61	69.95	72.35	73.32	74.41	76.61	78.11	79.86	79.13
PERS - 1% COLA	-	59.57	64.70	71.97	75.19	76.95	78.77	81.90	84.34	87.08	87.14
FY 2020 and FY 2025 are based on rates and projections provided by CalPERS.											
FY 2026 through FY 2029 are based on actuary's projections.											
Rates used reflect current MOU agreements: Miscellaneous includes the 8% employee share paid by the City on behalf of the employee as well as the negotiated employee's contribution to the employer rate.											

The changes made by CalPERS in the last few years are planned to achieve 100% funding for all plans within a 30-year time period. This means that there will be sufficient funds held in each plan to pay obligations for all inactive participants (including retirees) and benefits as a result of prior service for actives.

Funding Status

The funded status of a pension plan is defined as the ratio of assets to a plans accrued liabilities. Based on the CalPERS' actuarial valuations as of June 30, 2017, the City's plans

UNFUNDED LIABILITIES (employee benefits) SUMMARY

are currently funded as follows: Miscellaneous 71.6%; Police Safety 61.2%; and Fire Safety 71.8%.

California Public Employees Retirement System Funded Status						
Fund Name	Valuation Date	Actuarial Source	Estimated Liability	Plan Assets	Unfunded Liability	% Funded
Miscellaneous	6/30/2017	CalPERS	\$ 969.5	\$ 694.6	\$ 274.9	71.6%
Police	6/30/2017	CalPERS	\$ 399.2	\$ 244.3	\$ 154.9	61.2%
Fire	6/30/2017	CalPERS	\$ 262.4	\$ 188.5	\$ 73.90	71.8%
TOTAL			\$ 1,631.1	\$ 1,127.4	\$ 503.70	69.1%

Council has already taken the following actions to address the City's unfunded liabilities.

- Council has directed staff to establish an IRS Section 115 Pension Trust Fund to be used to help pre-fund pension obligations. The contract to establish the Trust is scheduled to go to Council in April 2019.
- Council allocated an additional \$4 million in November 2018 to fund the new IRS Section 115 Pension Trust Fund. The total funding assigned to establish the new Trust is \$7.9 million.
- The City prefunded the unfunded liability portion of the FY 2019 CalPERS pension resulting in savings totaling \$1.1 million.

The City continues to consider how to prioritize expenditures to address its long term obligations in order to maintain a healthy future. Establishing an IRS Section 115 Pension Trust Fund (Trust) to be used to help pre-fund pension obligations will assist in these efforts.

Retiree Medical Benefits

The City provides post-retirement health insurance benefits in accordance with the Memoranda Agreements between the City and the various collective bargaining units (and to unrepresented employees via Council adopted resolutions). The City has individual trusts for each bargaining unit that fund the medical plans, as well as the closed plan for Police that provides a cash benefit. In 2012 the City and the Berkeley Police Association agreed to a new Retiree Medical plan that provides health insurance premium payments, rather than the pre-existing cash payments, to retirees. The original plan is now a "closed" plan meaning that employees who retire after September 2012 will receive benefits from the new plan. However, the original plan must still make benefit payments to existing retirees and thus must continue to be funded until those payment obligations cease.

The City obtains actuarial reports for each of these plans at least every two years and the City is responsible for investing the assets in these plans. The results of that investment activity are provided to the City Council in the regular Investment Report.

UNFUNDED LIABILITIES (employee benefits) SUMMARY

In some cases, the City's actual contribution to each plan on an annual basis is based on the actuarially established "Annual Required Contribution" or as a percent of payroll. However, some of the plans are funded on a "pay-as-you-go" basis. Funding on a pay-as-you-go basis is sufficient to cover the annual benefit payments made from the plan assets but impacts the ability to achieve the long term funding targets.

On April 24, 2017, the City actuary presented various options that would reduce the City's unfunded liabilities tied to post-employee benefits to meet the long-term funding targets. Recommended for Council's consideration were fully prefunding annual actuarially determined contributions, investment reallocations to increase returns, and establishing an irrevocable supplemental trust⁴. Council has already taken action on some of these recommendations.

The following retiree medical plans are discussed in detailed below:

- Police Retiree Income Benefit Plan (closed plan)
- Police Retiree Health Premium Assistance Plan
- Fire Employees Retiree Health Plan
- Retiree Health Premium Assistance Plan (Non-safety Members)

Police Retiree Income Benefit Plan (closed plan)

Benefit History & Summary

The City provides a Retiree Income Benefit Plan for prior Police retirees. To be eligible for benefits, Police employees must retire from the City on or after July 1, 1989 and before September 19, 2012, be vested in a CalPERS pension, have ten years of service with the Berkeley Police department, and retire from the City on or after age 50 or with a disability benefit. Benefits commence 10 years after retirement for retirements before July 6, 1997, 5 years after retirement for retirements before July 1, 2007, and 2 years after retirement for retirements on or after July 1, 2007.

Funding Status

Benefits are payable for the retiree's lifetime and continue for the life of the surviving spouse. For employees retiring before September 19, 2012, the City pays a monthly income benefit equal to the City's Active 2-party Kaiser premium regardless of marital status. In 2018, the City's monthly payment per participant for this benefit ranged from \$389.98 to \$1,559.93, depending on the retirees' years of service at retirement. The monthly benefit is pro-rated based on years of service.

As of June 30, 2018, the most recent actuarial valuation date, the plan was 8.7% funded. The actuarial accrued liability for benefits in this plan was \$73.0 million, and the actuarial value of assets was \$6.35 million, resulting in an unfunded accrued liability of \$66.65 million. Since the implementation of GASB 67 and 68, the Annual Required Contribution (ARC) is no longer provided. In addition, the Police Retiree Income benefit Plan is a closed plan and therefore no "Actuarially Determined Contribution" is provided due to no new members and no payroll information.

⁴ https://www.cityofberkeley.info/Clerk/City_Council/2017/04_Apr/City_Council_04-04-2017_-_Special_Meeting_Agenda.aspx

UNFUNDED LIABILITIES (employee benefits) SUMMARY

Police Retiree Health Premium Assistance Plan (new plan)

Benefit History & Summary

Effective September 19, 2012, the City replaced the “Berkeley Police Retirement Income benefit Plan” with the “Retiree Health Premium Assistance Coverage Plan” for any police employees hired on or after that date, as well as any current employees who retire on or after such date. Under the newly established retiree health premium assistance plan, benefits will be paid by the City directly to the provider who is providing retiree health coverage to the retiree or his or her surviving spouse. The maximum amount will be equal in value to the City sponsored health plan.

To be eligible for benefits, Police employees must retire from the City on or after September 19, 2012, be vested in a CalPERS pension, have ten years of service with the Berkeley Police department, and retire from the City on or after age 50. Benefits commence immediately upon retirement, but may also be deferred for a period during which the member is covered under another health insurance plan. Benefits are payable for the retiree’s lifetime. In 2018 the City paid for employees retiring on or after September 19, 2012, a maximum of \$762.80/month toward the cost of single-party coverage and up to \$1,525.60/month toward the cost of two-party coverage for retirees under age 65 enrolled in the City’s Retiree Health Plan. For retirees over age 65 the City’s share of single/two-party coverage is a maximum of \$422.70/\$845.39 per month and retirees must pay the difference of the actual premium cost. The City’s share will increase by either the amount Kaiser increases the retiree medical premium for that year or 6%, whichever is less. The monthly benefit is pro-rated based on years of service. The City pays this benefit plan on a pay-as-you-go basis.

Funding Status

As of June 30, 2018, the most recent actuarial valuation date, the Actuarially Determines Contribution (ACD) was \$4.93 million and the plan was 4.1% funded. The actuarial accrued liability for benefits was \$43.46 million, and the actuarial value of assets was \$1.8 million, resulting in an unfunded accrued liability of \$41.66 million

Fire Retiree Health Benefit Plan Sworn Fire Members

Benefit History & Summary

The City sponsors a retiree health benefit plan for its Fire employees. To be eligible for benefits, Fire employees must retire from the City on or after July 1, 1997, be vested in a CalPERS pension, and retire from the City on or after age 50. Retirees can select from among any of the health plans offered to active employees. Benefits commence immediately upon retirement, but may also be deferred for a period during which the member is covered under another health insurance plan.

Funding Status

Benefits are payable for the retiree’s lifetime and continue for his or her covered spouse’s/domestic partner’s lifetime. The City makes a contribution toward the medical premium depending on whether the retiree has dependent coverage, and date of retirement. The City’s contribution increases by 4.5% per year regardless of the amount of increase in the underlying premium rate. The City’s contribution is prorated based on

UNFUNDED LIABILITIES (employee benefits) SUMMARY

years of service. In 2018, the City's monthly premium cost per participant for this benefit was a maximum of \$555.84 for single party and \$1,108.87 for two-party

As of June 30, 2018, the most recent actuarial valuation date, the plan was 37.1% funded. The actuarial accrued liability for benefits was \$27.5 million, and the actuarial value of assets was \$10.2 million, resulting in an unfunded accrued liability of \$17.3 million.

Retiree Medical Benefit Plan (Non-safety Members)

Benefit History & Summary

Effective June 28, 1998, the City adopted the City of Berkeley Retiree Health Premium Assistance Plan (for Non-Safety Members). Employees who retire from the City are eligible for retiree health benefits beginning on or after age 55 if they terminate employment with the City on or after age 50 with at least 8 years of service. Retirees can select a non-City sponsored health plan or enroll in any of the health plans offered to active employees. A retiree living outside the coverage area of the City's health plans can select an out-of-area health plan.

Benefits are payable for the retiree's lifetime and continue for his or her covered spouse's/domestic partner's lifetime. The City pays the monthly cost of the monthly premiums up to a Participant's applicable percentage of the Base Dollar Amount and subject to annual 4.5% increases as specified in the Retiree Health Premium Assistance Plan document. In 2018, the City's monthly premium cost per participant for this benefit was a maximum of \$513.17 for single party and \$882.93 for two-party. A Participant's applicable percentage is based on years of service with the City. The City funds the plan based on the MOU. Contribution amounts are negotiated and vary by bargaining unit.

Funding Status

The City funds these post-retirement health insurance benefits in accordance with labor contracts between the City and various collective bargaining units. The labor contracts all have language that provides that if the City's funding of this benefit is insufficient to fully fund the retiree medical benefits, the City shall not be required to increase its funding. In the event that there are insufficient funds in the trust to cover the City's contribution, the City and the unions agree to meet and confer regarding the City's distribution of its contribution. The City's strategy for funding the Retiree Health Premium Assistance Plan is to fund based on a level percentage of payroll. Contribution amounts are negotiated and vary by bargaining unit. The funding variance is driven by different benefit levels contained in each of the labor contracts.

As noted above, the City agreed, as part of collective bargaining, to changes in the benefits among the bargaining units and changes in the dollar amount of the City's contributions. For this reason, the assets and liabilities were segregated based on representation units within bargaining organizations and separate plan documents and trust agreements were created to make the plans more manageable in future years and avoid cross subsidization of benefits.

UNFUNDED LIABILITIES (employee benefits) SUMMARY

As of June 30, 2018, the most recent actuarial valuation date, the plan was 42.38% funded. The actuarial accrued liability for benefits was \$59.39 million, and the actuarial value of assets was \$25.17 million, resulting in an unfunded accrued liability of \$34.22 million.

Safety Members Pension Fund (closed plan)

Benefit History & Summary

The City maintains the Safety Members Pension Fund (SMPF). This plan is a single-employer defined benefit pension plan for fire and police officers that retired before March 1973. In March 1973 all active fire and police officers were transferred from SMPF to CalPERS. Service and disability retirement benefits from the SMPF are based on a percentage of salary at retirement, multiplied by years of service. Benefits are adjusted annually by either:

- Current active salary increases (based on the same rank at retirement) or
- The income in the California Consumer Price Index (with a 1% minimum and a 3% cap). SMPF also provides surviving spouse benefits.

The SMPF Board administers the plan. The authority under which benefit provisions are established or may be amended is the Berkeley Municipal Code chapters 4.20, 4.24, 4.28, and 4.32.

Funding Status

The City pays SMPF benefits on a pay-as-you-go basis. In February 1989, the Berkeley Civic Improvement Corporation purchased, on behalf of the City, a Guaranteed Income Contract (GIC) from Mass Mutual. This contract provides annual payments through 2018 and an annual guaranteed 9.68% rate of return (net of expenses).

The City currently pays the difference between the total SMPF benefits and the amount received from the Massachusetts Mutual Guaranteed Income Contract (GIC). The City will receive declining amounts from the GIC through FY 2019. At June 30, 2017, the City recognized benefit payments of \$842,317, with an actuarial accrued liability of \$2.49 million. There were 13 participants remaining in the plan, with ages ranging from 85 to 102, with an average of 93 years.

UNFUNDED LIABILITIES (employee benefits) SUMMARY

Retiree Medical Plan Actuarial Data								
(dollars in millions)								
Plan	Measurement Date	Actuarial Estimated Liabilities	Plan Assets	Net Pension Liability	Actuarially Determined Contribution (ADC)	Actual Contribution *	% Funded	Total Plan Members
Police Employee Retiree Income Benefit Plan (closed)	6/30/2018	\$ 73.00	\$ 6.35	\$ 66.65	\$ -	\$ 1.86	8.70%	151
Police Employees Retiree Health Premium Assistance Plan (new)	6/30/2018	\$ 43.46	\$ 1.80	\$ 41.66	\$ 4.93	\$ 0.30	4.14%	184
Fire Employees Retiree Health Plan	6/30/2018	\$ 27.50	\$ 10.20	\$ 17.30	\$ 2.16	\$ 0.74	37.09%	230
Retiree Health Premium Assistance Plans (Non-Safety Members) *	6/30/2018	\$ 59.39	\$ 25.17	\$ 34.22	\$ 4.73	\$ 2.00	42.38%	1605
Safety Members Pension Fund	6/30/2018	\$ 2.49	\$ 0.97	\$ 1.52	\$ -	\$ 0.45	38.92%	11
		\$ 205.84	\$ 44.49	\$ 161.35	\$ 11.82	\$ 5.35	21.61%	2181

*Actual contribution does not include interest income

Since the implementation of GASB 67 and 68 the Annual Required Contribution (ARC) is no longer provided. In addition, it is a closed plan and therefore no "Actuarially Determined Contribution" is provided due to no new members and no payroll information.

Supplementary Retirement and Income Plan (SRIP I Disability - closed plan)

Benefit History & Summary

On January 1, 1983, Ordinance No. 5450-N.S., which was codified in the Berkeley Municipal Code under Chapter 4.36.101 et seq., established SRIP I. The SRIP I plan consists of two components: 1) a defined contribution money purchase pension plan adopted in accordance with Sections 401(a) and 501(a) of the internal revenue code and 2) an employer paid disability benefit.

The City's administrators of the money purchase pension plan are Hartford Life Insurance and Prudential Retirement Services. The plan is a defined contribution plan whereby the City contributed 5.7% of salary up to a salary of \$32,400 into a tax-deferred and self-directed investment account and 1% of salary up to a salary of \$32,400 into a disability reserve account for each permanent City employee. The total assets of SRIP I available for benefits at June 30, 2018, was \$7,992,258, which was comprised of participant accounts. These assets are the property of the individual account holders and not the property of the City. These assets cannot be used to pay disability benefits.

The disability benefit is for employees hired after January 1, 1983 but prior to July 22, 1988, who became disabled and are entitled to receive a disability income benefit equal to 60% of their highest compensation, reduced by any disability payments they receive from Social Security, State Disability Insurance, or Worker's Compensation. Employees hired after July 21, 1988, are not eligible for benefits under this plan which was closed to new enrollees.

UNFUNDED LIABILITIES (employee benefits) SUMMARY

Benefits are payable for the disabled participant's lifetime or until recovery from disability. The third-party administrator is Cigna. Currently, the City pays the cost of the monthly disability benefits on a pay-as-you-go basis.

Funding Status

As of June 30, 2018, there were a total of 77 closed group participants, 12 active employees and 65 disabled participants receiving benefits. The unfunded liability for SRIP I at July 1, 2018, the date of the last actuarial study, was \$14,841,000.

Current contracted actuarial/consultant companies:

Benefit Category	Contractor	Type of Service
CalPERS	Bartel Associates	Actuary
Workers' Compensation	Bickmore Risk Services	Actuary
Retiree Medical Health (all plans)	Bartel Associates	Actuary
Police Retiree SLE	Bartel Associates	Actuary
Safety Members Pension Fund	Bartel Associates	Actuary
SRIP	Bartel Associates	Actuary
All plans as needed	Hansen Bridgett	Tax Counsel

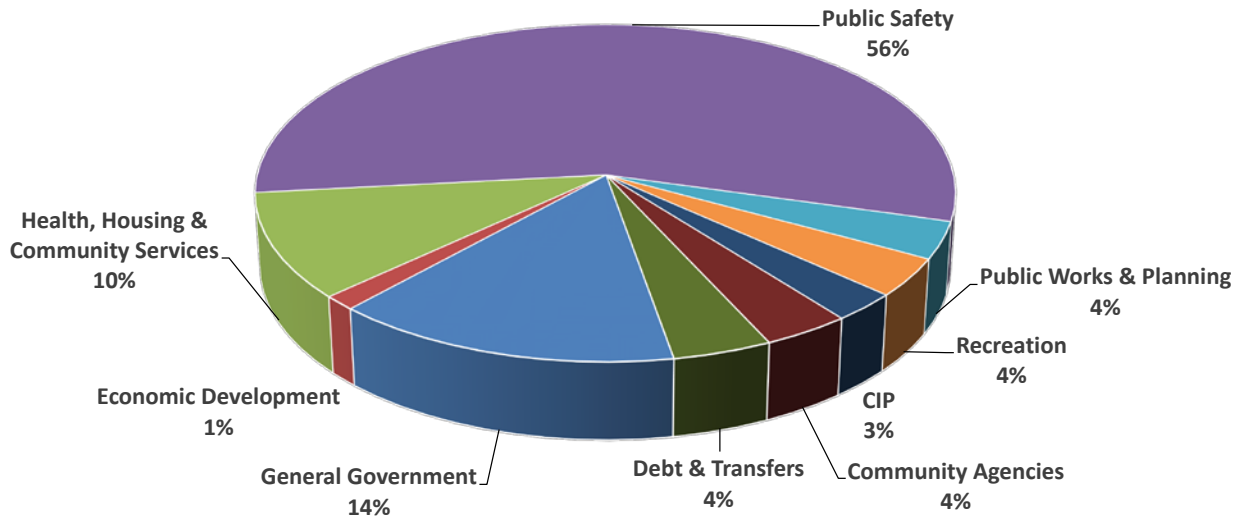


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Summary of Expenditures by Department - General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Mayor & Council	1,761,098	1,938,448	2,020,693	2,195,919	2,240,947
Auditor	1,962,038	2,025,138	2,322,174	2,625,103	2,690,138
Police Review Commission	602,055	720,978	731,132	778,165	795,021
City Manager	5,470,970	5,857,267	6,894,178	7,484,247	7,504,010
Office of Economic Development	2,318,386	2,575,749	2,484,264	2,663,951	2,693,779
Information Technology	5,682,791	5,847,105	7,711,017	213,210	213,210
City Attorney	2,199,910	2,275,139	2,186,657	2,516,581	2,572,785
City Clerk	2,499,350	1,658,990	2,534,266	3,004,901	2,859,283
Finance	4,769,454	4,913,318	6,080,806	6,797,353	6,959,517
Human Resources	2,079,446	2,069,530	2,016,349	2,329,292	2,385,052
Health, Housing & Community Services	13,963,151	14,708,068	14,766,894	17,553,283	17,850,408
Police	62,156,096	62,628,518	62,219,080	70,622,557	72,774,334
Fire	29,897,724	31,494,300	31,800,695	36,019,089	36,934,854
Public Works	3,325,083	3,711,215	3,307,978	4,404,030	4,485,368
Parks, Recreation & Waterfront	5,755,400	5,491,709	5,747,738	7,105,343	7,182,631
Planning	1,561,673	1,691,487	1,975,461	2,426,051	2,475,253
Rent Board		476,161			
Community Agencies	6,580,980	7,208,744	6,660,993	7,071,225	7,071,225
Non-Departmental	53,090,735	24,716,331	22,789,671	15,425,536	15,170,536
Total General Fund	\$205,676,340	\$182,008,195	\$184,250,046	\$ 191,235,836	\$ 194,858,351

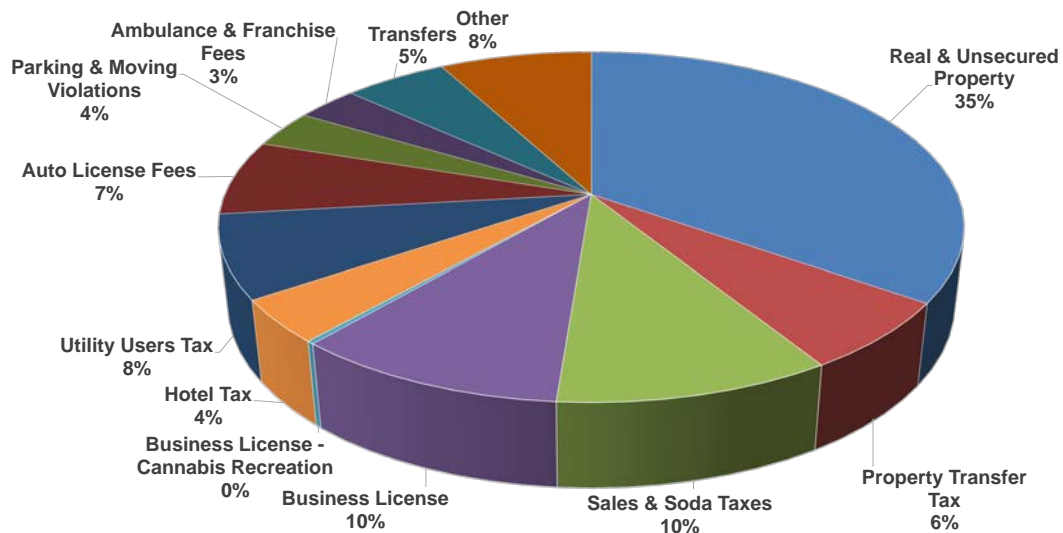
**General Fund Expenditures by Service Area
FY 2020 & FY 2021 Proposed Biennial Budget
\$386,094,187**



**FY 2020 AND FY 2021
PROPOSED GENERAL FUND REVENUES
SUMMARY**

	Actual Revenues FY 2017	Actual Revenues FY 2018	Adopted Revenues FY 2019	Proposed Revenues FY 2020*	Proposed Revenues FY 2021*
Secured Property	\$51,474,746	\$56,038,218	\$57,966,998	\$63,199,622	\$65,417,599
Unsecured Property	2,568,891	2,687,198	2,500,000	2,500,000	2,500,000
Supplemental Taxes	1,874,630	2,237,649	1,400,000	1,400,000	1,400,000
Property Transfer Tax	17,151,793	18,911,368	12,500,000	12,500,000	12,500,000
Sales Tax	20,105,287	17,435,591	18,140,977	18,238,000	18,572,000
Soda Tax	1,550,222	1,457,003	1,500,000	1,459,057	1,429,876
Business License	18,829,739	19,878,912	19,200,000	19,584,000	19,975,680
Business License - Cannabis Recreation				510,000	520,200
Utility Users Tax	15,109,305	14,828,120	15,000,000	15,000,000	15,000,000
Hotel Tax	7,810,884	7,807,273	7,800,000	7,800,000	7,800,000
Vehicle In-Lieu	10,994,452	11,822,917	12,381,128	13,333,826	13,801,774
Parking Fines	6,120,474	6,608,001	5,818,123	6,600,000	6,600,000
Moving Violations	232,523	188,443	235,000	190,000	190,000
Interest	2,385,492	3,636,989	2,500,000	3,500,000	3,500,000
Ambulance Fees	4,183,673	4,343,453	4,613,194	4,200,000	4,200,000
Franchise Fees	1,988,589	2,009,931	1,984,643	2,068,928	2,110,307
Other Revenue	9,414,370	22,958,575	11,878,092	11,930,664	12,013,198
Transfers	9,417,888	5,792,575	9,337,885	10,485,568	10,485,568
TOTAL	\$181,212,958	\$198,642,216	\$184,756,040	\$194,499,665	\$198,016,202

*FY 2020 Proposed & FY 2021 Proposed do not include U1 Revenues of \$5.0 Million and Measure P Revenues of \$6.0 Million



KEY GENERAL FUND REVENUES

REAL PROPERTY TAXES

Under the State Constitution, Real Property Taxes (Property Taxes) are applied to all taxable real and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), and are set at 1% of the assessed value. The Alameda County Assessor maintains property tax assessment rolls that account for all property. Property Taxes are adjusted per the following:

- ❑ The assessed value of real property that has not changed ownership increases by the change in the California Consumer Price Index up to a maximum of 2% per year.
- ❑ Property that changes ownership; is substantially altered; is newly constructed; “state-assessed” rather than “local-assessed” property; and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), is assessed at the full market value in the first year, and subject to the 2% cap, thereafter.

In 1979, in order to mitigate the loss of Property Tax revenues after approval of Proposition 13, the State legislature approved AB 8. This action was approved to provide a permanent method for allocating the proceeds from the 1% property tax rate, by allocating revenues back to local governments based on their historic shares of property tax revenues. As part of the State’s 1993-94 budget, the AB 8 formula was altered requiring another ongoing shift in City Property Tax revenue to K-12 schools and community colleges (Education Revenue Augmentation Fund or ERAF).

Proposition 1A, enacted in November 2004, provides protection for local property taxes, sales taxes, and VLF revenues by prohibiting the State Legislature from taking any action that would:

- ❑ Reduce the local Bradley Burns Uniform sales and Use Tax rate or alter its allocation.
- ❑ Decrease VLF revenue from the 0.65% rate without providing replacement funding.
- ❑ Shift property taxes from cities, counties or special districts except under certain circumstances.

The City’s Property Tax is collected by Alameda County. The City currently receives approximately 32.57% of the 1% countywide real property tax levied within the City limits, and most of the revenue is received in December and April. These percentages do not take into consideration the contributions made to the former redevelopment projects.

**Allocation
Of County-
Wide
Property
Tax**

Agency/Jurisdiction Allocation	% Allocated
City of Berkeley	32.57
County General Fund	15.06
Schools	42.85
Special Districts	9.52
Total 1% Countywide Tax Allocation	100.00

KEY GENERAL FUND REVENUES

REAL PROPERTY TAXES *cont'd.*

Analysis of Real Property Tax

Factors that affect the revenue generated by property taxes are:

- Changes in assessed values, which are caused by inflation adjustments up to 2%, construction activity, and sales of properties;
- Economic growth in the Bay Area; and
- The rate of collection.

Changes in Taxable Assessed Values & Collection Rate	Description	2015	2016	2017	2018
	Taxable Assessed Value (\$1,000)	\$14,116,004	\$15,225,086	\$16,200,873	\$18,580,711
	\$ Change Assessed Value (\$1,000)	547,900	1,109,082	975,787	2,379,838
	% Change Assessed Value	4.04%	7.85%	6.41%	12.81%
	% Prop Tax Collected	99.01%	98.58%	98.92%	99.14%

FY 2018 Secured Property Tax revenues totaled \$56,038,218, which was \$4,563,472 or 8.87% more than the \$51,474,746 received in FY 2017. The FY 2018 total of \$56,038,218 is \$6,019,582 more than the adopted budget amount of \$50,018,636.

The growth in annual property tax revenues is generally close to the growth in annual assessed values. Differences between the two result primarily from reassessment refunds and changes in delinquency rates.

Forecast of Property Tax Revenue

The revenue projection for Real Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, which is provided in June each year. The difference between the estimate in June and the actual certification in August is generally small. Real Property Tax revenue is currently projected to grow at about 5.5% in FY 2020, and 4.0% in FY 2021. Staff updates these original Adopted Budget projections quarterly.

REAL PROPERTY TAXES	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$48,046,765	\$51,474,746	\$56,038,218	\$59,904,855	\$63,199,622	\$65,417,599
\$ Change	3,859,426	3,427,981	4,563,472	3,866,637	3,294,767	2,217,977
% Change	8.73%	7.13%	8.87%	6.89%	5.50%	3.51%

KEY GENERAL FUND REVENUES

SUPPLEMENTAL REAL PROPERTY TAXES

Supplemental Taxes are the result of the reassessment of property as of the 1st day of the month following either an ownership change or completion of new construction. In most cases, this reassessment results in one or more supplemental tax bills being sent to the property owner during the year, in addition to the annual property tax bill.

The Assessor determines the new value of the property based on the current market, and then calculates the difference between the new value (set at the time of purchase or completion of new construction) and the old value (set on January 1st of the previous fiscal year). The result is the supplemental assessment value. Once the new assessed value of a property has been determined, the Assessor will send a notification of the amount to be assessed to the owner.

Analysis of Supplemental Real Property Tax

Factors that affect the revenue generated by Supplemental Taxes are the sales of real property and/or new construction in the City that occurs after the assessment lien date (of January 1st) until the end of the fiscal year, June 30th.

For FY 2018, Supplemental Tax revenue totaled \$2,237,649, which is an increase of \$363,019 or 19.36% from the \$1,874,630 received in FY 2017. The amount of \$2,237,649 received in FY 2018 was \$1,137,649 more than the adopted budget amount of \$1,100,000. The reason for the increase in supplemental tax revenue in FY 2018 was a net growth of about 20% countywide supplemental revenue, due to the intense growth in real estate market in the East Bay.

Forecast of Supplemental Real Property Tax Revenue

Supplemental Tax revenues are very volatile and are projected to decrease by 10.61% in FY 2019 and decrease by 30% in FY 2020 and flatten in FY 2021. The volatility is due to fluctuations in the reassessment backlog worked on by the County Assessor's Office. As the County works on reassessment applications, this revenue typically goes up. Staff updates these original adopted budget projections quarterly.

SUPPLEMENTAL REAL PROPERTY	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$1,469,993	\$1,874,630	\$2,237,649	\$2,000,000	\$1,400,000	\$1,400,000
\$ Change	24,584	404,637	363,019	237,649	600,000	0
% Change	1.70%	27.53%	19.36%	(10.61%)	(30.00%)	0%

KEY GENERAL FUND REVENUES

PROPERTY TRANSFER TAXES

The Property Transfer Tax (Transfer Tax) rates are set by the City of Berkeley. As of December 21, 2018, the City's transfer tax rate is 1.5% for properties with a consideration of up to \$1.5M and 2.5% for transferred properties with a consideration of over \$1.5M. The \$1.5M threshold will be adjusted annually to capture approximately the top 33% of such transfers based on transfers that occurred in the 12 months preceding September 1 of the preceding year. However, the threshold cannot be reduced below \$1.5M, meaning that the tax on properties transferred for \$1.5M or less would remain at 1.5%, notwithstanding any adjustment.

The tax is due when the documents of transfer are recorded with the County. Title companies collect the tax as part of the sale closing process, and remit the funds to Alameda County when sales or transfers are finalized. Penalties are imposed on delinquent payments, and interest is charged from the date of delinquency until paid. Alameda County remits the amounts due monthly, and the amounts are credited to the General Fund.

Seismic Retrofit Rebate Program. In Berkeley, a portion of Transfer Taxes are used to fund the City's Seismic Retrofit Rebate Program for residential housing. Upon transfer of a qualifying residential property, the buyer may voluntarily choose to reserve up to 1/3 of the total Transfer Tax to perform voluntary seismic upgrades as specified by the City.

Property owners have up to one year after the recording of the sale to complete the seismic work and file for the rebate. An extension for good cause may be requested in writing up to one year past the original deadline date, provided the request is made prior to the one-year filing deadline.

Analysis of Property Transfer Tax

Because Property Transfer Tax is tied directly to all real property sales, it is a volatile revenue source, and difficult to predict more than one year at a time. Factors that affect the revenue generated by Transfer Taxes are the sale price of property and the frequency with which property is sold. These immediate factors are driven by the availability of mortgage loans, the level of long-term interest rates, the supply and demand for real estate in Berkeley, and general economic growth in the Bay Area.

For FY 2018, Property Transfer Tax revenue totaled \$18,911,368, which is an increase of \$1,759,575 or 10.26% from the \$17,151,793 received in FY 2017. The amount of \$18,911,368 received in FY 2018 was \$6,411,368 more than the adopted budget amount of \$12,500,000. The number of property transaction increased by 89 or 10.6% from 837 in FY 2017 to 926 in FY 2018. This revenue source is budgeted at \$12.5M as any excess above that amount is transferred to the reserve fund and the Capital Improvement Fund the following fiscal year.

Forecast of Transfer Tax Revenue

Staff is forecasting recurring Transfer Tax revenue of \$12.5 million in FY 2019, FY 2020 and FY 2021, net of budgeted seismic retrofit rebates. Staff is of the opinion that total Transfer Tax revenue (the recurring and non-recurring amounts) will be close to the level of FY 2017 actual numbers. Any amounts above the \$12.5 million baseline will be non-recurring (one-time) revenue, available for one-time expenditure allocations only.

KEY GENERAL FUND REVENUES

PROPERTY TRANSFER TAX	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$17,452,190	\$17,151,793	\$18,911,368	\$12,500,000	\$12,500,000	\$12,500,000
\$ Change	2,273,947	(300,397)	1,759,575	0	0	0
% Change	14.98%	(1.72%)	10.26%	0%	0%	0%
Measure P						
Total Collections	\$0.00	\$0.00	\$0.00	\$2,500,000	\$6,000,000	\$6,000,000
\$ Change						
% Change				0%	0%	0%

KEY GENERAL FUND REVENUES

VEHICLE IN-LIEU TAX / LICENSE FEES (VLF)

Motor Vehicle In-Lieu Tax (VLF) is a tax imposed by the State on the ownership of a registered vehicle. VLF is collected by the State Department of Motor Vehicles (DMV) and more than 95% of these fees are divided equally between counties and cities, and their aggregate shares are distributed in proportion to the respective populations of the cities and counties. The State withholds less than 5% of these fees for the support of the Department of Motor Vehicles. Until 1998-99, the annual license fee was 2% of the market value of the vehicle as determined by the DMV. In 1998-99, the State reduced the license fees by 25%, but agreed to backfill local jurisdictions for this loss in revenue.

In 2004, the Governor lowered the annual VLF to 0.65%, from 2.0%. In the budget agreement between the Governor and cities and counties, the Governor agreed to backfill the 1.35% difference in VLF with property taxes from the Education Revenue Augmentation Fund (ERAF), in exchange for cities and counties taking cuts of \$350 million in FY 2005 and FY 2006. Berkeley's share of the cut was \$1.83 million in both FY 2005 and FY 2006. Beginning in FY 2006, this property tax in lieu of VLF began to grow at the same rate as the change in gross assessed valuation of taxable property in the City from the prior year.

Analysis of VLF

Factors that have affected the revenue generated by VLF in the past include the sales of new vehicles in California, DMV administrative costs, and the proportion of Berkeley's population to the total for the State and County. Starting in FY 2006, the rate of growth in the assessed values of properties also impacted VLF revenues, as the amount of the VLF paid increases by the change in gross assessed values of taxable properties.

For FY 2018, VLF revenue totaled \$11,822,917, which is \$828,465 or 7.54% more than the \$10,994,452 received in FY 2017. Consistent with the 8.87% increase in assessed values for FY 2018. The amount of \$11,822,917 received in FY 2018 was \$1,502,515 more than the adopted budget amount of \$10,320,402.

Forecast of VLF Revenue

VLF revenue projections are based on trend analysis, growth in assessed value and communications with the State Controller's Office staff about new vehicle sales and DMV administrative costs reported. VLF revenue is tied to the change in gross assessed values of taxable properties.

VLF	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$10,308,802	\$10,994,452	\$11,822,917	\$12,638,698	\$13,333,826	\$13,801,774
\$ Change	692,480	685,650	828,465	815,781	695,128	467,948
% Change	7.2%	6.65%	7.53%	6.89%	5.5%	3.5%

KEY GENERAL FUND REVENUES

PERSONAL PROPERTY TAXES (Unsecured Property)

Personal property tax is assessed at the rate of 1% of the market value on a business' personal property, such as office furniture, machinery, boats, aircraft and other equipment. The tax is billed and collected by Alameda County in a single installment due August 31st, and most of the amount due to the City is remitted in September and credited to the General Fund.

Analysis of Personal Property Taxes

Factors that affect the revenue generated by taxes on personal property are business capital expenditures growth, and the collection rate. The growth in annual personal property tax revenues should generally be close to the growth in annual assessed values, except for significant changes in collection rates. In addition, prior years' personal property levies collected in the current year and refunds are included in the total and can cause significant variances.

For FY 2018, Unsecured Property Tax revenues totaled \$2,687,198, which was \$118,307 or 4.61% more than the \$2,568,891 received in FY 2017. The amount of \$2,687,198 received in FY 2018 was \$80,486 less than the adopted budget amount of \$2,767,684.

Forecast of Personal Property Tax Revenue

Staff is projecting a decrease in the Personal Property Tax in FY 2019 of 6.98% and a leveling up for the next two fiscal years of FY 2020 and FY 2021. Staff will monitor this revenue stream closely and modify the forecast as appropriate.

PERSONAL PROPERTY TAX	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$2,661,235	\$2,568,891	\$2,687,198	\$2,500,000	\$2,500,000	\$2,500,000
\$ Change	59,225	(92,344)	118,307	(187,198)	0	0
% Change	2.28%	(3.47%)	4.61%	(6.96%)	0%	0%

KEY GENERAL FUND REVENUES

SALES TAXES

Sales Tax is an excise tax imposed on retailers for the privilege of selling or leasing tangible personal property. The Use Tax is an excise tax imposed for the storage, use, or other consumption of tangible personal property purchased from any retailer. The proceeds of sales and use taxes imposed within the boundaries of Berkeley are distributed by the State to various agencies, with the City of Berkeley receiving 1% of the amount collected. In March 2004, voters of California approved Proposition 57, the California Economic Recovery Bond Act. Legislative provisions implementing Proposition 57 provide for a swapping of ¼ cent to be used by the State to repay the bonds, effective July 1, 2004. The so called “triple flip” provisions consist of (a) a reduction of the Bradley Burns Local Sales and Use Tax rate by ¼% in tandem with a new ¼% state rate to fund fiscal recovery bond repayment; (b) repayment to cities and counties with additional local property tax previously allocated to local schools; and (c) repayment to local schools with State general funds.

Effective April 1, 2009, the State sales and use tax rate was increased by 1%, from 8.75% to 9.75%. This 1% tax rate increase expired on July 1, 2011. However, Proposition 30, temporary Taxes to Fund Education, was approved by voters at the state-wide election on November 6, 2012. This measure provided for an increase in the tax rate of .25% for four years (January 1, 2013 through December 31, 2016). In 2016, California voters approved Proposition 55 to extend Prop 30 from 2019 through 2030 with the same mandatory audits and transparency requirements.

The total sales tax rate for Alameda County is currently 9.25% and distributed as follows:

Distribution of Sales Tax Collected within Alameda County

Agency	Distribution %
State of California	6.00%
State Public Safety Fund (Proposition 172)	0.25%
City of Berkeley	1.00%
Alameda County Transportation Commission	1.00%
Alameda County Essential Health Care Services	0.50%
Alameda County BART	0.50%
Total Sales Tax	9.25%

Analysis of Sales Tax

Factors that affect the revenue generated by Sales Tax include:

- ❑ Overall economic growth in the Bay Area and competition from neighboring cities;
- ❑ Growth rate of specific dominant commercial/industrial sectors in Berkeley;
- ❑ Berkeley’s business attraction/retention efforts, especially on retail establishments; and
- ❑ Catalog and Internet sales

KEY GENERAL FUND REVENUES

SALES TAXES *cont'd.*

For FY 2018, Sales Tax revenue totaled \$17,435,591, which is \$2,669,697 or 13.28% less than the \$20,105,288 received in FY 2017. The primary reason for the decrease in Sales Tax revenue of \$2,669,697 in FY 2018 was that \$2,311,802 of the Triple Flip program ended in FY 2017. As of 2017 the City started receiving the entire 1% of the Sales Tax.

The amount of \$17,435,591 received in FY 2018 was \$564,409 less than the adopted budget amount of \$18,000,000.

Forecast of Sales Tax Revenue

Annual Sales Tax revenue is projected to increase by 4.04% in FY 2019, increase by .53% in FY 2020 and increase by 1.8% in FY 2021.

SALES TAX	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$15,944,002	\$20,105,287	\$17,435,591	\$18,140,977	\$18,238,000	\$18,572,000
\$ Change	(764,650)	4,161,286	(2,669,696)	705,386	97,023	334,000
% Change	(4.58%)	26.10%	(13.28%)	4.04%	.53%	1.8%

KEY GENERAL FUND REVENUES

BUSINESS LICENSE TAX

A tax receipt (colloquially called a “business license”) is issued each year upon payment of a Business License Tax (BLT), which is either a fixed amount or based on a varying percentage of the prior year’s gross receipts, depending on the type of business. The Business License must be renewed on January 1st each year, and the required tax is delinquent if paid after February 28th.

Analysis of Business License Tax

Factors that affect the BLT revenue are:

- ❑ Number of business renewals;
- ❑ Commercial and industrial growth rates;
- ❑ Attraction/loss of businesses;
- ❑ Economic growth in the Bay Area; and
- ❑ Results of Finance BLT collection activity; and the City Auditor’s and Finance Department audit programs.

For FY 2018, BLT revenue totaled \$19,894,665, which is \$1,064,921 or 5.65% more than the \$18,829,744 received in FY 2017. The \$19,894,665 collected in FY 2018 was \$1,443,474 or 7.82% more than the adopted budget amount of \$18,451,191.

Forecast of Business License Tax Revenue

The BLT revenues are projected to decrease by 3.49% in FY 2019, increase by 2% in FY 2020, and increase by 1.43% in 2021.

BUSINESS LICENSE TAX	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collection	\$18,089,403	\$18,829,744	\$19,894,665	\$19,200,000	\$19,584,000	\$19,975,680
\$ Change	1,987,076	740,336	1,064,921	(694,665)	384,000	280,919
% Change	12.34%	3.93%	5.65%	(3.49%)	2%	1.43%
# of Licenses (calendar year)	13,332	13,029	14,329	14,523	14,523	14,523

Business License Taxes increased by \$1,064,921 or 5.65% in FY 2018 to \$19,894,665 from \$18,829,744 in FY 2017. Approximately \$1,300,000 of this increase resulted primarily from the following:

(1) An increase of approximately \$600,000 in cannabis revenue.

(2) An increase of approximately \$700,000 in Business License Tax-Residential Units: On November 8, 2016, Berkeley voters passed a measure to permanently increase the business license tax from gross receipts on owners of five or more residential rental units. The original 1.081% tax applies to parcels with three or more dwelling units as well as commercial rental property. The enhanced license tax increased by 1.799%, from 1.081% to 2.880%.

KEY GENERAL FUND REVENUES

BUSINESS LICENSE TAX cont'd.

The enhanced business license tax was implemented on January 1, 2018 for receipts earned in calendar year 2017.

U1 revenue discussion below:

In addition, to the 1.799% rate increase, the business license tax expanded the number of taxable properties in the City. Prior to the implementation, single family homes and duplexes were not subject to a business license tax. After implementation, if an owner directly or indirectly owned five or more residential rental units, all units and parcels are subject to both the original and enhanced taxes.

In FY17, prior to the implementation of enhanced business license tax, total taxes collected from rental of real property was approximately \$7.7M.

In FY 18, after the implementation of the enhanced business license tax, total taxes collected from rental property was approximately \$13.5M, an increase of \$5.8M from the previous year. The \$5.8M increase is composed of two main items: 1.) \$5.1M from the enhanced 1.799% enhanced business license tax rate on property owners of five or more residential units; and 2.) \$700K from all residential rental units that became subject to the original 1.081% business license tax on rental property as a result of the broadened tax base.

For FY 2018, U1 revenue totaled \$5,161,615 which is \$4,511,615 more than the FY 2018 Adopted Budget total of \$800,000. The projection for this revenue source was increased in the mid-year report to \$4,700,000.

KEY GENERAL FUND REVENUES

UTILITY USERS TAX

Utility Users Tax (UUT) has generally been a steady and reliable source of General Fund revenue for most cities, and Berkeley's 4th largest source of GF revenue. Utility Users Tax is charged at the rate of 7.5% to all users of a given utility (electricity, gas, telephone, cable, and cellular), other than the corporation providing the utility (a utility company's consumption of all utilities used in the production or supply of their service is not taxed). The tax is not applicable to State, County, or City agencies, or to insurance companies and banks.

Analysis of UUT

Some factors that affect the revenue generated by UUT are:

- ❑ Consumption/use of gas, electricity, telecommunication services, cable, and cellular;
- ❑ Regulatory actions, including deregulation and re-regulation;
- ❑ PUC rate changes;
- ❑ Market forces;
- ❑ Evolution of technology; and
- ❑ Legislative actions at State and Federal levels

About 60% of UUT revenues are generated from gas and electric services and 40% from telecommunications:

UUT revenue in FY 2018 decreased by \$280,590 or 1.86%, to \$14,828,120 from the \$15,108,710 received in FY 2017. The \$14,828,120 collected in FY 2018 was \$545,745 or 3.82% more than the adopted budget amount of \$14,282,375.

The decrease in FY 2018 is attributable to a \$273,209 or 11.4% decrease in Cellular charges, a \$292,889 or 10.0% decrease in Gas charges, which was offset by a \$288,980 or 4.4% increase in Electricity charges.

Forecast of UUT Revenues

UUT is expected to decrease in FY 2019 by about 2.7%, increase in FY 2020 by about 2.7% and level off in FY 2021. This projected decrease is due to the leveling off of the decreases in cable, telephone and cellular rates and continued growth in electric and gas categories, and flat growth in land-line phones. Projections are based on current trend analysis.

UTILITY USERS TAX	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	14,211,318	\$15,109,305	\$14,828,120	\$14,600,000	\$15,000,000	\$15,000,000
\$ Change	(90,739)	897,987	(281,185)	228,120	400,000	0
% Change	(0.63%)	6.32%	(1.90%)	(1.53%)	2.73%	0%
Cable	1,283,102	1,251,842	1,341,570	1,316,080	1,352,008	1,353,008
Gas/Elec	8,675,201	9,445,069	9,441,160	9,300,427	9,555,753	9,555,753
Phone	2,043,557	2,009,035	1,915,053	1,885,752	1,937,233	1,937,233
Cellular	2,209,458	2,403,544	2,130,336	2,097,741	2,155,009	2,155,009

KEY GENERAL FUND REVENUES

FRANCHISE FEES: CABLE - ELECTRIC - GAS

Cable Franchise.

Prior to the passage of State Bill AB2987, Federal and State laws allowed cities to grant franchises to cable companies to use the public right-of-way (PROW) to install and provide video service. The cable company, in turn, applied for a permit to install the video facilities. The permit also allowed for maintenance work once the installation was complete. Under the current franchise agreement, the cable company pays Berkeley an annual franchise fee of 5% of gross revenues, in quarterly installments. In addition, they support the Public Access Channel programming (B-TV). The cable franchise expired on November 12, 2007. State Bill AB 2987 allows companies to apply for statewide cable television franchises, and the bill maintains the City's 5% franchise fee. In addition to the 5% franchise fee, the bill allows the City to receive an additional fee of 1% of the gross revenue for Public, Educational and Government (PEG) purposes.

Electric & Gas Franchises.

These franchise fees (ultimately paid by the consumer) are variable fees based on gross receipts for the sale of electricity or gas within the City, and is the greater of these two calculations:

1. Electric or Gas Franchise Ordinance: 2% of gross receipts attributable to miles of line operated; or
2. 1937 Act Computations: gross receipts within the City times 0.5%.

Electric/Gas franchise fees are paid annually to the General Fund. Electric and gas franchise payments are based on two methods of calculating gross receipts. The electric/gas company must complete both calculations, and the payment made is the greater amount. In addition, the PUC approved a franchise fee surcharge since PG&E no longer handles all energy service, in order to prevent cities from losing franchise revenue generated by third parties. The surcharge is an estimate of the amount of revenues generated by third parties multiplied by the franchise fee rate.

Analysis of Franchise Fees

For FY 2018, Franchise Fee revenue totaled \$2,009,931, which is \$21,342 or 1.07% more than the \$1,988,589 received for FY 2017. The \$2,009,931 collected in FY 2018 was \$54,617 or 2.79% more than the adopted budget amount of \$1,955,314.

Forecast of Franchise Fee Revenue

Franchise Fee revenues are projected to increase in FY 2019 and have marginal changes in FY 2020 and FY 2021.

FRANCHISE FEES	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$1,916,975	\$1,988,589	\$2,009,931	\$2,010,000	\$2,068,928	\$2,110,307
Cable	1,039,341	1,022,157	1,010,715	1,010,749	1,048,291	1,069,259
Electric	547,529	593,420	575,433	575,433	584,142	595,824
Gas	330,105	373,012	423,782	423,782	436,495	445,224

KEY GENERAL FUND REVENUES

TRANSIENT OCCUPANCY TAXES

Transient Occupancy Tax (TOT) is assessed at the rate of 12% on the room charge for rental of transient lodging when the period of occupancy is 30 days or less. This is sometimes referred to as a “hotel tax.” Hotel guests pay the 12% tax.

Analysis of TOT

Factors that affect the revenue generated by TOT are: the number of hotel rooms available for occupancy; their level of occupancy; and the average room rates charged. Economic cycles that impact personal or business discretionary spending also impact travel, and thus affect the number of occupied rooms in a particular economic cycle.

Transient Occupancy Tax (TOT) revenue for FY 2018 totaled \$7,807,273 which is \$3,611 or .05% less than the \$7,810,884 received in FY 2017. The FY 2018 results reflect the continuing slowdown in the growth rate of the City’s major hotels. The decline resulted from three of the five largest hotels showing a decrease ranging between 1.81% and 4.48%. Hotel operators attribute the lower growth to the impact of short term rentals.

Forecast of TOT Revenue

The Adopted Budget TOT revenue forecast is based on projections for the 12 largest hotels (TOT = number of rooms times hotel’s estimate of occupancy rate times average room rate). Revenues are currently projected to decrease at a rate of .09% in FY 2019, and level off in FY 2020 and FY 2021. The projections for FY 2020 and FY 2021 are based on the actual revenue for FY 2018.

TRANSIENT OCCUPANCY TAX	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$7,813,366	\$7,810,884	\$7,807,273	\$7,800,000	\$7,800,000	7,800,000
\$ Change	774,726	(2,482)	(3,611)	(7,273)	0	0
% Change	11.01%	(.03%)	(.04%)	(.090%)	0%	0%

KEY GENERAL FUND REVENUES

INTEREST INCOME

The City employs a strict cash management program to ensure that all available funds are invested to earn the maximum yield consistent with safety and liquidity. Invested money is pooled and each of the funds receives interest income based on its share of monthly net cash balances. Short-term securities are purchased at a discount (the interest income earned by the City is the difference between the price paid by the City and the par value of the bonds). Long-term securities purchased by the City pay an interest coupon (generally semi-annually). Interest is allocated from the General Fund each month to other designated City funds, based on their net cash balances.

Analysis of Interest Income

For FY 2018, Interest Income totaled \$3,636,989, which was \$1,251,495 or 52.46% more than the \$2,385,494 received in FY 2017. It was also \$1,425,989 more than the adopted budget amount of \$2,211,000. This revenue source trended as expected, Consistent with the Fed's statutory mandate, the Committee seeks to foster maximum employment and price stability. In support of these goals, the Committee decided to maintain the target range for the federal funds rate at 2-1/4 to 2-1/2 percent. The Committee continues to view sustained expansion of economic activity, strong labor market conditions, and inflation near the Committee's symmetric 2 percent objective as the most likely outcomes. In light of global economic and financial developments and muted inflation pressures, the Committee will be patient as it determines what future adjustments to the target range for the federal funds rate may be appropriate to support these outcomes.

Forecast of Interest Income

Interest Income projections are made by taking the existing investments and multiplying by the effective yield, and adding the calculation for estimated interest income on future investments (estimate of amounts to be invested in the various maturities, times the estimate of the applicable interest rate. Interest rates dropped in response to the Fed's January 30, 2019 statement indicating that the increases in interest rates are on hold for the foreseeable future. In the current interest rate environment, staff expects returns in FY 2019 to be slightly higher than the returns earned in FY 2018. Also, the City's rate earned is expected to be higher than the City's benchmark (State LAIF) and comparable to rates earned by most other cities in California, once a number of low yielding investments mature in FY 2019.

INTEREST INCOME	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$2,465,654	\$2,385,492	\$3,636,985	\$2,211,000	\$3,500,000	\$3,500,000

KEY GENERAL FUND REVENUES

PARKING FINES

AB 408 decriminalized parking violations, changing punishment from a criminal penalty to a civil liability. In doing so, it substituted a system of citations and civil penalties, to be adjudicated by an administrative structure within the city or other agency rather than the court system. This structure was intended to allow cities more control and efficiency in the administration of parking fines.

Analysis of Parking Fines

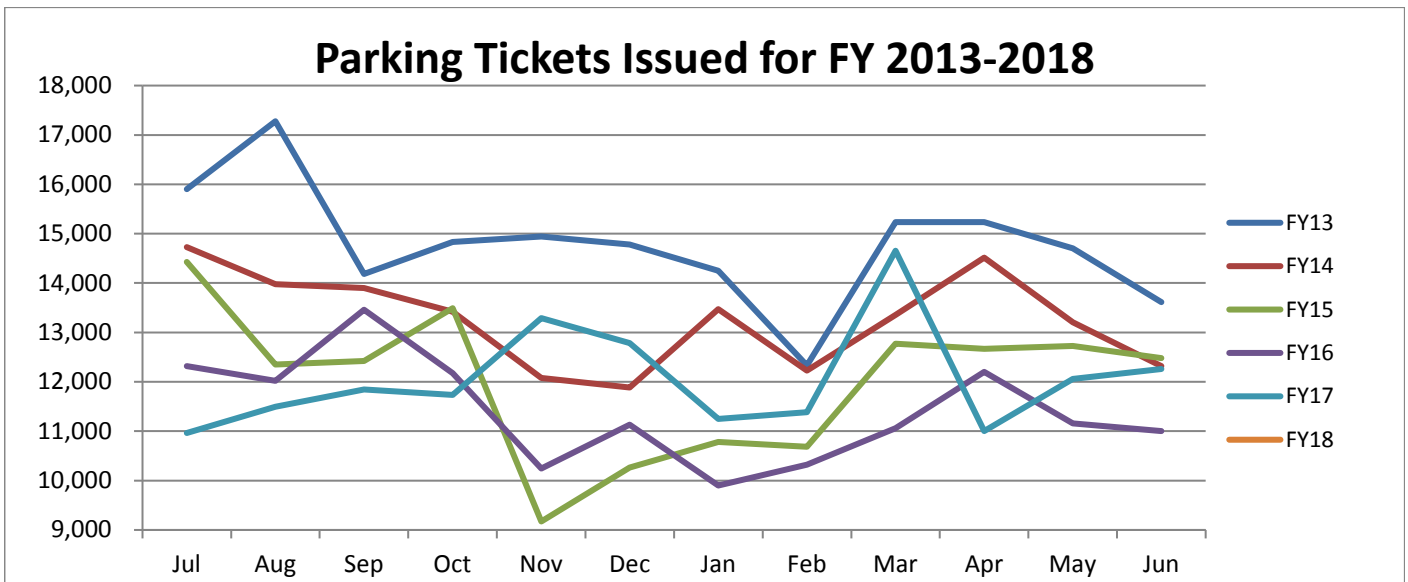
Factors that affect the revenue generated by Parking Fines include:

- ❑ Amounts established for payment of parking tickets and related charges
- ❑ Number of working parking meters
- ❑ Collections using a professional collections agency and also registration holds with DMV and/or liens with the Franchise Tax Board

For FY 2018, Parking Fines revenue (excluding booting collections) increased by \$476,080 or 8.07% to \$6,376,463 from \$5,900,383 in FY 2017. This increase was generated despite a decrease in ticket writing of 769 tickets issued, from 146,055 in FY 2017 to 145,286 issued in FY 2018.

The vehicle booting program, which started in October 2011, increased marginally during FY 2018. During that period, booting collections totaled \$231,538 an increase of \$11,447 or 5.20% from the total of \$220,091 received in FY 2017. The total of \$231,538 received in FY 2018 was \$27,538 more than the adopted budget amount of \$204,000.

After hitting a high of \$11.9 million in revenue and 312,005 tickets written in FY 2007, Parking Fines revenue and ticket writing has declined nearly every year since then. The graph below shows the year-over-year declines in ticket writing from FY 2013 through FY 2018, as follows:



KEY GENERAL FUND REVENUES

PARKING FINES cont.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Net Regular Collections	\$5,951,740	\$5,900,383	\$6,376,463	\$5,841,183	\$6,399,440	\$6,399,440
Total Booting Collections	183,044	220,091	231,538	184,000	200,560	200,560
Total Collections	6,134,784	6,120,474	6,608,001	6,025,183	6,600,000	6,600,000
\$ Change	(114,191)	(14,310)	476,080	(582,818)	574,817	0
% Change	(1.83%)	.23%	8.07%	(8.72%)	9.54%	0%
Parking Citations	138,297	144,719	145,286	145,000	154,000	154,000

Forecast of Parking Fine Revenue

- Revenue projections are based on: an estimate of valid tickets issued times the average ticket price times the collection rate (including use of a collection agency, registration holds with DMV and/or liens with the Franchise Tax Board) minus Jail Construction Fund payments.

KEY GENERAL FUND REVENUES

AMBULANCE FEES

By agreement with Alameda County, the City of Berkeley is the exclusive provider of all emergency ground ambulance service within the City limits. The contract began in July 1, 1999 and has been extended to June 30, 2018. The specific ambulance fee depends on the type of service delivered. Clients and clients' insurance companies are billed monthly by an outside agency (ADPI) that also maintains the City's accounts receivable subsidiary records. The Fire Department receives the remitted amounts and the revenues are credited to the General Fund.

Analysis of Ambulance Fees

For FY 2018, Ambulance Fee revenue totaled \$4,343,453, which is \$159,780 or 3.82% more than the \$4,183,673 received in FY 2017. The total of \$4,343,453 collected was \$480,267 less than the FY 2018 adopted budget amount of \$4,823,720.

Forecast of Ambulance Fee Revenue

Projections are based on trend analysis and discussions with Fire Department staff for estimates of each type of service, and the total collections rate. This revenue source is projected to increase in FY 2019 by 1.30% and decrease by 4.54% in FY 2020 and level off in FY 2021. The big increase in FY 2018 was due to the addition of a fourth ambulance.

AMBULANCE FEES	Actual Revenue			Projected Revenue		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Collections	\$4,102,074	\$4,183,673	\$4,343,453	\$4,400,000	\$4,200,000	\$4,200,000
\$ Change	(211,521)	81,599	159,780	56,547	(200,000)	0
% Change	(4.9%)	1.99%	3.81%	1.30%	(4.54%)	0%

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

INTRODUCTION

This section contains financial forecasts for eleven of the City's key operating funds, which can be described in these broad categories:

SPECIAL REVENUE/GRANT FUNDS are revenue sources legally restricted to a specific purpose, service or program and include tax-based revenues:

- ❑ Parks Tax Fund
- ❑ Library Tax Fund
- ❑ Paramedic Tax Fund

SPECIAL ASSESSMENT FUNDS account for revenues and expenditures related to the financing of public improvements or services:

- ❑ Clean Storm Water Fund
- ❑ Streetlight Assessment District Fund
- ❑ Measure B Fund

ENTERPRISE FUNDS are used to support the expenditures of a specific service or program and revenue is derived through the collection of the fees associated with providing the service/program.

- ❑ Permit Service Center
- ❑ Sanitary Sewer Fund
- ❑ Zero Waste Fund
- ❑ Parking Meter Fund
- ❑ Marina Enterprise Fund

A number of these funds face shortfalls and require balancing measures to close these gaps. Revenue growth is limited by statutory "caps" on certain funds, specifically, the Clean Storm Water and the Streetlight Assessment funds since revenues have been essentially frozen since the passage of Proposition 218. Several "special tax" revenue funds are limited in terms of revenue growth to the either the higher of the rate of inflation (i.e. Bay Area Consumer Price Index (CPI) or the Per Capita Personal Income Growth (PIG), which are projected at 2% increases for FY 2020 & FY 2021. The City has no discretion in increasing revenues in these funds without voter-approval. The impacts of the economy on some of our enterprise funds have caused significant revenue losses in the past. Nonetheless, expenditures within these funds have increased as a result of many of the same factors that impact the General Fund (e.g., salary cost-of-living increases, health benefit costs and retirement costs).

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

PARKS TAX FUND

This is a special tax charged to Berkeley property owners on a square foot basis and is used to fund the maintenance of parks, city trees, and landscaping in the City of Berkeley. Berkeley voters approved the tax in May 1997 to replace the Landscape Assessment District. The tax rate was initially set by the voters and was adjusted annually based on the Consumer Price Index (CPI). In the November 2014 election, voters approved a 16.7% increase to the Parks Tax and approved allowing the annual adjustment to the tax rate to be indexed to greater of either the CPI or the per capita Personal Income Growth in California. Revenue is based on a square footage calculation and is collected through the property tax bill.

Analysis

As it stands right now, the fund balance remains healthy from FY 2020 through FY 2024. Almost \$1.5 million dollars is set aside annually for capital improvements.

Fund Forecast

	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Projected	Proposed	Proposed	Projected	Projected	Projected
Beginning Balance	5,380,435	6,143,957	6,143,957	4,890,446	2,185,972	2,200,630	1,824,576	1,301,610
Revenues	13,166,190	13,474,968	13,486,712	13,709,037	13,969,718	14,247,852	14,531,549	14,820,920
Parks Tax	13,008,778	13,411,968	13,366,703	13,634,037	13,906,718	14,184,852	14,468,549	14,757,920
Other Revenue	157,412	63,000	120,009	75,000	63,000	63,000	63,000	63,000
Expenditures	12,402,668	12,791,181	14,740,223	16,413,511	13,955,060	14,623,906	15,054,515	15,490,749
Personnel	8,192,079	8,607,868	8,396,881	8,967,756	9,126,378	9,765,224	10,155,833	10,562,067
Non-Personnel	3,268,563	2,662,375	3,043,342	3,134,642	3,228,682	3,228,682	3,228,682	3,228,682
Capital Improvements	942,026	1,520,938	3,300,000	4,311,113	1,600,000	1,630,000	1,670,000	1,700,000
Annual Surplus/Shortfall	763,522	683,787	-1,253,511	-2,704,474	14,658	-376,054	-522,966	-669,828
Ending Balance	6,143,957	6,827,744	4,890,446	2,185,972	2,200,630	1,824,576	1,301,610	631,781

Revenue Assumptions

- Annual tax rate increases are tied to either Bay Area CPI Index or Per Capita Personal Income Growth.
- FY 2019 tax rate set at 3.67% increase.
- FY 2020 through FY 2024 assumes a 2% increase in the Parks Tax.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

LIBRARY TAX FUND

The Library Tax Fund provides funding for the Berkeley Public Library system. The primary source of revenue to the fund is the Library Tax, which was originally established in 1980 and reauthorized in 1988. The City Council sets the tax rate annually through an ordinance and the tax rate is indexed to the greater of either the Bay Area Consumer Price Index or the per capita Personal Income Growth in California. Revenue is based on a square footage calculation and is collected through the property tax bill. Additional revenue to this fund includes the collection of library fees.

Fund Forecast

	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Projected	Proposed*	Proposed*	Projected	Projected	Projected
Beginning Balance	6,836,082	8,933,216	8,933,216	7,755,986	2,342,752	1,610,061	455,917	-971,541
Revenues	19,416,647	19,893,213	19,894,713	20,128,598	20,529,730	20,938,885	21,356,222	21,781,907
Library Tax	19,172,629	19,746,463	19,746,463	20,056,598	20,457,730	20,866,885	21,284,222	21,709,907
Other Revenue	244,018	146,750	148,250	72,000	72,000	72,000	72,000	72,000
Expenditures	17,319,513	22,735,098	21,071,943	25,541,832	21,262,421	22,093,029	22,783,680	23,501,956
Personnel	13,533,423	14,758,336	14,762,336	15,716,914	16,136,698	17,266,267	17,956,918	18,675,194
Non-Personnel	2,112,207	3,096,762	4,279,607	3,394,918	3,395,723	3,096,762	3,096,762	3,096,762
Library Materials	1,647,748	1,780,000	1,780,000	1,830,000	1,680,000	1,680,000	1,680,000	1,680,000
Capital Improvements	26,135	3,100,000	250,000	4,600,000	50,000	50,000	50,000	50,000
Annual Surplus/Shortfall	2,097,134	-2,841,885	-1,177,230	-5,413,234	-732,691	-1,154,144	-1,427,457	-1,720,049
Ending Balance	8,933,216	6,091,331	7,755,986	2,342,752	1,610,061	455,917	-971,541	-2,691,590

**FY 2020 & FY 2021 Proposed Figures are preliminary numbers that have not been approved by the Board of Library Trustees.*

Revenue Assumptions

- Annual tax rate increases are tied to either Bay Area CPI Index or Per Capita Personal Income Growth.
- FY 2019 tax rate set at 3.67% increase.
- FY 2020 through FY 2024 assumes a 2% tax increase in the Library Tax.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

PARAMEDIC TAX FUND

The Paramedic Tax generates around \$2.9 million per year to support the City's Paramedic and Emergency Medical Response services for Berkeley residents. Revenues are collected through a square footage tax on property owners. The tax rate can only be adjusted annually based on the Consumer Price Index (CPI) in the immediate San Francisco Bay Area.

Analysis

Due to the revenue increases being capped by CPI increases and expenditures growing at a higher rate, this fund has experienced significant deficits in the past fiscal years. An annual General Fund subsidy is required to balance the fund. This fluctuates based on staffing composition and related costs.

Fund Forecast

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	225,508	135,880	135,880	82,753	-77,462	-278,788	-416,894	-490,515
Revenues	3,489,594	3,659,961	3,659,961	3,711,829	3,773,812	3,837,034	3,901,521	3,967,298
Paramedic Tax	2,976,833	3,047,265	3,047,265	3,099,133	3,161,116	3,224,338	3,288,825	3,354,602
Work for Private Parties	12,235							
General Fund Subsidy	500,526	612,696	612,696	612,696	612,696	612,696	612,696	612,696
Expenditures	3,579,222	3,690,649	3,713,088	3,872,044	3,975,138	3,975,140	3,975,142	3,975,144
Personnel	2,978,242	3,224,107	3,097,372	3,345,502	3,447,396	3,447,397	3,447,398	3,447,399
Non-Personnel	600,980	466,542	615,716	526,542	527,742	527,743	527,744	527,745
Annual Surplus/Shortfall	-89,628	-30,688	-53,127	-160,215	-201,326	-138,106	-73,621	-7,846
Ending Balance	135,880	105,192	82,753	-77,462	-278,788	-416,894	-490,515	-498,361

Revenue Assumptions

- FY 2019 tax increase set at 3.217% CPI increase.
- FY 2020 through FY 2024 assume a 2% tax increase in the Paramedic Tax.
- General Fund subsidy will need to be increase in FY 2020 and beyond unless CPI increases cover annual shortfalls.

Expenditures Assumptions

- ✚ FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

CLEAN STORM WATER FUND

The Clean Storm Water fund provides the funding for the maintenance and improvement of the City's storm water drainage system to reduce the pollutants in storm water from entering local creeks and the Bay. Revenue to this fund is from the collection of fees charged to every owner of real property in the city of Berkeley and is collected through property taxes.

Analysis

Prior to FY 2019, Clean Storm Water Fund revenues were fee-supported and are capped at 1996 levels by Proposition 218, set at flat \$34 fee per year. The revenues generated by this fee were no longer sufficient to pay for the Clean Storm Water program. The City conducted a Proposition 218 rate increase process that was approved by the voters and the City Council. The new fees generated by the 2018 Clean Storm Water Fee are shown as separate line item on property tax bills from the 1991 Clean Storm Water Fees. The new fees will generate an additional \$2.34 million for the Clean Storm water Fund in FY 2019, and can be increased on an annual basis based the Consumer Price Index in future years

Fund Forecast

	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Projected	Proposed	Proposed	Projected	Projected	Projected
Beginning Balance	514,734	395,368	395,368	2,307,485	2,968,787	3,283,611	3,612,376	3,963,297
Revenues	2,348,431	2,396,937	4,691,909	4,832,668	4,977,648	5,064,975	5,154,922	5,247,566
1991 Clean Storm Water Fees	2,066,756	2,111,785	2,066,757	2,066,757	2,066,757	2,066,757	2,066,757	2,066,757
2018 Clean Storm Water Fees			2,340,000	2,472,203	2,608,372	2,686,623	2,767,222	2,850,239
UC In-Lieu Payment	276,848	285,152	285,152	293,708	302,519	311,595	320,943	330,571
Miscellaneous	4,827							
Expenditures	2,467,797	2,365,487	2,779,792	4,171,366	4,662,824	4,736,210	4,804,001	4,874,504
Personnel	1,401,792	1,352,076	1,386,176	1,539,995	1,583,911	1,694,785	1,762,576	1,833,079
Non-Personnel	690,795	601,311	707,747	2,116,676	1,601,587	1,564,099	1,564,099	1,564,099
Capital Improvements	167,798	200,000	354,712	300,000	1,260,000	1,260,000	1,260,000	1,260,000
Indirect Costs	207,412	212,100	331,157	214,695	217,326	217,326	217,326	217,326
Annual Surplus/Shortfall	-119,366	31,450	1,912,117	661,302	314,824	328,765	350,920	373,062
Ending Balance	395,368	426,818	2,307,485	2,968,787	3,283,611	3,612,376	3,963,297	4,336,359

Revenue Assumptions

- Fund receives close to \$300,000 annually (adjusted by CPI) from UC Berkeley settlement agreement for storm drain infrastructure improvements.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

STREET LIGHT ASSESSMENT DISTRICT FUND

The Streetlight Assessment District Fund provides for maintenance of the City's 7,860 streetlights along the public streets, parking lots, pathways, recreation facilities, and marina. Revenue to this fund is collected through annual property taxes and is capped by Proposition 218, allowing for no rate increase to this assessment without voter approval.

Analysis

Prior to FY 2019, a Proposition 218 revenue increase process was started to provide the fund with additional revenue to support the program and maintain service levels. Property owners and the City Council approved a new 2018 Streetlight Assessment District that is shown as a separate line on the property tax bills. The approved ballot measure also allows for an inflation adjustment based on the Consumer Price Index, but no more than 3% per year. The inflation index can be applied to the sum of the 1982 and 2018 fees

Fund Forecast

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	1,887,014	1,461,420	1,461,420	1,060,717	395,323	-38,804	405,972	852,630
Revenues	1,433,761	1,410,489	1,941,790	1,925,489	2,240,939	2,292,254	2,345,108	2,399,548
Street Light Assmt District 1982	1,412,374	1,410,489	1,410,489	1,410,489	1,710,489	1,761,804	1,814,658	1,869,098
Street Light Maintenance & Imp District 2018			500,000	515,000	530,450	530,450	530,450	530,450
Miscellaneous Revenues	1,853		5,449					
Interest	19,534		25,852					
Expenditures	1,859,355	2,524,752	2,342,493	2,590,883	2,675,066	1,847,478	1,898,450	1,951,192
Personnel	565,923	985,277	559,008	974,825	992,071	602,780	626,891	651,967
Non-Personnel	1,293,432	1,539,475	1,783,485	1,616,058	1,682,995	1,244,698	1,271,559	1,299,225
Annual Surplus/Shortfall	-425,594	-1,114,263	-400,703	-665,394	-434,127	444,776	446,658	448,356
Ending Balance	1,461,420	347,157	1,060,717	395,323	-38,804	405,972	852,630	1,300,986

Revenue Assumptions

- Fund revenues are capped by Proposition 218. Starting in FY 2021, this revenue can be increased by way of a non-Proposition 218 increase of the already approved ceiling max plus a 3% increase per year
- The new 2018 Streetlight Assessment District expected to generate approximately \$500,000 starting in FY 2019.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

MEASURE B SALES TAX FUND

The Measure B Sales Tax fund is used to fund capital projects for local streets and roads. A separate Measure B Fund provides revenue for bike and pedestrian safety improvements. The collection of a half-cent sales tax (April 1, 2002 through March 2022) is disbursed to the City of Berkeley and other local jurisdictions on a quarterly basis.

Analysis

The Measure B fund balance is presently healthy for both FY 2020 & FY 2021.

Fund Forecast

	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Adopted	Projected	Proposed	Proposed	Projected
Beginning Balance	1,264,131	1,558,951	1,558,951	1,027,402	1,268,837	830,497
Revenues	3,224,515	2,958,327	3,277,891	3,270,830	3,270,830	3,270,830
Program Revenues	3,191,331	2,958,327	3,270,830	3,270,830	3,270,830	3,270,830
Miscellaneous Revenues	17,381					
Interest	15,803		7,061			
Expenditures	2,929,695	2,506,076	3,809,440	3,029,395	3,709,170	2,749,153
Personnel	1,952,235	1,507,052	2,029,919	1,624,371	1,664,075	1,780,560
Non-Personnel	977,460	999,024	1,779,521	1,405,024	2,045,095	968,593
Annual Surplus/Shortfall	294,820	452,251	-531,549	241,435	-438,340	521,677
Ending Balance	1,558,951	2,011,202	1,027,402	1,268,837	830,497	1,352,174

Revenue Assumptions

- On April 1, 2022 the half-cent sales tax will shift to Measure BB making the Measure BB sales tax one cent through at least March 31, 2045

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

PERMIT SERVICE CENTER FUND

The Permit Service Center Fund serves as the fund for the collection of zoning fees, building fees, and plan check fees. The fees are established by the City Council through a public hearing and adoption of a resolution establishing a fee schedule.

Analysis & Revenue Projections

The fund is maintaining a positive fund balance over the next few years but is facing an annual operating shortfall.

Fund Forecast

	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Projected	Proposed	Proposed	Projected	Projected	Projected
Beginning Balance	11,516,323	12,777,853	12,777,853	13,193,690	10,553,113	8,251,045	6,951,922	5,965,800
Revenues	16,855,271	15,003,859	15,929,816	16,764,893	17,527,428	18,054,034	18,595,655	19,153,524
Building & Safety	13,617,905	12,257,859	12,938,122	13,866,568	14,545,269	14,981,627	15,431,076	15,894,008
Land Use	2,108,567	1,796,000	1,952,284	1,854,855	1,910,020	1,967,321	2,026,340	2,087,130
Other	1,128,799	950,000	1,039,410	1,043,470	1,072,139	1,105,086	1,138,239	1,172,386
Expenditures	15,593,741	17,675,759	15,513,979	19,405,470	19,829,496	19,353,157	19,581,776	19,813,400
Personnel	11,216,136	12,609,576	10,996,094	13,467,258	13,838,271	13,474,590	13,614,702	13,756,295
Non-Personnel	4,377,605	5,066,183	4,517,885	5,938,212	5,991,225	5,878,567	5,967,074	6,057,105
Annual Surplus/Shortfall	1,261,530	-2,671,900	415,837	-2,640,577	-2,302,068	-1,299,123	-986,121	-659,876
Ending Balance	12,777,853	10,105,953	13,193,690	10,553,113	8,251,045	6,951,922	5,965,800	5,305,925

Revenue Assumptions

- Revenue is assumed to stabilize at current levels till FY 2021 (for the two year budget) and growth is assumed to approximately track inflation (~3%) starting FY 2022.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- From FY 2021 onwards, expense growth will depend on revenue growth and is currently projected to increase at the rate of 1.5% till 2024 to keep fund balance at target levels.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

SANITARY SEWER FUND

Sanitary sewer fees pay for the costs of operation, maintenance, rehabilitation and improvement of the City's sanitary sewers. Sewer service fees are charged to users of the City's sanitary system and are calculated on each hundred cubic feet of water used by each water account serving the premises as established by City Council Resolution. Sewer fees are collected through the payment of the property water bill (EBMUD).

Analysis & Revenue Projections

Revenues in the Sanitary Sewer Fund were insufficient to fund the capital improvements, operations, and maintenance required to properly manage our Sanitary Sewer Collection System and comply with new requirements imposed by the Consent Decree entered into with the Environmental Protection Agency in July 2014. In June 2015, the City Council approved new Sanitary Sewer service rates for the five year period beginning FY 2016. The new rates fund capital improvements required to maintain the system in full regulatory compliance, while addressing revenue lost to drought-related water conservation. The total effect of the increased sewer rates will vary with the degree of water conservation actually achieved by City residents. Single family residence sewer rates are scheduled to increase by 3.6% in FY 2020.

Fund Forecast

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Proposed
Beginning Balance	9,203,590	13,203,975	13,203,975	13,968,327	18,073,864	21,951,183	19,676,023	20,098,340
Revenues	25,899,335	22,827,768	26,693,167	27,629,838	27,656,012	27,656,012	27,656,012	27,656,012
Expenditures	21,898,950	23,741,677	25,928,815	23,524,301	23,778,693	29,931,172	27,233,695	29,310,579
Personnel	7,430,000	9,322,260	6,777,310	9,124,012	9,378,404	10,034,892	10,436,288	10,853,739
Non-Personnel	14,468,950	14,419,417	19,151,505	14,400,289	14,400,289	19,896,280	16,797,407	18,456,840
Other Non-Personnel	3,468,455	5,477,737	3,952,782	3,281,662	3,281,662	4,641,737	4,787,891	4,899,337
Capital Improvements	10,909,994	8,851,179	15,108,222	11,028,126	11,028,126	15,164,042	11,919,015	13,467,002
Private Sewer Lateral Transfer	90,501	90,501	90,501	90,501	90,501	90,501	90,501	90,501
Annual Surplus/Shortfall	4,000,385	-913,909	764,352	4,105,537	3,877,319	-2,275,160	422,317	-1,654,567
Ending Balance	13,203,975	12,290,066	13,968,327	18,073,864	21,951,183	19,676,023	20,098,340	18,443,772

Revenue Assumptions

- FY 2018 through FY 2020 revenues reflect sewer rate increase approved by the City Council on June 30, 2015.
- FY 2021 through FY 2024 revenues are flat unless increases are approved.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

ZERO WASTE FUND

The Zero Waste Fund was created to support the activities related to the removal of waste in the City of Berkeley. Fees for disposal of waste at the City's transfer station and refuse fees charged to owners of premises and places in the City from which garbage is collected generate revenue to this fund. Refuse charges are either collected through the payment of property tax bills or directly paid to the City of Berkeley. Refuse collection fees are established by resolution of the City Council and the conduct of a majority protest process under Proposition 218. Fee amounts are currently determined by the size and number of receptacles, and the frequency of service.

Analysis & Revenue Projections

The Zero Waste Fund gained substantial operational breathing room due to a 24.7% rate increase approved in May 2014, including minimum annual 3% increases going forward. The current Council approved Proposition 218 increases expire after FY 2019. A rate study is currently in progress to determine if rate increases will be needed for FY 2021 and beyond. The fund balance will enable the development of a plan to address capital needs at the Transfer Station.

Fund Forecast

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	13,664,122	17,677,654	17,677,654	16,337,831	17,403,239	15,617,340	10,147,766	6,259,379
Revenues	44,738,973	41,242,753	46,597,247	48,442,782	48,651,251	48,651,251	48,651,251	48,651,251
Expenditures	40,725,441	42,582,576	46,871,662	48,962,247	50,437,150	54,120,825	52,539,638	53,882,799
Personnel	18,045,861	18,649,527	17,526,069	20,155,486	20,724,274	23,222,949	25,241,762	27,384,923
Non-Personnel	22,560,424	23,433,049	28,632,775	26,521,761	25,212,876	25,997,876	25,997,876	25,997,876
Capital Improvements	119,156	500,000	712,818	2,285,000	4,500,000	4,900,000	1,300,000	500,000
Annual Surplus/Shortfall	4,013,532	-1,339,823	-274,415	-519,465	-1,785,899	-5,469,574	-3,888,387	-5,231,548
Ending Balance	17,677,654	16,337,831	17,403,239	15,818,366	15,617,340	10,147,766	6,259,379	1,027,831

Revenue Assumptions

- FY 2020 through FY 2024 revenue includes new revenue from the commercial expansion accounts taken over from franchisees.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs.

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

PARKING METER FUND

Parking Meter revenue is generated through coin deposits made by hourly parkers and “pay and display” parking meters from the City’s eight parking meter routes. The collection of this revenue currently generates almost \$10 million annually, and provides the funding for the maintenance, collection and enforcement of parking meters.

Analysis

The Parking Meter Fund is maintaining a healthy fund balance and started to increase beginning in FY 2015 due to the addition of revenues from the goBerkeley Program.

Fund Forecast

	FY 2018 Actual	FY 2019 Adopted	FY 2019 Projected	FY 2020 Proposed	FY 2021 Proposed	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Beginning Balance	5,683,946	3,270,432	3,270,432	2,434,215	3,718,839	5,146,626	6,605,220	8,249,974
Revenues	10,168,932	9,191,713	10,301,331	10,685,985	11,061,390	11,451,812	11,857,851	12,321,773
Program Revenues	10,168,932	9,191,713	10,301,331	10,685,985	11,061,390	11,451,812	11,857,851	12,321,773
Expenditures	12,582,446	9,431,787	11,137,548	9,401,361	9,633,603	9,993,218	10,213,097	10,441,771
Personnel	4,423,767	4,812,579	4,302,333	4,992,348	5,137,357	5,496,972	5,716,851	5,945,525
Non-Personnel	3,454,067	2,876,920	5,092,927	2,666,725	2,753,958	2,753,958	2,753,958	2,753,958
TXFR to General Fund	1,737,103	1,742,288	1,742,288	1,742,288	1,742,288	1,742,288	1,742,288	1,742,288
TXFR to Off-Street Parking Fund	2,967,509							
Annual Surplus/Shortfall	-2,413,514	-240,074	-836,217	1,284,624	1,427,787	1,458,594	1,644,754	1,880,002
Ending Balance	3,270,432	3,030,358	2,434,215	3,718,839	5,146,626	6,605,220	8,249,974	10,129,976

Revenue Assumptions

- FY 2020 Proposed & FY 2021 Proposed and FY 2022 – FY 2024 Projected include a 4% inflator from previous years for parking districts/locations.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs

FINANCIAL FORECASTS: OTHER OPERATING FUNDS

MARINA FUND

The Berkeley Marina is part of San Francisco Bay and therefore, the property is owned by the State of California. The City holds the Marina in trust for the State and by law the Marina is required to be a self-supporting financial entity. Fees generated from vessels that berth at the Marina, along with the commercial ground leases within the Marina zone, provide the revenue that funds the operations of the Marina.

Analysis

The Marina Fund has an annual operating deficit and cannot support ongoing basic operating costs and overdue maintenance. The fund is projected to exhaust all reserves within the two years and will require additional revenues and expenditure balancing measures to eliminate the deficits.

Fund Forecast

	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Adopted	Projected	Proposed	Proposed	Proposed	Proposed	Proposed
Beginning Balance	3,998,848	3,058,161	3,058,161	1,285,187	410,239	-918,167	-2,564,322	-4,372,304
Revenues	6,296,533	6,270,459	6,236,880	6,243,295	6,278,344	6,293,022	6,352,067	6,270,459
Berth Rentals	3,470,525	3,596,909	3,420,000	3,420,000	3,420,000	3,420,000	3,420,000	3,420,000
Marina Leases	1,990,306	2,020,000	2,010,306	2,030,000	2,050,713	2,071,220	2,091,933	2,112,852
Interest	45,562	2,500	35,000	15,000	5,000	2,501	2,502	2,503
Other Fees	790,140	651,050	771,574	778,295	802,631	799,301	837,632	735,104
Expenditures	7,237,220	6,189,411	8,009,854	7,118,243	7,606,750	7,939,177	8,160,049	8,388,856
Personnel	3,619,415	3,597,271	3,772,789	3,970,501	4,109,468	4,397,131	4,573,016	4,755,937
Non-Personnel	2,414,880	1,861,109	2,119,630	2,162,023	2,205,563	2,249,369	2,294,356	2,340,243
Capital Improvements	717,206	245,312	1,631,716	500,000	500,000	500,000	500,000	500,000
Debt Service	485,719	485,719	485,719	485,719	791,719	792,677	792,677	792,676
Annual Surplus/Shortfall	-940,687	81,048	-1,772,974	-874,948	-1,328,406	-1,646,155	-1,807,982	-2,118,397
Ending Balance	3,058,161	3,139,209	1,285,187	410,239	-918,167	-2,564,322	-4,372,304	-6,490,700

Revenue Assumptions

- Revenues are not expected to significantly increase over the next two years.

Expenditures Assumptions

- FY 2020 and FY 2021 Proposed Personnel includes approved COLA for FY 2020 and zero COLA for FY 2021 and updated benefit rates.
- FY 2022 through FY 2024 Projected Personnel assumes no COLA increase for salary and a 7% increase from FY 2021 to FY 2022, a 4% increase from FY 2022 to FY 2023, and a 4% increase from FY 2023 to FY 2024 for benefit costs

FY 2020 AND FY 2021 POSITION CHANGES SUMMARY DETAIL

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	PRW	Planning	Police	PRC	PW	Rent Board	Total
FY 2020 Position Reductions/Reallocations																		
Accounting Office Specialist III							(1.00)											(1.00)
Applications Programmer/Analyst I										(0.50)								(0.50)
Assistant Planner				(1.00)														(1.00)
Associate Management Analyst										(1.00)								(1.00)
Building Inspector II													(1.00)					(1.00)
Community Health Worker								(0.60)										(0.60)
Firefighter							(1.00)											(1.00)
Hazardous Material Specialist I													(1.00)					(1.00)
Manager, Family Health & Nursing Services								(1.00)										(1.00)
Marina Assistant												(1.00)						(1.00)
Office Specialist III																		-
Public Health Nurse								(0.90)										(0.90)
Recreation Activity Leader												(1.00)						(1.00)
Revenue Collection Manager						(1.00)												(1.00)
Staff Attorney II																		-
Traffic Engineering Assistant																(1.00)		(1.00)
FY 2020 Reductions Total	-	-	-	(1.00)	-	(1.00)	(2.00)	(2.50)	-	(1.50)	-	(2.00)	(2.00)	-	-	(1.00)	-	(13.00)
FY 2021 Position Reductions/Reallocations																		
None																		-
FY 2019 Reductions Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total FY 2020 & 2021 Reductions/Reallocations	-	-	-	(1.00)	-	(1.00)	(2.00)	(2.50)	-	(1.50)	-	(2.00)	(2.00)	-	-	(1.00)	-	(13.00)
FY 2020 New Positions																		
Administrative Assistant							1.00											1.00
Applications Programmer/Analyst II										1.00								1.00
Assistant Management Analyst							1.00	1.00										2.00
Assistant Recreation Coordinator												1.00						1.00
Assistant to the City Manager				1.00														1.00
Assistant Traffic Engineer																1.00		1.00
Associate Planner																0.40		0.40
Behavioral Health Clinician II								3.00										3.00
Building Plans Examiner													1.00					1.00
Camps Manager												0.25						0.25
Community Development Project Coordinator								1.00										1.00
Community Services Specialist I													0.60					0.60
Community Services Specialist II								1.00										1.00
Community Services Specialist III								1.00										1.00
Emergency Services Coordinator							1.00											1.00
Fire Captain I/II							1.00											1.00
Hazardous Material Specialist II													1.00					1.00
Mental Health Clinical Supervisor								1.00										1.00
Office Specialist II							1.00						1.00					2.00
Registered Nurse								1.50										1.50
Resilient Buildings Program Manager													1.00					1.00
Senior Building Plans Examiner													2.00					2.00
Senior Management Analyst										1.00								1.00
Senior Planner													2.00					2.00
Senior Service Assistant								1.00										1.00
Social Services Specialist								3.00										3.00

FY 2020 AND FY 2021 POSITION CHANGES SUMMARY DETAIL

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	PRW	Planning	Police	PRC	PW	Rent Board	Total
Supervising Public Health Nurse								1.00										1.00
Tractor Trailer Driver																1.00		1.00
Transportation Services Coordinator								1.00										1.00
Treasury Manager						1.00												1.00
FY 2018 New Positions Total	-	-	-	1.00	-	1.00	5.00	15.50	-	2.00	-	1.25	8.60	-	-	2.40	-	36.75
FY 2021 New Positions																		
None																		-
FY 2019 New Positions Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total FY 2020 & 2021 New Positions	-	-	-	1.00	-	1.00	5.00	15.50	-	2.00	-	1.25	8.60	-	-	2.40	-	36.75
FY 2020 Hourly Reductions/Reallocations																		
None																		-
FY 2020 Hourly Reductions/Reallocations Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FY 2021 Hourly Reductions/Reallocations																		
None																		-
FY 2021 Hourly Reductions/Reallocations Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total FY 2020 & 2021 Hourly Reductions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FY 2020 New Hourly Positions																		
None																		-
FY 2018 New Hourly Positions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FY 2021 New Hourly Positions																		
None																		-
FY 2019 New Hourly Positions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total FY 2020 & 2021 New Hourly Positions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FY 2020 & 2021 POSITION CHANGES	-	-	-	-	-	-	3.00	13.00	-	0.50	-	(0.75)	6.60	-	-	1.40	-	23.75

Full Time Position Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
City Attorney	13.00	13.00	13.00	13.00	13.00
City Auditor	13.50	13.50	13.50	13.50	13.50
City Clerk	9.78	9.47	10.00	10.00	10.00
City Manager	28.75	34.25	35.25	35.25	35.25
Economic Development	7.85	7.00	7.00	7.00	7.00
Finance	45.50	45.00	48.00	48.00	48.00
Fire Department	141.00	148.00	149.00	152.00	152.00
Health, Housing & Community Services	216.13	224.38	233.18	246.18	246.18
Human Resources	23.00	21.00	21.00	21.00	21.00
Information Technology	40.50	42.50	44.50	45.00	45.00
Library	112.28	114.10	116.10	116.10	116.10
Mayor and Council	12.00	12.00	12.00	12.00	12.00
Parks, Recreation & Waterfront	147.35	154.12	156.12	155.37	155.37
Planning	83.95	92.08	94.80	101.40	101.40
Police Department	280.20	280.20	280.20	280.20	280.20
Police Review Commission	3.00	3.00	3.00	3.00	3.00
Public Works	293.60	295.60	300.60	302.00	302.00
Rent Board	22.35	22.35	22.35	22.35	22.35
FTE Total	1493.74	1531.55	1559.60	1583.35	1583.35

*It should be noted that the FTE totals may not include all hourly FTEs and may vary. Changes that have occurred during FY 2019 are reflected in the FY 2020 Proposed figures.

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
CITY ATTORNEY'S OFFICE					
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00	1.00
Deputy City Attorney III	6.00	6.00	6.00	6.00	6.00
Legal Office Supervisor	1.00	1.00	1.00	1.00	1.00
Paralegal	2.00	2.00	2.00	2.00	2.00
Senior Legal Secretary	2.00	2.00	2.00	2.00	2.00
TOTAL CITY ATTORNEY	13.00	13.00	13.00	13.00	13.00
CITY AUDITOR'S OFFICE					
Accounting Office Specialist III	1.50	1.50	1.50	1.50	1.50
Accounting Technician	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Audit Manager	1.00	1.00	1.00	1.00	1.00
Auditor I	1.00	1.00	1.00	1.00	1.00
Auditor II	3.00	3.00	3.00	3.00	3.00
City Auditor	1.00	1.00	1.00	1.00	1.00
Deputy Auditor for Payroll Mgmt	1.00	1.00	1.00	1.00	1.00
Senior Auditor	2.00	2.00	2.00	2.00	2.00
TOTAL CITY AUDITOR'S OFFICE	13.50	13.50	13.50	13.50	13.50
CITY CLERK'S OFFICE					
Assistant City Clerk	1.00	3.00	3.00	3.00	3.00
Assistant Management Analyst	1.78	0.47	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Office Specialist II	1.00	1.00	1.00	1.00	1.00
Office Specialist III	2.00	2.00	2.00	2.00	2.00
Records Assistant	1.00	1.00	1.00	1.00	1.00
Records Manager	1.00	0.00	0.00	0.00	0.00
TOTAL CITY CLERK'S OFFICE	9.78	9.47	10.00	10.00	10.00
CITY MANAGER'S OFFICE					
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Administrative Hearing Examiner	0.75	0.75	0.75	0.75	0.75
Animal Control Officer	4.00	5.00	4.00	4.00	4.00
Animal Services Assistant	3.00	3.50	3.50	3.50	3.50
Animal Services Manager	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.00	1.00	1.00	0.00	0.00
Assistant to the City Manager	3.00	3.00	2.00	3.00	3.00
Associate Management Analyst	1.00	2.00	2.00	2.00	2.00
Budget Manager	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer II	2.00	2.00	2.00	2.00	2.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Community Services Specialist I	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	2.00	2.00	2.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Digital Communications Coordinator		1.00	1.00	1.00	1.00
Office Specialist II	1.00	2.00	2.00	2.00	2.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Registered Veterinary Technician	1.00	1.00	1.00	1.00	1.00
Secretary to the City Manager	1.00	1.00	1.00	1.00	1.00
Senior Animal Control Officer			1.00	1.00	1.00
Senior Management Analyst	2.00	3.00	4.00	4.00	4.00
TOTAL CITY MANAGER'S OFFICE	28.75	34.25	35.25	35.25	35.25

OFFICE OF ECONOMIC DEVELOPMENT

Assistant Management Analyst		1.00	1.00	1.00	1.00
Civic Arts Coordinator	1.00	1.00	1.00	1.00	1.00
Community Development Project Coordinator	1.00	1.00	1.00	1.00	1.00
Community Services Specialist II	1.00	0.00	0.00	0.00	0.00
Community Services Specialist III	1.85	0.00	0.00	0.00	0.00
Economic Development Project Coordinator	1.00	2.00	2.00	2.00	2.00
Manager of Economic Development	1.00	1.00	1.00	1.00	1.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00
TOTAL OFFICE OF ECONOMIC DEVELOPMENT	7.85	7.00	7.00	7.00	7.00

FINANCE DEPARTMENT

Accountant I	1.00	1.00	1.00	1.00	1.00
Accountant II	2.00	2.00	2.00	2.00	2.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist II		6.00	6.00	6.00	6.00
Accounting Office Specialist III	3.50	4.00	4.00	4.00	4.00
Accounting Office Specialist Supv	3.00	3.00	3.00	3.00	3.00
Accounting Technician	2.00	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00
Contract Administrator			1.00	1.00	1.00
Customer Service Specialist II	5.00	5.00	5.00	5.00	5.00
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00	1.00
Field Representative	3.00	3.00	2.00	2.00	2.00
General Services Manager	1.00	1.00	1.00	1.00	1.00
Mail Services Aide	1.00	1.00	1.00	1.00	1.00
Office Specialist II	6.00	0.00	0.00	0.00	0.00
Office Specialist III	1.00	0.00	0.00	0.00	0.00
Revenue Collection Manager	1.00	2.00	2.00	1.00	1.00
Revenue Development Specialist I	0.00	1.00	2.00	2.00	2.00
Revenue Development Specialist II	1.00	0.00	2.00	2.00	2.00
Revenue Development Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Accountant	3.00	2.00	2.00	2.00	2.00
Senior Buyer	2.00	2.00	2.00	2.00	2.00
Senior Field Representative	1.00	1.00	1.00	1.00	1.00
Systems Accountant	1.00	1.00	1.00	1.00	1.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Treasury Manager	0.00	0.00	0.00	1.00	1.00
TOTAL FINANCE DEPARTMENT	45.50	45.00	48.00	48.00	48.00

FIRE DEPARTMENT

Accounting Office Specialist III	4.00	5.00	5.00	4.00	4.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	3.00	2.00	2.00	2.00	2.00
Assistant Management Analyst	0.00	0.00	0.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00
Battalion Chief	2.00	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00
Emergency Services Coordinator	2.00	2.00	2.00	3.00	3.00
Fire and Life-Safety Plans Examiner	1.00	2.00	2.00	2.00	2.00
Fire Apparatus Operator	33.00	33.00	33.00	33.00	33.00
Fire Captain I/II	29.00	29.00	29.00	30.00	30.00
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Prevention Inspector (Sworn)	1.00	1.00	1.00	1.00	1.00
Fire Prevention Inspector (Civilian)	1.00	1.00	2.00	2.00	2.00
Firefighter	52.00	55.00	55.00	54.00	54.00
Office Specialist II	1.00	1.00	1.00	2.00	2.00
Office Specialist III	2.00	1.00	1.00	1.00	1.00
Paramedic Supervisor I	3.00	6.00	6.00	6.00	6.00
TOTAL FIRE DEPARTMENT	141.00	148.00	149.00	152.00	152.00

HEALTH, HOUSING & COMMUNITY SERVICES

Career Employees:

Accounting Office Specialist III	3.00	3.00	3.00	3.00	3.00
Accounting Technician	1.00	1.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Manager of Mental Health			1.00	1.00	1.00
Assistant Management Analyst	3.00	4.00	3.00	4.00	4.00
Assistant Mental Health Clinician	1.00	1.00	3.00	3.00	3.00
Associate Management Analyst	6.00	6.00	6.00	6.00	6.00
Associate Planner	1.00	1.00	1.00	1.00	1.00
Behavioral Health Clinician I	2.00	2.00	3.00	3.00	3.00
Behavioral Health Clinician II	20.30	20.30	21.30	24.30	24.30
Building Inspector I (Cert)	0.00	0.00	1.00	1.00	1.00
Clinical Psychologist	0.50	0.50	0.00	0.00	0.00
Community Development Project Coordinator	3.00	4.00	4.00	5.00	5.00
Community Health Worker	3.00	2.50	1.60	1.00	1.00
Community Health Worker Specialist	9.80	9.80	10.00	10.00	10.00
Community Service Specialist I	5.50	5.50	5.50	5.50	5.50
Community Services Specialist II	4.00	5.00	5.00	6.00	6.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Community Services Specialist III	2.00	3.00	3.00	4.00	4.00
Deputy Director of Health, Housing & Community Services	1.00	1.00	1.00	1.00	1.00
Director of Health, Housing & Community Services	1.00	1.00	1.00	1.00	1.00
Employment Program Administrator	1.00	1.00	1.00	1.00	1.00
Environmental Health Supervisor	1.00	1.00	1.00	1.00	1.00
Epidemiologist		1.00	1.00	1.00	1.00
Health Nutrition Program Coordinator	1.00	1.00	1.00	1.00	1.00
Health Officer (Certified)	1.00	1.00	1.00	1.00	1.00
Health Planning, Education & Promotion Supervisor	1.00	1.00	0.00	0.00	0.00
Health Services Program Specialist	6.00	7.00	7.00	7.00	7.00
Health Services Supervisor	2.00	2.00	2.00	2.00	2.00
Homeless Services Coordinator			1.00	1.00	1.00
Housing Inspector (Certified)	1.00	0.00	0.00		
Manager of Aging Services	1.00	1.00	1.00	1.00	1.00
Manager of Environmental Health	1.00	1.00	1.00	1.00	1.00
Manager of Housing and Community Services	1.00	1.00	1.00	1.00	1.00
Manager of Mental Health Services	1.00	1.00	1.00	1.00	1.00
Manager of Public Health Services			1.00	1.00	1.00
Manager, Family Health & Nursing Services	1.00	1.00	1.00	0.00	0.00
Mealsite Coordinator	1.00	1.00	1.00	1.00	1.00
Mental Health Clinical Supervisor	2.00	3.00	5.00	6.00	6.00
Mental Health Program Supervisor	4.00	4.00	4.00	4.00	4.00
Mid-Level Practitioner	1.60	1.60	1.10	1.10	1.10
Mini Bus Driver	2.00	2.00	2.00	2.00	2.00
Nutritionist			0.50	0.50	0.50
Office Specialist II	18.00	19.00	20.00	20.00	20.00
Office Specialist III	5.00	4.00	4.00	4.00	4.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Psychiatrist	2.00	1.50	1.50	1.50	1.50
Public Health Nurse	9.65	9.65	9.65	8.75	8.75
Registered Environmental Health Specialist	6.00	6.00	6.00	6.00	6.00
Registered Nurse	2.00	3.00	4.00	5.50	5.50
Senior Behavioral Health Clinician	5.00	5.00	4.00	4.00	4.00
Senior Citizen Center Director	2.00	2.00	2.00	2.00	2.00
Senior Community Development Project Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Community Health Specialist	3.00	3.00	4.00	4.00	4.00
Senior Environmental Health Specialist	1.75	2.00	2.00	2.00	2.00
Senior Health Management Analyst	1.00	1.00	1.00	1.00	1.00
Senior Health Services Program Specialist	3.80	3.80	4.80	4.80	4.80
Senior Management Analyst	2.00	2.00	1.00	1.00	1.00
Senior Service Assistant	3.75	3.75	3.75	4.75	4.75
Social Services Specialist	6.00	7.00	8.00	11.00	11.00
Supervising Psychiatrist	1.00	1.00	1.00	1.00	1.00
Supervising Public Health Nurse	2.00	2.00	1.00	2.00	2.00
Transportation Services Coordinator	0.00	0.00	0.00	1.00	1.00
Vector Control Technician	1.00	1.00	1.00	1.00	1.00
Total Career Employees	175.65	183.90	192.70	205.70	205.70
Hourly Employees:					
Intern	2.00	2.00	2.00	2.00	2.00
Behavioral Health Clinician I & II	2.00	2.00	2.00	2.00	2.00
Mid-Level Practitioner	3.50	3.50	3.50	3.50	3.50

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Mini Bus Driver	0.20	0.20	0.20	0.20	0.20
Physician	0.20	0.20	0.20	0.20	0.20
Psychiatrist II & III	0.48	0.48	0.48	0.48	0.48
Public Health Program Physician	0.00	0.00	0.00	0.00	0.00
Registered Environmental Health Specialist	0.40	0.40	0.40	0.40	0.40
Senior Nutrition Program Supervisor	0.43	0.43	0.43	0.43	0.43
Senior Registered Environmental Health Specialist	0.46	0.46	0.46	0.46	0.46
Senior Service Aide	3.88	3.88	3.88	3.88	3.88
Senior Service Assistant	0.91	0.91	0.91	0.91	0.91
Youth Enrollee Intern	26.02	26.02	26.02	26.02	26.02
Total Hourly Employees	40.48	40.48	40.48	40.48	40.48

TOTAL HEALTH, HOUSING & COMMUNITY SERVICES	216.13	224.38	233.18	246.18	246.18
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HUMAN RESOURCES

Administrative Secretary	1.00	0.00	0.00	0.00	0.00
Assistant Mangement Analyst		1.00	1.00	1.00	1.00
Associate Human Resources Analyst	3.00	3.00	4.00	4.00	4.00
Director of Human Resources	1.00	1.00	1.00	1.00	1.00
Equal Employment Opportunity & Diversity Officer	1.00	1.00	1.00	1.00	1.00
Employee Relations Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	0.00	0.00	0.00	0.00
Human Resources Technician	4.00	3.00	3.00	3.00	3.00
Information Systems Support Technician	1.00	1.00	1.00	1.00	1.00
Occupational Health & Safety Officer	1.00	1.00	1.00	1.00	1.00
Occupational Health & Safety Specialist	1.00	1.00	1.00	1.00	1.00
Office Specialist II	3.00	3.00	3.00	3.00	3.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	2.00	2.00	2.00	2.00	2.00
Training Officer	1.00	1.00	1.00	1.00	1.00
Workers Compensation Analyst	1.00	1.00	0.00	0.00	0.00

TOTAL HUMAN RESOURCES	23.00	21.00	21.00	21.00	21.00
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INFORMATION TECHNOLOGY

Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Applications Programmer/Analyst I	0.50	0.50	0.50	0.00	0.00
Applications Programmer/Analyst II	12.00	12.00	13.00	14.00	14.00
Associate Management Analyst	1.00	1.00	1.00	0.00	0.00
Customer Service Specialist III	8.00	8.00	9.00	9.00	9.00
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Database Administrator		1.00	1.00	1.00	1.00
Director of Information Technology	1.00	1.00	1.00	1.00	1.00
Information Security Manager		1.00	1.00	1.00	1.00
Information Systems Manager	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	5.00	5.00	5.00	5.00	5.00
Information Systems Support Technician	2.00	2.00	2.00	2.00	2.00
Senior Information Systems Specialist	3.00	3.00	3.00	3.00	3.00
Senior Management Analyst	0.00	0.00	0.00	1.00	1.00
Senior Systems Analyst	4.00	4.00	4.00	4.00	4.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
TOTAL INFORMATION TECHNOLOGY	40.50	42.50	44.50	45.00	45.00
LIBRARY SERVICES					
Career Employees:					
Accounting Office Specialist III	2.00	2.00	2.00	2.00	2.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	0.00	0.00	2.00	2.00	2.00
Associate Human Resources Analyst	1.00	1.00	1.00	1.00	1.00
Building Maintenance Mechanic	1.00	1.00	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Circulation Services Manager	1.00	1.00	1.00	1.00	1.00
Deputy Director of Library Services	1.00	1.00	1.00	1.00	1.00
Director of Library Services	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	3.00	3.00	3.00	3.00	3.00
Information Systems Support Technician	0.00	0.00	0.00	0.00	0.00
Librarian I/II	21.30	21.30	21.30	21.30	21.30
Library Aide	14.00	14.00	14.00	14.00	14.00
Library Assistant	14.25	14.25	14.25	14.25	14.25
Library Info Systems Administrator	1.00	1.00	1.00	1.00	1.00
Library Literacy Program Coordinator	1.00	1.00	1.00	1.00	1.00
Library Services Manager	2.00	2.00	2.00	2.00	2.00
Library Specialist I	3.00	3.00	3.00	3.00	3.00
Library Specialist II	13.55	13.55	13.55	13.55	13.55
Mail Services Aide	1.75	1.80	1.80	1.80	1.80
Office Specialist II	1.00	1.00	1.00	1.00	1.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Librarian	2.00	3.00	3.00	3.00	3.00
Supervising Librarian	7.00	8.00	8.00	8.00	8.00
Supervising Library Assistant	9.00	9.00	9.00	9.00	9.00
Tool Lending Specialist	2.10	2.25	2.25	2.25	2.25
Total Career Employees	106.95	109.15	111.15	111.15	111.15
Hourly Employees:					
Library Aides	1.13	0.75	0.75	0.75	0.75
Library Page	4.20	4.20	4.20	4.20	4.20
Youth Enrollees	0.00				
Total Hourly Employees	5.33	4.95	4.95	4.95	4.95
TOTAL LIBRARY SERVICES	112.28	114.10	116.10	116.10	116.10
MAYOR & COUNCIL					
Assistant to Mayor	3.00	3.00	3.00	1.00	1.00
Secretary to Mayor					
Administrative Secretary					
Legislative Aides	9.00	9.00	9.00	11.00	11.00
TOTAL MAYOR AND COUNCIL	12.00	12.00	12.00	12.00	12.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
PARKS RECREATION & WATERFRONT					
Career Employees:					
Accounting Office Specialist II		1.00	1.00	1.00	1.00
Accounting Office Specialist III	3.00	2.00	2.00	2.00	2.00
Accounting Office Specialist Supervisor	1.00	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Aquatics Coordinator			1.00	1.00	1.00
Aquatics Facilities Supervisor	2.00	2.00	1.00	1.00	1.00
Aquatics Specialist II	0.50	0.50	0.50	0.50	0.50
Assistant Civil Engineer (Reg)			1.00	1.00	1.00
Assistant Management Analyst		1.00	2.00	2.00	2.00
Assistant Recreation Coordinator	4.00	4.00	4.00	5.00	5.00
Associate Civil Engineer	2.00	2.00	2.00	2.00	2.00
Building Maintenance Mechanic	9.00	9.00	9.00	9.00	9.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Camps Manager	0.00	0.75	0.75	1.00	1.00
Capital Improvements Program Manager		1.00	1.00	1.00	1.00
Deputy Director of Parks Recreation & Waterfront	1.00	1.00	1.00	1.00	1.00
Director of Parks & Waterfront	1.00	1.00	1.00	1.00	1.00
Forestry Climber	4.00	4.00	4.00	4.00	4.00
Forestry Climber Supervisor	1.00	1.00	1.00	1.00	1.00
Forestry Technician	1.00	1.00	1.00	1.00	1.00
Harbormaster	1.00	0.00	0.00	0.00	0.00
Landscape Equipment Operator	4.00	4.00	4.00	4.00	4.00
Landscape Gardener	15.00	15.00	15.00	15.00	15.00
Landscape Gardener Supervisor	4.00	5.00	5.00	5.00	5.00
Marina Assistant	3.00	3.00	3.00	2.00	2.00
Office Specialist II	4.00	3.00	3.00	3.00	3.00
Parks Superintendent	1.00	1.00	1.00	1.00	1.00
Recreation & Youth Svcs Manager	1.00	1.00	1.00	1.00	1.00
Recreation Activity Ldr.	7.25	8.25	8.25	7.25	7.25
Recreation Coordinator	5.00	5.00	5.00	5.00	5.00
Recreation Program Supervisor	3.00	3.00	3.00	3.00	3.00
Rosarian	1.00	1.00	1.00	1.00	1.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Forestry Climber	3.00	3.00	3.00	3.00	3.00
Senior Forestry Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Groundskeeper	1.00	1.00	1.00	1.00	1.00
Senior Landscape Gardener	3.00	3.00	3.00	3.00	3.00
Senior Landscape Gardener Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	2.00	2.00	2.00	2.00	2.00
Sports Official	2.00	2.00	2.00	2.00	2.00
Supervising Civil Engineer	0.00	1.00	1.00	1.00	1.00
Waterfront Manager	1.00	1.00	1.00	1.00	1.00
Waterfront Supervisor	0.00	1.00	1.00	1.00	1.00
Total Career Employees	95.75	101.50	103.50	102.75	102.75
Hourly Employees:					
Aquatics Specialist I	3.00	2.22	2.22	2.22	2.22
Aquatics Specialist II	3.00	4.02	4.02	4.02	4.02
Assistant Aquatics Coordinator	0.00	0.78	0.78	0.78	0.78

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Camp Maintenance Mechanic	1.50	0.39	0.39	0.39	0.39
Camp Medical Staff Member	0.35	2.42	2.42	2.42	2.42
Camp Staff Leader	4.75	2.70	2.70	2.70	2.70
Camp Staff Member	13.50	2.62	2.62	2.62	2.62
Camp Staff Supervisor	1.15	1.07	1.07	1.07	1.07
Cashier Attendant	0.50	0.16	0.16	0.16	0.16
Groundskeeper		0.73	0.73	0.73	0.73
Office Specialist II	0.00	0.19	0.19	0.19	0.19
Playground Lead Trainee	1.50	8.90	8.90	8.90	8.90
Recreation Activity Leader	19.00	22.12	22.12	22.12	22.12
Senior Aquatics Specialist		0.79	0.79	0.79	0.79
Sports Field Monitor	1.00	0.95	0.95	0.95	0.95
Sports Official	2.00	2.27	2.27	2.27	2.27
Vegetation Reduction Supervisor	0.35	0.29	0.29	0.29	0.29
Total Hourly Employees	51.60	52.62	52.62	52.62	52.62
TOTAL PARKS REC & WATERFRONT	147.35	154.12	156.12	155.37	155.37

PLANNING DEPARTMENT

Career Employees:

Accounting Office Specialist II	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist III	1.00	2.00	3.00	3.00	3.00
Administrative & Fiscal Services Manager			1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Building & Safety Manager	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	2.00	2.00	2.00	2.00
Assistant Planner	3.00	3.00	6.00	6.00	6.00
Associate Management Analyst	3.00	3.00	3.00	3.00	3.00
Associate Planner	7.00	7.00	6.00	6.00	6.00
Building and Safety Manager	1.00	1.00	1.00	1.00	1.00
Building Inspector I (certified)	0.00	1.00	2.00	2.00	2.00
Building Inspector II	1.00	1.00	1.00	0.00	0.00
Building Inspector II (certified)	7.00	7.00	6.00	6.00	6.00
Building Plans Engineer	1.00	1.00	1.00	1.00	1.00
Building Plans Examiner	1.00	3.00	3.00	4.00	4.00
Community Services Specialist I	1.60	1.60	1.60	2.20	2.20
Community Services Specialist II	1.00	1.00	0.00	0.00	0.00
Community Services Specialist III	2.85	2.73	2.70	2.70	2.70
Director of Planning	1.00	1.00	1.00	1.00	1.00
Energy Program Manager	0.00	0.00	1.00	1.00	1.00
Engineering Inspector	1.00	1.00	1.00	1.00	1.00
Hazardous Material Manager	1.00	1.00	1.00	1.00	1.00
Hazardous Material Specialist I			1.00	0.00	0.00
Hazardous Material Specialist II	4.00	4.00	3.00	4.00	4.00
Housing Inspector (Certified)	3.00	3.00	3.00	3.00	3.00
Housing Inspector Supervisor	1.00	1.00	1.00	1.00	1.00
Land Use Planning Manager	1.00	1.00	1.00	1.00	1.00
Office Specialist II	6.50	6.75	5.50	6.50	6.50
Office Specialist III	4.00	1.00	2.00	2.00	2.00
Office Specialist Supervisor	0.00	1.00	1.00	1.00	1.00
Permit Center Coordinator	1.00	1.00	1.00	1.00	1.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Permit Specialist	3.00	4.00	4.00	4.00	4.00
Planning Technician	2.00	2.00	2.00	2.00	2.00
Principal Planner	4.00	4.00	4.00	4.00	4.00
Resilient Buildings Program Manager	0.00	0.00	0.00	1.00	1.00
Senior Building Inspector	2.00	2.00	2.00	2.00	2.00
Senior Building Plans Engineer	2.00	2.00	2.00	2.00	2.00
Senior Building Plans Examiner	2.00	0.00	0.00	2.00	2.00
Senior Management Analyst	1.00	1.00	0.00	0.00	0.00
Senior Permit Specialist	2.00	2.00	2.00	2.00	2.00
Senior Planner	2.00	3.00	3.00	5.00	5.00
Supervising Building Inspector	1.00	1.00	1.00	1.00	1.00
Total Career Employees	78.95	82.08	84.80	91.40	91.40
Hourly Employees:					
Intern	5.00	10.00	10.00	10.00	10.00
TOTAL PLANNING DEPARTMENT	83.95	92.08	94.80	101.40	101.40

POLICE DEPARTMENT

Career Employees:

Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	2.00	2.00	2.00	2.00
Communications Manager	1.00	1.00	1.00	1.00	1.00
Community Service Officer	15.00	15.00	15.00	15.00	15.00
Community Service Officer Supervisor	4.00	4.00	4.00	4.00	4.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00	1.00
Office Specialist II	6.00	5.00	5.00	5.00	5.00
Office Specialist III	4.00	4.00	5.00	5.00	5.00
Office Specialist Supervisor	1.00	2.00	1.00	1.00	1.00
Parking Enforcement Manager	1.00	1.00	1.00	1.00	1.00
Parking Enforcement Representative	21.00	21.00	21.00	21.00	21.00
Parking Enforcement Supervisor	2.00	2.00	2.00	2.00	2.00
Police Captain	3.00	4.00	4.00	4.00	4.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	9.00	9.00	9.00	9.00	9.00
Police Officer*	138.00	137.00	137.00	137.00	137.00
Police Sergeant	30.00	30.00	30.00	30.00	30.00
Public Safety Dispatcher I & II	28.00	28.00	28.00	28.00	28.00
Supervising Public Safety Dispatcher	4.00	4.00	4.00	4.00	4.00
Total Career Employees	274.00	274.00	274.00	274.00	274.00

Hourly Employees:

Juvenile Bureau Counselor	0.50	0.50	0.50	0.50	0.50
Police Aide	2.00	2.00	2.00	2.00	2.00
School Crossing Guard	3.70	3.70	3.70	3.70	3.70
Total Hourly Employees:	6.20	6.20	6.20	6.20	6.20

TOTAL POLICE DEPARTMENT	280.20	280.20	280.20	280.20	280.20
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*Raise the FTE level of the Police Officers in the department by five FTE and fund the positions as the City is able to fill them.

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
POLICE REVIEW COMMISSION					
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Police Review Commission Officer	1.00	1.00	1.00	1.00	1.00
PRC Investigator	1.00	1.00	1.00	1.00	1.00
TOTAL POLICE REVIEW COMMISSION	3.00	3.00	3.00	3.00	3.00
PUBLIC WORKS					
Accounting Office Specialist II	0.00	1.00	1.00	1.00	1.00
Accounting Office Specialist III	4.00	5.00	5.00	5.00	5.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	2.00	2.00	2.00
Architect	1.00	1.00	1.00	1.00	1.00
Assistant Architect	1.00	1.00	1.00	1.00	1.00
Assistant Civil Engineer (Reg)	3.00	3.00	4.00	4.00	4.00
Assistant Management Analyst	4.00	5.00	5.00	5.00	5.00
Assistant Planner	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Engineer	2.00	2.00	2.00	2.00	2.00
Assistant Traffic Engineer	1.00	1.00	1.00	2.00	2.00
Associate Civil Engineer	6.00	5.00	7.00	7.00	7.00
Associate Management Analyst	3.00	3.00	3.00	3.00	3.00
Associate Planner	1.60	1.60	1.60	2.00	2.00
Associate Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Building Inspector II (Certified)	1.00	1.00	0.00	0.00	0.00
Building Maintenance Mechanic	5.00	5.00	5.00	5.00	5.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Chief of Party	2.00	2.00	2.00	2.00	2.00
Communications Technician	3.00	3.00	3.00	3.00	3.00
Community Development Project Coord.	1.00	1.00	1.00	1.00	1.00
Concrete Finisher	3.00	3.00	3.00	3.00	3.00
Construction Equipment Operator	3.00	3.00	3.00	3.00	3.00
Container Maintenance Welder	2.00	2.00	2.00	2.00	2.00
Deputy Director of Public Works	1.00	1.00	1.00	1.00	1.00
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Disability Services Specialist	2.00	1.00	1.00	1.00	1.00
Drafting Aide	1.00	1.00	1.00	1.00	1.00
Drafting Technician	2.00	2.00	2.00	2.00	2.00
Electrical Parts Technician	1.00	1.00	1.00	1.00	1.00
Electrician	7.00	7.00	7.00	7.00	7.00
Engineering Inspector	5.00	6.00	7.00	7.00	7.00
Environmental Compliance Specialist	2.00	2.00	2.00	2.00	2.00
Equipment Superintendent	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00
Field Representative	1.00	1.00	1.00	1.00	1.00
Janitor	7.00	7.00	7.00	7.00	7.00
Janitor Supervisor	1.00	1.00	1.00	1.00	1.00
Laborer	20.00	20.00	20.00	20.00	20.00
Lead Communication Technician	1.00	1.00	1.00	1.00	1.00
Lead Electrician	3.00	3.00	3.00	3.00	3.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Manager of Engineering	1.00	1.00	1.00	1.00	1.00
Mechanic	8.00	8.00	8.00	8.00	8.00
Mechanic Lead	1.00	1.00	1.00	1.00	1.00
Mechanic Supervisor	2.00	2.00	2.00	2.00	2.00
Mechanical Sweeper Operator	5.00	5.00	5.00	5.00	5.00
Office Specialist II	3.00	3.00	3.00	3.00	3.00
Office Specialist III	4.00	3.00	3.00	3.00	3.00
Parking Meter Maint & Collection Suprv	1.00	1.00	1.00	1.00	1.00
Parking Meter Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Parking Meter Mechanic	5.00	5.00	5.00	5.00	5.00
Parking Services Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00
Public Works Operations Manager			2.00	2.00	2.00
Public Works Supervisor	6.00	6.00	6.00	6.00	6.00
Recycling Program Manager	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	1.00	1.00	2.00	2.00	2.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Drafting Technician	1.00	1.00	1.00	1.00	1.00
Senior Electrical Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Equipment Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	3.00	3.00	3.00	3.00	3.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Senior Public Works Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Solid Waste Supervisor	3.00	3.00	2.00	2.00	2.00
Service Technician	4.00	4.00	4.00	4.00	4.00
Sewer Maintenance Assistant Supervisor	7.00	7.00	7.00	7.00	7.00
Skilled Laborer	15.00	15.00	15.00	15.00	15.00
Solid Waste Loader Operator	2.00	2.00	2.00	2.00	2.00
Solid Waste Supervisor	3.00	3.00	3.00	3.00	3.00
Solid Waste Truck Driver	33.00	33.00	33.00	33.00	33.00
Solid Waste Worker	34.00	34.00	34.00	34.00	34.00
Solid Waste/Recycling Manager	1.00	1.00	1.00	1.00	1.00
Supervising Civil Engineer	3.00	4.00	4.00	4.00	4.00
Supervising Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00	1.00	1.00
Tractor Trailer Driver	6.00	6.00	6.00	7.00	7.00
Traffic Engineering Assistant	2.00	2.00	2.00	1.00	1.00
Traffic Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Traffic Maintenance Worker I	3.00	3.00	3.00	3.00	3.00
Traffic Maintenance Worker II	2.00	2.00	2.00	2.00	2.00
Transportation Manager	1.00	1.00	1.00	1.00	1.00
Warehouse Operations Specialist	1.00	1.00	1.00	1.00	1.00
Weighmaster	3.00	3.00	3.00	3.00	3.00
Welder Mechanic	1.00	1.00	1.00	1.00	1.00
TOTAL PUBLIC WORKS	293.60	295.60	300.60	302.00	302.00
RENT STABILIZATION BOARD					
Accounting Office Specialist III	0.00	1.00	1.00	1.00	1.00
Administrative Staff Assistant	1.00	0.00	0.00	0.00	0.00

FY 2020 & FY 2021 POSITION SUMMARY BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Assistant Management Analyst	1.00	0.00	0.00	0.00	0.00
Associate Management Analyst	1.75	2.75	2.75	2.75	2.75
Community Services Specialist I	1.00	1.00	0.00	0.00	0.00
Community Services Specialist II	3.80	3.80	5.80	5.80	5.80
Community Services Specialist III	1.00	1.00	0.00	0.00	0.00
Deputy Director Rent Stabilization Program	1.00	1.00	1.00	1.00	1.00
Executive Director Rent Board	1.00	1.00	1.00	1.00	1.00
Hearing Examiner	2.00	2.00	2.00	2.00	2.00
Legal Secretary	1.00	1.00	0.00	0.00	0.00
Office Specialist II	1.80	2.80	3.80	3.80	3.80
Office Specialist III	2.00	1.00	1.00	1.00	1.00
Senior Legal Secretary	1.00	1.00	1.00	1.00	1.00
Staff Attorney I	2.00	0.00	0.00	0.00	0.00
Staff Attorney II	0.00	2.00	2.00	2.00	2.00
Staff Attorney III	1.00	1.00	1.00	1.00	1.00
TOTAL RENT STABILIZATION BOARD	22.35	22.35	22.35	22.35	22.35
TOTAL AUTHORIZED FTEs	1493.74	1531.55	1559.60	1583.35	1583.35



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STRATEGIC PLAN

“The Strategic Plan is the blueprint for our organization to act based on our community’s values. Prioritizing our most important work, coordinating resources and communicating well builds confidence in the City as we create the Berkeley that reflects our aspirations.”

–Dee Williams-Ridley, City Manager

OVERVIEW

City Council approved a citywide Strategic Plan on January 31, 2018. The Strategic Plan articulates nine long-term goals for the City government, on behalf of the community and includes numerous priorities. Priorities are short term projects or programs which support a goal, where a significant phase of work is expected to be done by the end of a budget cycle. Priorities are refreshed each budget cycle.

Goals



Provide state-of-the art, well-maintained infrastructure, amenities, and facilities.



Create affordable housing and housing support services for our most vulnerable community members.



Provide an efficient and financially-healthy City government.



Foster a dynamic, sustainable, and locally-based economy.



Create a resilient, safe, connected, and prepared City.



Champion and demonstrate social and racial equity.



Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment.



Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community.



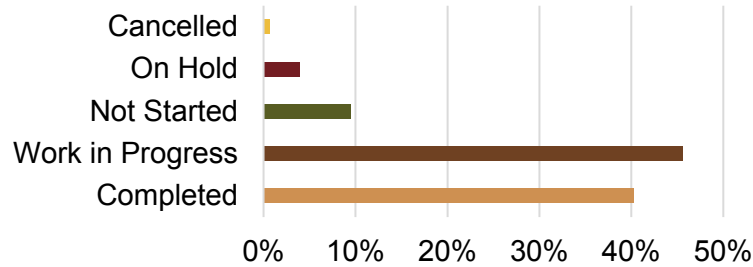
Attract and retain a talented and diverse City government workforce.

STRATEGIC PLAN

Highlights

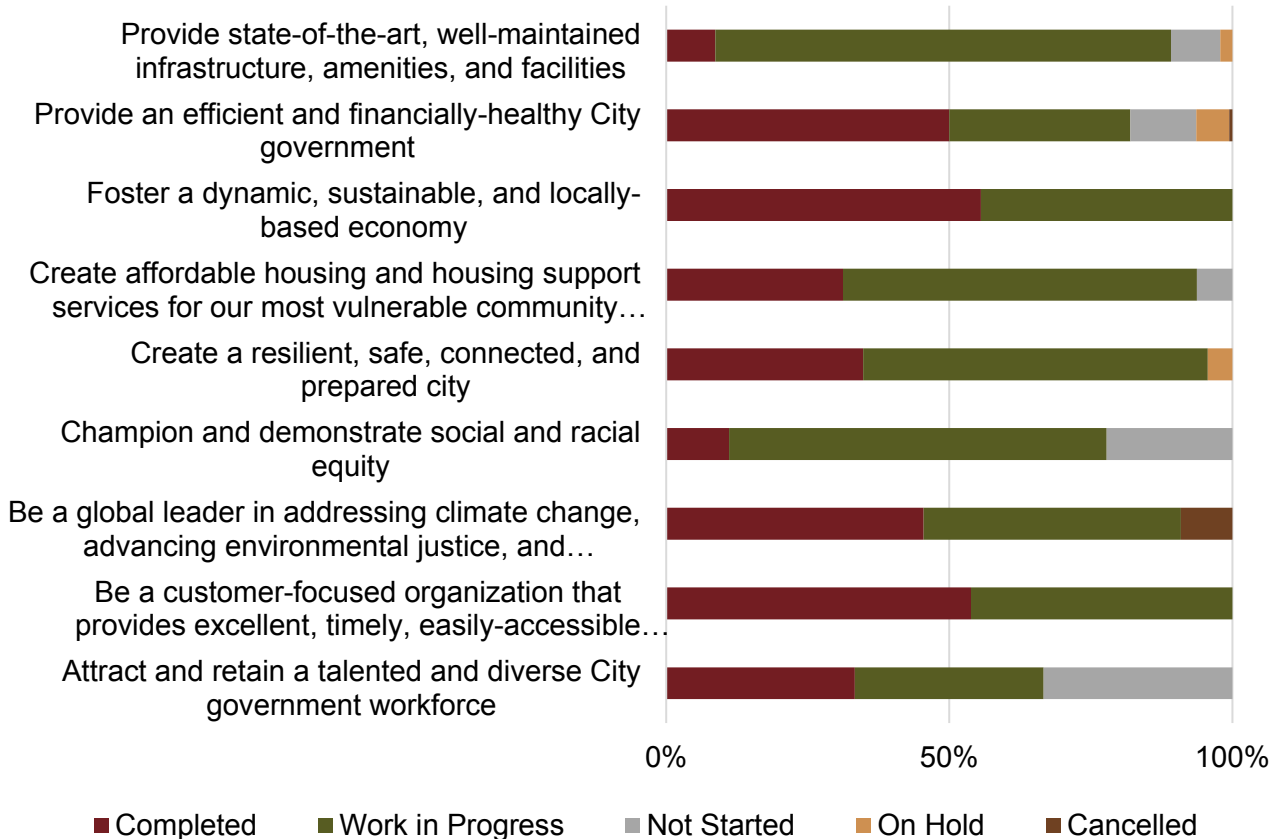
Strategic Plan Priorities are projects or programs which support a goal, where work or a significant phase of work is expected to be done by the end of the budget cycle. Priorities are refreshed each budget cycle. For FY 2018 & FY 2019, there were 116 priorities consisting of 305 projects. At the close of calendar year 2018, 86 percent of projects scheduled to be complete by July 2019 were complete or under way.

**Projects Status,
Close of Calendar Year 2018**



These projects represent progress forward on each of our Strategic Plan goals, with the most progress on improving efficiency, financial health, economic health, and customer service.

**Projects Status by Goal,
Close of Calendar Year 2018**



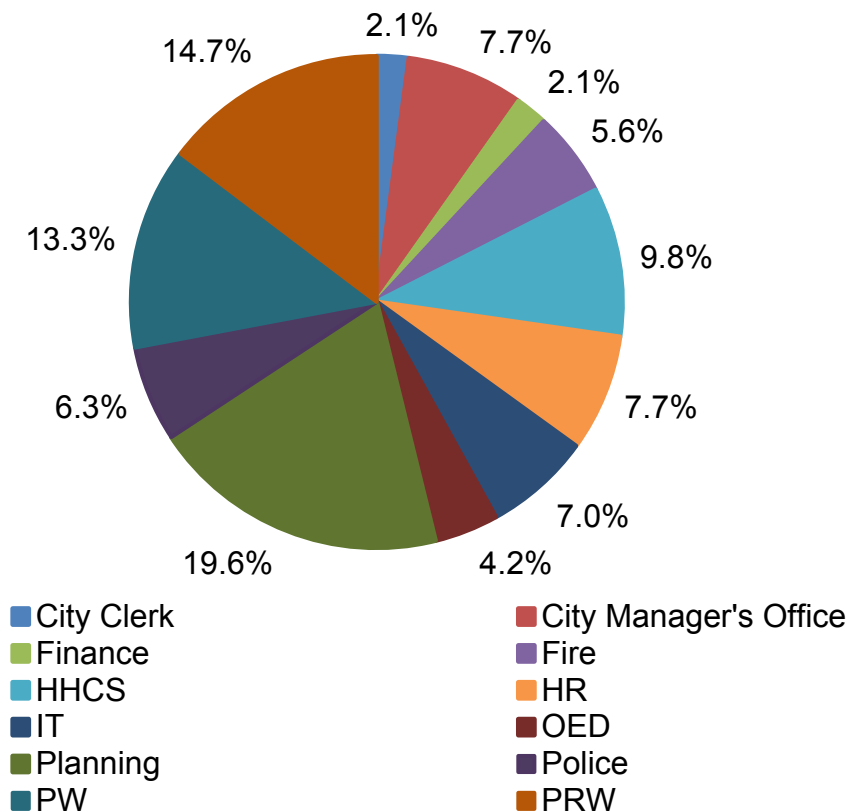
STRATEGIC PLAN

Proposed Priorities: FY 2020 & FY2021

For FY 2020 & FY 2021, there are 90 new priorities, in addition to 53 carryover priorities from FY 2018 & FY 2019. If all proposed priorities are adopted, there will be 143 priorities, an increase of approximately 23% over the previous budget cycle.

The department with the most proposed priorities is Planning, which is the lead on 19.6 percent of proposed priorities, followed closely by Parks, Recreation & Waterfront at 14.7 percent and Public Works at 13.3 percent.

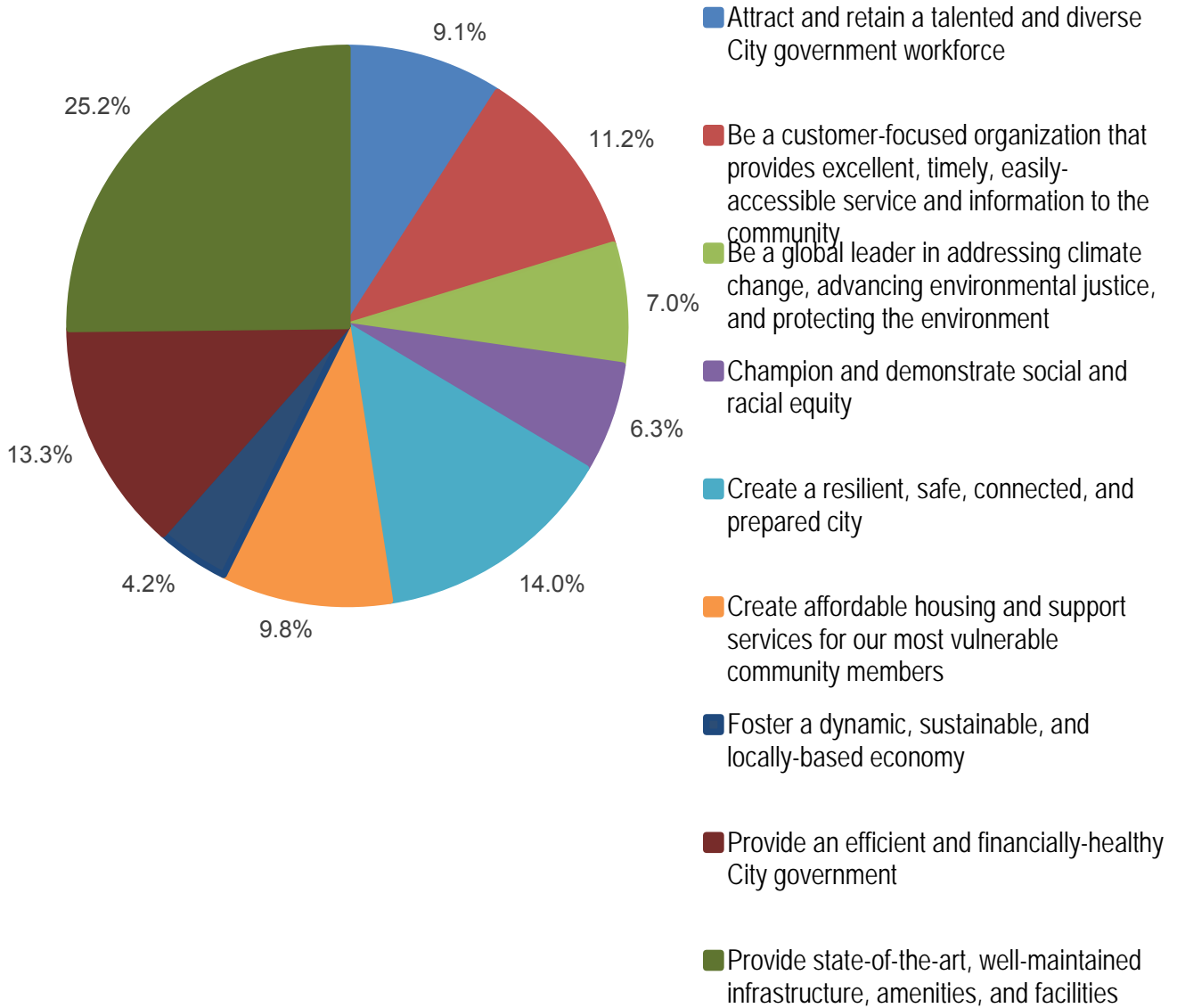
Proposed Priorities FY 2020 & FY 2021, by Lead Department



STRATEGIC PLAN

In terms of Strategic Plan goals, the focus of many proposed priorities is on being a global leader in addressing climate change, advancing environmental justice, and protecting the environment, as well as providing an efficient and financially-healthy city.

Proposed Priorities FY 2020 & FY 2021, by Goal

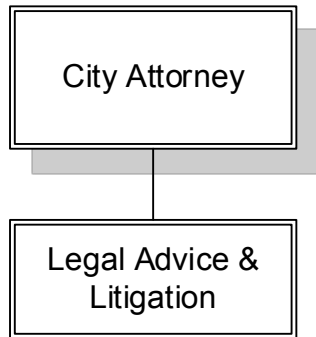


CITY ATTORNEY'S OFFICE

MISSION STATEMENT

The mission of the Berkeley City Attorney's Office is to provide excellent legal services (both advisory and litigation) to the City government, which is comprised of the Mayor, City Council, and other elected officials as well as to the twelve City departments and the City's Boards and Commissions, including the Board of Library Trustees.

ORGANIZATION CHART



CITY ATTORNEY'S OFFICE

DEPARTMENT OVERVIEW

The City Attorney's Office consists of the City Attorney, an Assistant City Attorney and six Deputy City Attorneys. Collectively, we provide legal advice and support to all City Departments to assist with successful implementation of their work plans. The City Attorney's Office also responds to claims, engages in litigation and reviews and provides input and advice on projects adopted by the City Council.

The City Attorney's Office prosecutes violations of City ordinances and defends the City in litigation in a timely and effective manner. When appropriate, the City Attorney's Office proactively files lawsuits on the City's behalf regarding issues important to the Council and the community.

The Office works efficiently and collaboratively with the City Council and the City's Boards and Commissions, as well as with all City departments, to help implement the Council policies and objectives and respond to inquiries.

The Office also reviews contracts and ordinances, helps negotiate leases, and prepares documents relating to development projects including affordable housing regulatory agreements, loan documents, and deeds of trust.

Other services and activities provided by the City Attorney's Office include:

- Representing the City in all legal proceedings
- Providing advice or written opinions to any officer, department head, board, commission or other unit of the City
- Making recommendations to the City Council and Mayor for or against the settlement or dismissal of legal proceedings
- Investigating, evaluating and recommending the disposition of claims made against the City
- Responding to Public Records Act (PRA) requests on behalf of the City Attorney's Office, City Manager's Office, and City Council offices, and coordinating responses to PRA requests that involve multiple departments
- Staffing the Fair Campaign Practices Commission and the Open Government Commission
- Providing Risk Management Services
- Providing advice and implementation guidelines for the Public Financing Ordinance

CITY ATTORNEY'S OFFICE

- Providing training to City staff on best practices, changes in the law, responding to subpoenas, the Brown Act, and other topics of concern

STRATEGIC PLAN PRIORITIES: FY 2020 & FY 2021 PROJECTS & PROGRAMS

The City Attorney's Office has no Strategic Plan Projects and Programs in FY 2020 & FY 2021 where it serves as the lead department; however, our office serves as a support department to most projects by providing legal advice, review and defense.

CHALLENGES

1. Current City Attorney staffing levels have been barely adequate to administer the existing mandates in the Berkeley Election Reform Act (BERA), the Open Government Ordinance (OGO), and the Revolving Door Ordinance. New requirements related to public financing of elections and the Lobbyist Ordinance interact with these existing sets of regulatory requirements in complex ways. The addition of these two new significant mandates were not accounted for in current staffing levels.
2. In addition, there has been an uptick in labor and employment litigation as well as other types of lawsuits. Given this new landscape, it is highly likely that additional resources will be needed in the next two years to continue providing the most effective legal representation to the City in these matters.
3. There is a current dearth in administrative resources to support implementation of the lobbyist registration ordinance and public financing as well as the increase in lawsuits, claims, Public Records Act-related projects and special projects such as the Long Range Development Plan for UC Berkeley and implementation of Measure O and P. Implementation of these new programs require more time from staff attorneys and as a result require additional resources.
4. The Office will continue to devote significant resources toward complying with new state mandates concerning government transparency (including SB 1421 and AB 748) and housing (including SB 35 and the state Density Bonus Law). In addition, dozens of housing-related bills have been introduced in the current legislative session, and the legislature's and governor's prioritization of affordable housing is likely to result in new state laws that will demand a significant amount of time from staff attorneys.

CITY ATTORNEY'S OFFICE

ACCOMPLISHMENTS

U.S. POSTAL SERVICE V. CITY OF BERKELEY

We secured a favorable ruling in a closely-watched challenge by the federal government to the City's Civic Center Historic District Overlay Ordinance. Under the 2014 Overlay Ordinance, if the Postal Service decides to sell the historically significant Berkeley Main Post Office building to a private developer, the Post Office building will be restricted to civic, educational, or non-profit community serving uses and cannot be used for commercial uses that could disrupt the character of Berkeley's Civic Center Historic District.

The dispute started in 2012 when the Postal Service, facing a financial crisis, declared its intent to sell the Post Office building to the highest bidder. Proposals by developers for the reuse of the building ranged from big box retail to parking. Facing the loss of one of its most noted historic buildings and the disruption of the character of the Civic Center, the City initially opposed the sale in court, but that lawsuit was dismissed. In response to the Postal Service's continued determination to sell the building, the City adopted the Overlay in September 2014 to limit the uses of buildings in the Civic Center Historic District, including the Post Office, to civic, nonprofit, cultural, and other similar uses to preserve the integrity of the area and protect the City's historical legacy.

Through our vigorous defense of the lawsuit, the federal court concluded that the City has the right to protect the Post Office building even if it reduces somewhat the amount the Postal Service can earn from a sale. The Court told us that "the Postal Service's desire to receive maximum revenue from the sale of its surplus real estate must yield to the City's long-standing power to maintain its architectural and cultural heritage."

SB 35 IMPLEMENTATION

Our office played a crucial role in helping to navigate the first SB 35 application in the state involving the property at 1900 4th Street. Since that time, two other SB 35 applications have been processed and approved by the City, including the Berkeley Way project discussed below.

BERKELEY WAY PROJECT

We provided legal advice to the Planning Department and Housing Health and Community Services with respect to approval of 89-unit supportive housing project and related transit and sustainable transportation improvements and the negotiation of a Disposition and Development Agreement with the developer

BERKELEY TUOLUMNE CAMP REBUILD PROJECT

In this \$60,000,000 reconstruction project, the City Attorney's office provided legal advice on issues relating to CEQA and consulting agreements, including navigation of conflicts of interest concerns. Additionally, this office continued its

CITY ATTORNEY'S OFFICE

negotiations with the primary insurer resulting in payment of the entire primary layer in the amount of \$25,000,000.

SEIU NEGOTIATIONS AVERTING STRIKE

Our Office helped successfully resolved an unfair practice charge as a result of contract negotiations between the City and Service Employees International Union Local 1021 Maintenance and Clerical Chapter involving City sanitation workers, mechanics and clerical staff. In response to a threatened strike by the Union, the City sought injunctive relief to ensure essential employees remained on the job to ensure the City could provide services essential to public health and safety. The efforts resulted in a new collective bargaining agreement between the City and SEIU and no disruption to City services.

MODERNIZING CITY POLICIES

Beginning in 2018, the City Attorney's office has been collaborating with Human Resources to update, expand and bring into compliance City policies, including overhauling the City's Harassment Prevention Policies.

PUBLIC SAFETY AT FIRST AMENDMENT EVENTS

The City Attorney's Office drafted ordinances and City Manager rules and regulations prohibiting weapons at First Amendment events.

SB 1421 IMPLEMENTATION PLAN

Our office developed a legal strategy to implement SB 1421—newly enacted legislation that requires disclosure of certain police records that were previously exempt from disclosure under the California Public Records Act. The City Attorney's Office also took the lead in implementing a system for tracking requests, developing review guidelines, responding to multiple Public Act Requests, coordinating with other City departments and union representatives, and preparing voluminous documents containing sensitive information for release to the public.

ADELINE CORRIDOR SPECIFIC PLAN

The City Attorney's Office provided legal advice to the Planning Department regarding a proposed "right of return" for former residents as part of the Adeline Specific Plan. This proposed affordable housing preference is intended to redress displacement of residents in the historically lower income and predominantly African American South Berkeley community due to gentrification and fast rising housing costs. Our office offer guidance as to how the Planning Department and the Health and Community Services could implement a "right to return" policy that would withstand legal scrutiny.

MEASURE P AND O

The City Attorney's office was intimately involved in drafting both measures designed to secure funding for affordable housing and for homeless service. Significantly, before the City could put Measure O on the ballot, we helped draft

CITY ATTORNEY'S OFFICE

an urgency ordinance adding language to Chapter 7.64 of the Berkeley Municipal Code Title 7 (Finance, Revenue and Taxes) to authorize the City to issue general obligation bonds for the purpose of financing affordable housing in the City.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

Personnel changes for Fiscal Years 2020 & 2021 include the recent retirement of the office supervisor, as well as the departure of a long-time Assistant City Attorney. As a result of these changes, the City Attorney's Office will incur additional training and hiring expenditures in order to address the significant loss of institutional knowledge resulting from the departure of these two long-term employees.

Since the prior year's budget, there have been a myriad of state mandates and local ordinances passed, which have increased the scope of advisory work required by the attorneys. Additionally, there have been new programs put into effect that will require more time from the attorneys, such as the implementation of the Lobbyist Registration Ordinance and Public Financing, Measure O, and Measure P. There have also been an increase in lawsuits, claims, PRA requests and special projects such as the Long Range Development Plan for UC Berkeley.

Due to the current deficit in administrative resources and office personnel, it is likely that the City Attorney's office will need more than the normal amount of advice and representation by outside counsel.

Given the significant increase in scope of advisory duties required by the City Attorney's office, the department is requesting the addition of a new Deputy City Attorney position and a new Senior Legal Secretary position. These new positions are necessary to maintain the high quality of legal service the City Attorney's Office provide to all of our city clients. The department is also requesting funding for calendaring software to manage court deadlines project flow and files.

CITY ATTORNEY'S OFFICE FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
<i>By Type:</i>					
Salaries and Benefits	2,613,161	2,665,661	2,725,719	2,989,288	3,071,136
Services and Materials	745,542	1,960,279	1,392,679	1,392,679	1,392,679
Capital Outlay	5,477	9,404	7,790	7,790	7,790
Internal Services	80,410	95,847	92,211	199,558	199,558
Indirect Cost Transfer	5,464	6,429	6,002	5,218	5,218
	3,450,054	4,737,620	4,224,401	4,594,533	4,676,381
<i>By Division:</i>					
Administration	406,918	423,281	348,356	485,481	493,122
Legal Advice & Litigation	3,043,136	4,314,339	3,876,045	4,109,052	4,183,259
	3,450,054	4,737,620	4,224,401	4,594,533	4,676,381
<i>By Fund:</i>					
General Fund	2,199,910	2,275,139	2,186,657	2,516,581	2,572,785
Public Liability	1,174,080	2,384,323	1,958,517	1,995,642	2,018,826
Other	76,064	78,158	79,227	82,310	84,770
	3,450,054	4,737,620	4,224,401	4,594,533	4,676,381

<i>General Fund FTE</i>	9.25	9.75	9.00	9.00	9.00
<i>Total FTE</i>	13.00	13.00	13.00	13.00	13.00



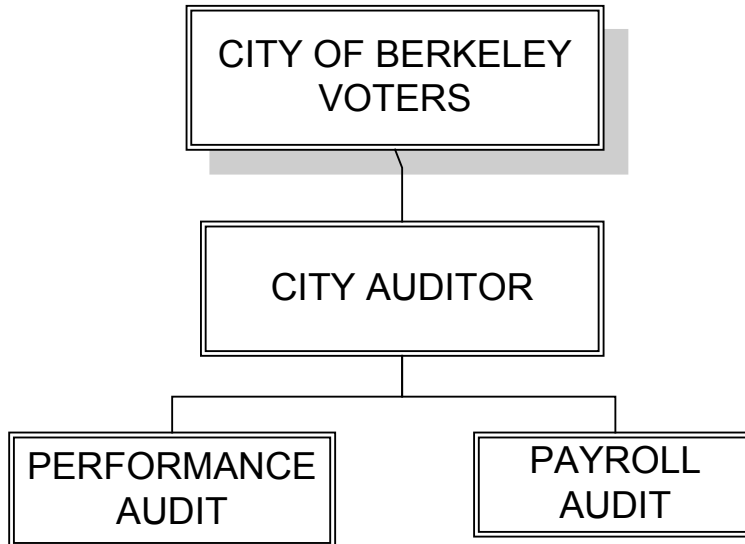
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CITY AUDITOR'S OFFICE

MISSION STATEMENT

The City Auditor's Office provides independent oversight of City services and activities, and our mission is to be a catalyst for improving City government. Our audits, conducted in accordance with Government Auditing Standards, provide the City Manager, City Council, and the public with objective, timely, and accurate information about City program performance. By providing this information and making recommendations for improvement, we hold government accountable in its stewardship of public trust and resources. The Office's non-audit services, including payroll oversight, are included in the City Charter to provide appropriate checks and balances.

ORGANIZATION CHART



CITY AUDITOR'S OFFICE

DEPARTMENT OVERVIEW

- The City Auditor is an elected official who serves the citizens of Berkeley. The City Charter and Berkeley Municipal Code provide the City Auditor's Office the authority and responsibility for conducting performance, financial, and compliance audits, and overseeing citywide payroll operations to ensure payroll transactions are processed accurately and timely. The City Auditor's Office plays a vital role in ensuring taxpayer money is spent efficiently, economically, effectively, and equitably, and for examining payroll for compliance with employee compensation policies, laws, and regulations.
- There are two divisions within the City Auditor's office – Performance Audit and Payroll Audit.
- The City Auditor's Office promotes government accountability and transparency by providing the following baseline services:
 - Conducting performance audits according to government auditing standards
 - Overseeing and coordinating citywide payroll operations, including compliance with federal, state, and local tax and labor laws
 - Following up on management's progress with audit recommendations
 - Publically reporting audit results and hindrances to action on our audit recommendations
 - Reviewing City Council and Council staff reimbursement requests
 - Registering City contracts
 - Examining City payments

STRATEGIC PLAN ALIGNMENT

Over the coming budget cycle, the Performance Audit division will work to align audits with the City's Strategic Plan. This may include examining whether efforts to achieve the plan's goals and objectives are efficient, effective, and economical; that equity drives decisions; and that the use of bond money meets taxpayer expectations. Additionally, the Payroll Audit division will be heavily engaged in the implementation of the new payroll/HR system in the next fiscal year. The new system will enable the City to save time and money by maintaining payroll documents electronically and eliminate the shadow systems used by departments to perform their reporting requirements. This in turn directly supports the Strategic Plan goal to provide an efficient and financially-healthy government.

CITY AUDITOR'S OFFICE

Priorities

The Performance Audit Division will continue to conduct performance audits addressing the risks to and deficiencies in City operations. The success of our audits requires that management fully implement our audit recommendations to mitigate the concerns that we identify. Therefore, we are increasing our efforts on:

- **Audit Follow-Up:** We are increasing our public reporting to provide the public and City Council more detail on the specific recommendations open by audit, the length of time those recommendations have remained unaddressed, and the progress, or lack thereof, that management has taken to address those recommendations. We will also discuss the factors preventing management from implementing agreed upon actions to mitigate risks to and deficiencies in City operations and programming. Additionally, we will continue to meet with City Council and management to discuss the importance of implementing our audit recommendations and to understand the obstacles and challenges preventing them from prioritizing our audit recommendations.
- **Improving Access to Audit Information:** The public can currently access audit reports in PDF format on our website. We will be exploring the use of other tools to communicate results, such as podcasts and videos. In addition, the public should be able to readily access relevant audit recommendations that they may download, reuse, filter, and sort in a way that provides them the most meaning and understanding regarding the status of audit recommendations. We will be investing our resources in either using the City's existing Open Data Portal to provide this information or working with a vendor to design an online system that provides the information in a streamlined, modern format.

The Payroll Audit Division will continue to coordinate the efforts of various departments to ensure accurate and timely payment to City employees. In addition, Payroll will be devoting significant resources to the following two major priorities:

- **Implementation of New Payroll Software:** We are a major stakeholder in replacing FUND\$, the current antiquated payroll system. We started working on the new payroll system (ERMA) about a year ago and will continue to work with all stakeholders to provide an efficient, state-of-the-art payroll processing and HR information system that complies with the City's goals and employment objectives. We will identify and implement a comprehensive payroll auditing method in ERMA to further our strategic

CITY AUDITOR'S OFFICE

goals of fraud prevention and compliance with federal, state, and City regulations, and MOUs.

- **FLSA Overtime Compliance:** As part of the ERMA implementation, we will specifically focus on the FLSA overtime compliance as it relates to our various MOU provisions.

CHALLENGES

- **Performance Audit:** We are continuously challenged by the City's limited resources and workload capacity restrictions. Competing priorities prevent City management from meeting with us regarding our audits and reporting to City Council on the status of our audit recommendations. As a result, departments do not always understand the importance of our recommendations or how to implement them. Insufficient funding also prevents the City from prioritizing and implementing our recommendations. We expect these current threats to worsen over time as resources decrease yet the demands for City services and Council initiatives increase.
- **Payroll Audit:** Our current challenge is to work with the Fire and Police departments to present the FLSA retroactive pay calculation for the past four years. The retroactive pay is determined using a complex calculation method that requires many informational sessions to educate Fire and Police employees. Payroll Audit will have to face two major challenges still on the horizon. First, we will need to work with the current payroll software programmers to calculate the complex FLSA overtime pay accurately. Second, we will begin working on the replacement of our current antiquated payroll system with a modern system that will improve oversight of personnel and payroll data, and deter fraud and inappropriate payments.

ACCOMPLISHMENTS

- **Performance Audit:** We successfully passed an independent review of our internal quality control system and received the highest possible "pass" rating indicating that our procedures and processes ensure that our audits meet Government Auditing Standards. Second, over the last two fiscal years, we issued 14 reports, including nine audits, that provide the public, Council, and management with recommendations to improve City

CITY AUDITOR'S OFFICE

operations and program delivery, and address the needs of the Berkeley community.

- **Payroll Audit:** Payroll Audit worked for over two years on FLSA overtime pay calculations in collaboration with the current payroll software programmers to calculate the retroactive payments. This included working with the unions and their members to honor the retroactive amount. Second, Payroll Audit implemented all recommendations provided by an outside auditing firm (MGO) to address the internal control weaknesses in the current payroll system. The recommendations were intended to address the high risk of improper employee access to the sensitive information in the payroll system.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

We are asking for additional staff in the Performance Audit Division and overtime for Payroll Audit.

- **Performance Audit:** We are requesting 1) one Auditor II position to perform expenditure audits that will address the current gap in our oversight of all city payments as specified in the Charter; and 2) one part-time intern to work on digital communications to better inform the public of the status of outstanding audit recommendations and bring our audit communications onto modern platforms.
- **Payroll Audit:** We are not requesting additional staff. However, with the implementation of ERMA, the new financial system for payroll, we will continue to loan both Auditor II positions on a part-time basis to the project in FY 2020 and FY 2021, and backfill with a project-based Auditor II. This leaves a staffing gap given the addition of the FLSA retroactive pay calculations project and the project-based Auditor II at 75 percent FTE capacity. We would therefore like to request overtime of \$50,000 for FY 2020 and \$50,000 for FY2021. Payroll Audit may need to assign an additional 25 percent FTE of an Accounting Tech to the ERMA project to help the Auditor IIs to stay on track to meet the goal of the payroll project plan.

Key Assumptions

- Performance Audit: 1) Section 61 of the City Charter defines the role of the auditor to examine payments from the City and states that the "Auditor shall examine all payrolls, bills, and other claims and demands against the

CITY AUDITOR'S OFFICE

- city.” However, Audit staff do not currently perform this function. To address this gap, we request adding an Auditor I position to conduct compliance audits related to the internal controls of payments by the city, including contracts, wire transfers, and other expenditures. 2) There is currently no streamlined, modern mechanism to inform the public on the status of audit recommendations. We will be investing resources for an intern to explore the use of an online system that provides updated and streamlined data on audit recommendations in a format consistent with Open Government Data requirements. The intern can also explore modernized ways of communicating with the public, including social media, online videos, and podcasts. 3) We anticipate filling our under-filled positions through internal promotion of existing staff, if possible. We don't anticipate a significant increase to non-personnel expenditures.
- Payroll Audit: According to the Deputy Director, given the complexity and age of FUNDS, and that training to understand the system would take significant time, backfilling using overtime is preferable to address the increased workload. We are also assuming any ERMA-related overtime will come from the ERMA budget.

CITY AUDITOR'S OFFICE FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
<i>By Type:</i>					
Salaries and Benefits	1,984,890	2,013,277	2,248,403	2,430,470	2,497,956
Services and Supplies	46,957	28,794	69,283	64,533	64,533
Capital Outlay	919	20,194	7,153	11,903	11,903
Internal Services	79,711	94,790	94,910	207,205	207,205
Indirect Cost Transfer					
	2,112,477	2,157,055	2,419,749	2,714,111	2,781,597
<i>By Division:</i>					
Administration	366,722	398,255	407,082	498,136	510,675
General Audit	757,307	754,599	961,598	1,103,984	1,132,478
Payroll Audit	988,448	1,004,201	1,051,069	1,111,991	1,138,444
	2,112,477	2,157,055	2,419,749	2,714,111	2,781,597
<i>By Fund:</i>					
General Fund	1,962,038	2,025,138	2,322,174	2,625,103	2,690,138
Workers' Compensation	150,439	131,917	97,575	89,008	91,459
	2,112,477	2,157,055	2,419,749	2,714,111	2,781,597
<i>General Fund FTE</i>	12.60	11.50	12.05	12.20	12.20
<i>Total FTE</i>	13.50	13.50	13.50	13.50	13.50



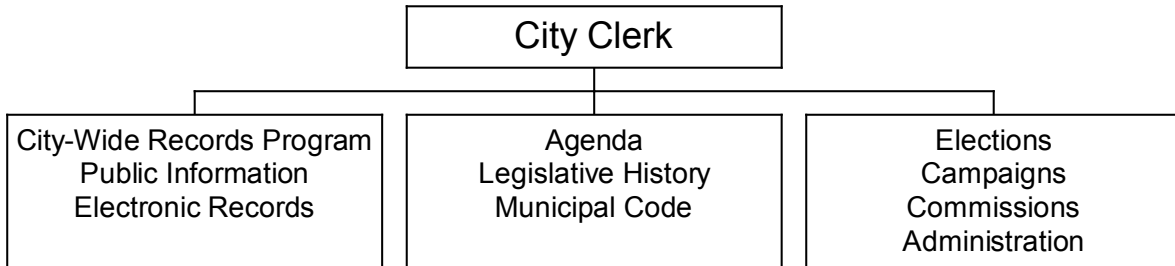
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CITY CLERK DEPARTMENT

MISSION STATEMENT

Provide Citywide oversight for legislative proceedings and professional support to the City Council, City Manager and City Staff. As the Elections Official and Filing Officer, administer municipal elections, campaign finance and conflict of interest regulations. As the Records Manager, administer the Citywide Records Management Program to maintain the integrity of documented actions of the legislative bodies, and accessibility to the public. Perform all mandated functions under the United States Constitution, the Constitution of the State of California, State Codes, the Charter of the City of Berkeley, and the Berkeley Municipal Code.

ORGANIZATION CHART



CITY CLERK DEPARTMENT

DEPARTMENT OVERVIEW

The City Clerk Department delivers the following primary baseline services:

City Council and Commission Support

City Clerk staff prepares the agendas and agenda packets for the City Council, the Successor Agency to the Redevelopment Agency, and the Joint Powers Financing Authority, and provides for the captioning and indexing of meeting video streams. The City Clerk Department also provides support to all six City Council Policy Committees. The City Clerk administers the commission appointment process, maintains the information regarding the commission rules and regulations, and serves as an advisor for commission secretaries.

Legislative History

The City Clerk attends the meetings of the City Council, the Successor Agency to the Redevelopment Agency, the Joint Powers Financing Authority, and Council Policy Committees, and maintains the legislative history of the City (ordinances, resolutions, minutes), including the Charter and the Municipal Code.

Public Information and Records

The Department provides general information and services to the public including: 1) administration of the Domestic Partnership Registry; 2) codification of the Municipal Code; 3) and a Guide for the Public on How to Access Information and Records. Citizens are welcome to visit the City Clerk Department to research and review legislative, candidate and ballot measure information, campaign and conflict of interest filings, and other public information. City Clerk staff maintain a broad range of information on the City's website at <http://www.cityofberkeley.info/clerk/>.

The Department also maintains the Records Online public access portal. This portal provides the public with quick and easy access to vital city records such as minutes, ordinances, resolutions, contracts, staff reports, election information, and contracts.

Citywide Records Management

The City Clerk is the Custodian of Records for the City and as such, maintains the City's Records Retention Schedule and provides departments with guidance on the best practices of records management. The City Clerk contracts with an off-site records storage facility where 11,000 boxes of City records are stored. The Department is responsible for placing weekly orders for the delivery and return of records from the off-site storage facility for all city departments.

CITY CLERK DEPARTMENT

Campaign and Conflict Law

The City Clerk is the local Filing Officer for the State of California. All local campaign committees are required to file campaign statements with the City Clerk. All designated employees, elected officials and appointed commissioners are required to file conflict of interest statements with the City Clerk. The City Clerk maintains regulations and forms under the State's Political Reform Act, Berkeley's Election Reform Act, and the Berkeley public financing ordinance.

Elections

The City Clerk is the Election Official and administers the City's elections including: 1) the nomination process for candidates; 2) processing of petitions and ballot measures; 3) coordination with the Alameda County Registrar of Voters for regular elections; and 4) conducting special elections.

CITY CLERK DEPARTMENT

STRATEGIC PLAN PRIORITIES: FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Information Technology; All City Departments	City Council Redistricting Process and Citizens' Redistricting Commission Census 2020 Support	Federal, State, and City Mandated redistricting. Currently working on Census 2020 preparations with IT. Next phases: 1) Form Census 2020 Complete Count Committee and execute outreach effort, 2) prepare and implement the administrative processes to conduct the redistricting process and support the Citizens Redistricting Commission.	4/17 - 4/22	Carryover
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney's Office	Lobbyist Registration	Implement the Berkeley Lobbyist Registration and Regulations ordinance to increase transparency and provide information to the public.	7/19 - 1/20	New
Provide an efficient and financially-healthy City government	Information Technology	Updating Paperless Agenda Packets	Replacing the iPads currently used by City Councilmembers with new, more modern devices.	7/19 - 6/21	New

CITY CLERK DEPARTMENT

There are three projects listed in the Strategic Plan goals for the City Clerk Department that have technological needs. First is the replacement of the electronic agenda packet devices for City Council and staff; Second is the GIS software that will be purchased to support the work of the Citizens' Redistricting Commission; and Third is the new hardware that will be needed to back up city documents to meet the requirements of a Trusted Electronic System. All of these needs are budgeted for in the next budget cycle

CHALLENGES

Just in the past two years, the following five new programs have been added to the baseline services for the City Clerk Department.

- Public Financing Charter Amendment
- Lobbyist Registration
- Census 2020 Support
- Redistricting Commission
- Policy Committees

Over the next two years, we will determine if current staffing levels are adequate to meet these mandates. While the Census and Redistricting are not ongoing programs, they will have a significant impact on the department in the next budget cycle and the three ongoing programs (Public Financing, Lobbyist Registration, and Policy Committees) may by themselves exceed the capacity of the 10 budgeted FTEs. In addition, vacancies created by the standard attrition of career employees to promotions and recruitment by other agencies will create significant capacity strain on the department. If just one position is vacant, that equals 10% of the department's capacity.

With the first iteration of the Citizens Redistricting Commission, the Department will need to add an additional FTE of an Assistant Management Analyst to provide support to the commission during its formation and redistricting process. This position will start in FY 2021.

For the Trusted Digital Repository, the department must implement the practices, processes, technology, and documentation necessary to certify the City's digital repository as a "Trusted Environment." This will allow the City to reduce the City's physical storage of documents and best ensure the security of the City's digital records.

CITY CLERK DEPARTMENT

ACCOMPLISHMENTS

- *New Web Portal for City Online Records:* Implemented a new Records Online web portal to improve access to and increase searching capabilities of City records.
- *City Records Retention:* Conducted a comprehensive update of the Records Retention Schedule for more efficient handling and disposition of City records.
- *New Public Campaign Financing:* Consistent with the ballot measure passed by Berkeley voters in 2016, implemented and administered the new Public Financing program for candidates running for City Council.
- *Database of City Commissioners:* Poised to launch a new database that enables the City to more efficiently track and update the composition of City commissions and any vacancies.
- *Training for Commission Secretaries:* Updated and expanded the current training for commission staff.
- *Updated Commissioners' Manual:* Conducted an exhaustive update of the Commissioners' Manual to clarify the rules for commissions and assist commission secretaries in their work.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

External factors will shape the next budget. Costs for municipal election services continue to increase incrementally with every election cycle by 3% - 5%. In addition, the Registrar of Voter is imposing a surcharge of 82-cents per voter (approximately \$50,000) in every election starting in 2016 to help pay for the new voting machines that will be purchased in 2020.

Revenue will likely decrease about 20% in the City Clerk Department in FY 2019 and future years due to the Public Financing Program. The \$1,000 received in fines in 2018 for campaign finance violations no longer goes to the General Fund. Under Public Financing, those fines now are deposited into the Fair Elections Fund. With this change, City Clerk revenue will decrease from \$5,000 annually to \$4,000 annually. The revenue is mostly from appeal fees, domestic partnership registration fees, and copying fees for public records act requests.

The FY 2020 & FY 2021 Proposed Budget recommends funding for the following items:

- New allocations to support the Census project (FY 2020 - \$190,000)

CITY CLERK DEPARTMENT

- New allocations to support elections (FY 2020 - \$113,000; FY 2021 - \$113,000)
 - Elections costs are allocated over a two-year cycle to equal the amount estimated for each general election

The City Clerk's Office request the following additions to their department budget:

- Software costs for Lobbyist Registration System (FY 2020 - \$20,000)
- Berkeley Unified School District Board Room for Council Meetings and Zoning Adjustment Board Meetings (FY 2020 - \$84,000; FY 2021 -\$84,000)

CITY CLERK FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	1,283,168	1,257,894	1,443,185	1,656,467	1,575,849
Services and Materials	1,145,105	311,546	982,669	1,111,477	1,096,477
Capital Outlay	1,157	6,788	25,390	75,390	25,390
Internal Services	69,920	82,762	83,022	161,567	161,567
Indirect Cost Transfer					
	2,499,350	1,658,990	2,534,266	3,004,901	2,859,283
By Division:					
City Clerk	1,314,833	1,295,882	1,589,492	1,919,106	1,766,793
Elections	1,184,517	363,108	944,774	1,085,795	1,092,490
	2,499,350	1,658,990	2,534,266	3,004,901	2,859,283
By Fund:					
General Fund	2,499,350	1,658,990	2,534,266	3,004,901	2,859,283
	2,499,350	1,658,990	2,534,266	3,004,901	2,859,283

General Fund FTE	9.78	9.47	10.00	10.00	10.00
Total FTE	9.78	9.47	10.00	10.00	10.00

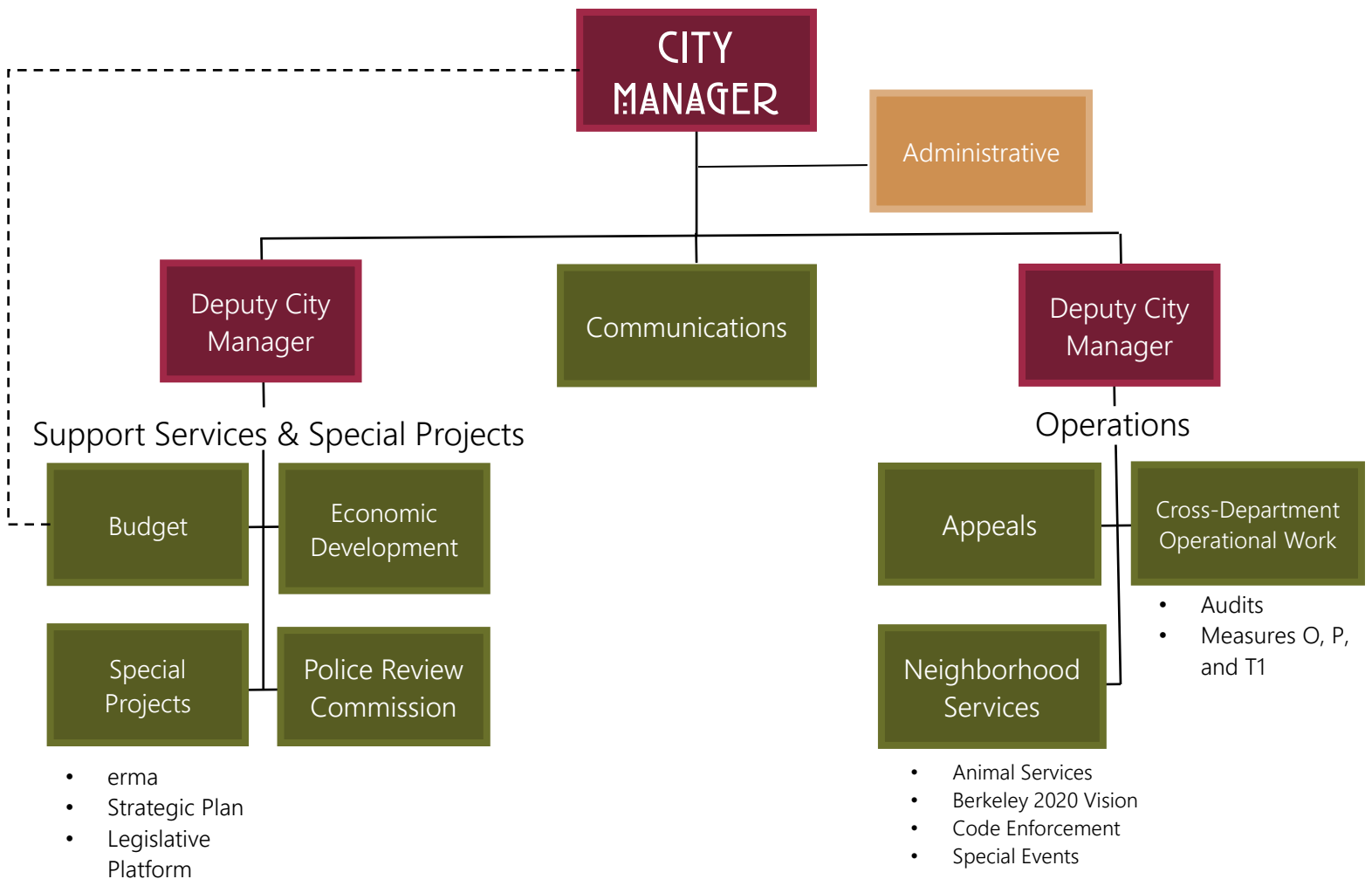
CITY MANAGER'S OFFICE

MISSION STATEMENT

The mission of the City Manager's Office is to build and maintain, through sound management principles and community participation, an effective City government organization; to ensure the effective delivery of services; to provide the management direction and support for the planning, implementation, and evaluation of all City programs; and to ensure coordination and consistency in implementing policies and programs approved by the City Council.

The City Manager's Office is in the midst of a number of projects to ensure that Berkeley has a solid foundation upon which to adapt, grow and be effective for years to come. That means addressing issues that have long been deferred. Those projects include organizational tools such as the Strategic Plan, a plan to address physical infrastructure such as buildings and streets, replacing the decades-old technology at the core of our operations, working to improve employee morale and overhauling our principle communications tool, the web

ORGANIZATION CHART



CITY MANAGER'S OFFICE

DEPARTMENT OVERVIEW

As the Chief Executive Officer of the City of Berkeley, the City Manager is responsible for ensuring the overall effectiveness of the city organization, for acting as a conduit between the legislative and executive branches and presenting Council with a balanced budget. The City Manager also directly oversees several divisions and major programs that deliver the following services:

Animal Care Services

Animal Care Services provides field services for the cities of Berkeley and Albany, and shelters animals from Berkeley, Albany, Piedmont, and Emeryville. The services include the enforcement of city ordinances related to animals, removal of killed or injured wildlife, impoundment of stray pets, and investigation of animal-related neglect, cruelty, nuisance and bite cases. The City's shelter houses domestic animals from the cities of Berkeley, Albany, Emeryville, and Piedmont and provides not only a safe haven for these homeless pets, but also adoption services, advice on animal-related topics, lost and found pet reports, and free or low-cost spay/neuter vouchers for Berkeley residents' dogs and cats.

Office of Budget and Fiscal Management

The Office of Budget and Fiscal Management is responsible for the preparation, development and management of the City's Budget and for reviewing and analyzing all fiscal issues that impact the City. This Office also processes payroll for the Mayor and Council, School Board, City Attorney's Office, City Clerk's Office, Information Technology, and Human Resources, in addition to all other units of the City Manager's Office.

Code Enforcement Unit (CEU)

The Code Enforcement Unit is responsible for the enforcement of violations of the Berkeley Municipal Code, including zoning violations, graffiti, illegal businesses, blight, illegal units and accessory uses, signage and illegal dumping.

Communications

The communications unit works with all departments to more effectively engage with and serve the community through effective messages on a variety of platforms: the web, email, social media and emerging technologies. This includes training, regular guidance, publication and working with the media.

Enterprise Resource Planning

The ERP team is leading a Citywide effort to replace the City's decades-old system of integrated applications that manage city operations and many internal functions related to finance, budgeting, technology, services and human resources. Addressing this long-neglected but critical portion of city

CITY MANAGER'S OFFICE

infrastructure will increase efficiency, reduce unnecessary manual functions and set a foundation for a City government that is more nimble, forward-thinking and better able to serve each other and our community.

Neighborhood Services Division

The Neighborhood Services Division brings together staff from different City departments and partners in the community to address citizen complaints and other problems that affect the quality of life in Berkeley, such as blight, unsafe living conditions and graffiti.

2020 Vision

The City's 2020 Vision staff fulfill the critical backbone function for this collective impact partnership, coordinating and organizing work of the designated 2020 Vision liaisons from BUSD, BCC, and UC Berkeley, and many others. 2020 Vision staff are also responsible for overseeing 2020 Vision's RFP and contracting process with community agencies that deliver programs and services to advance the goals of 2020 Vision.

CITY MANAGER'S OFFICE

STRATEGIC PLAN PRIORITIES: FY2020 & FY2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Champion and demonstrate social and racial equity	All City Departments	Racial Equity Action Plan	Enhance racial equity and improve city services and outcomes	8/18 - 6/21	Carryover
Provide an efficient and financially-healthy City government	All City Departments	New Processes for Creating the City's Biennial Budget	Hire a consultant to work with Council and Staff on developing and improving the City's current biennial budget process	1/18 - 6/20	Carryover
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	New City of Berkeley Website	Create a new design, look & information architecture for the City website so that it is interactive and serves and prioritizes the needs of the community, including a focus on increasing the number and types of transactions and services available online	6/17 - 7/18	Carryover
Provide an efficient and financially-	City Clerk	Census 2020 Community Outreach	Be Counted Berkeley!	7/19 - 06/2020	New

CITY MANAGER'S OFFICE

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
healthy City government					
Provide an efficient and financially-healthy City government	City Clerk	City Council Policy Subcommittee Process	Implement new Policy Subcommittee Process.	7/19 - 6/20	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Human Resources	Communications Staffing	Introducing new positions of graphic designer and content writer to improve the City's communications	7/19 - 6/20	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Legislative Platform	Creating a formal structure and process to communicate policy and policy support to and from local, regional, and State legislative bodies.	7/19 - 6/20	New
Provide an efficient and financially-healthy City government	All City Departments	Performance Management	Implementing results-based accountability citywide and provide a dashboard to better communicate results	7/19 - 6/20	New
Be a customer-focused organization	All City Departments	Annual Survey	Implementing an Annual Survey to	7/20 - 6/21	New

CITY MANAGER'S OFFICE

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
that provides excellent, timely, easily-accessible service and information to the community			better understand the needs of the community.		
Attract and retain a talented and diverse City government workforce	All City Departments	Ethics Program	Establish an ethics program for city employees.	7/19 - 6/20	New
Champion and demonstrate social and racial equity	All City Departments	Equity	Institutionalizing equity into the foundation of all City practices and services.	7/19 - 6/2020	New

CITY MANAGER'S OFFICE

CHALLENGES

Neighborhood Services

- ❑ Council Referral: Public Toilet Permitting. Staff has developed a process through which private groups may apply to install and maintain a public toilet on private property, for the intent of use by the general public. Staff anticipates that this program will be administered by Neighborhood Services if it is approved and adopted by City leadership.
- ❑ Council Referral: Implementation of the Amended BMC 14.48 (Sidewalks Ordinance), pertaining to Temporary Non-Commercial (TNC) Objects. Neighborhood Services staff would play a role in administering the amended BMC.
- ❑ Homeless Impacts Response: Based on conversations with City leadership, staff is exploring a more responsive model for enforcing existing BMC, in collaboration with Police, HHCS, City Attorney's Office, and Public Works. Staff anticipates that Neighborhood Services will play a role in administering the model.
- ❑ Encampment AR: Staff have been asked to develop a more transparent process when assessing impacts of the homeless crisis in our community and administering encampment resolutions. While this is a work in progress, staff anticipate that Neighborhood Services will take a leadership role in this enhanced process.

Code Enforcement

- ❑ Code Enforcement faces challenges that were identified in the Auditor's Report, stemming from understaffing and an increasing workload due to new duties being assigned to them.

2020 Vision

- ❑ In reviewing the performance indicators, there has been progress in key areas, particularly Kindergarten Readiness, 3rd Grade Reading, and School Attendance. However, notable gaps remain in outcomes for African American and Latino/Latina/Latinx students across all priority areas.
- ❑ Performance indicators rely primarily on data provided through BUSD to demonstrate the impact of the initiative. However, Staff have observed that the data provided often fails to capture the true impact, and is often difficult to consistently capture across multiple years, due to changes in reporting requirements at the state level. Staff is working with multiple partners to identify new and diverse data sources, to complement the existing data sets.
- ❑ The ambitious milestone date established by 2020 Vision's "founders" is approaching. While it is unlikely that racial inequities will be eliminated by then, this milestone provides an important opportunity for Berkeley's 2020

CITY MANAGER'S OFFICE

Vision to refine and strengthen our approach, and to communicate with the boarder community about the program.

ACCOMPLISHMENTS

Neighborhood Services

- ❑ Neighborhood Services answered over 1,000 Lagan calls for service, responding to concerns citywide with a positive attitude, a genuine curiosity to help understand residents' problems, and a desire to resolve citywide and systematic problems in creative ways.
- ❑ 132 special events were successfully held in the City of Berkeley in 2018, with no recorded injuries; 61 of those events were attended by the Special Events Coordinator, to ensure rules were being followed and public safety was upheld.
- ❑ Neighborhood Services staff worked closely with campus partners over the past year, conducting four meetings of the City/ UC/ Student Relations Committee; participating in Cal Move In efforts; helping to coordinate City resources for major campus events (both planned and spontaneous); and leading the coordinated Cal Move Out initiative, including the first-ever report to City Council on the program's effectiveness, which included performance measurements.
- ❑ Commiserate to the Cal Move-Out Initiative, Staff worked with campus student cooperatives to implement a waste diversion program, funded through the Chancellor's Grant, that recycled and re-used student furniture and kept it out of local landfills. As a result of the program, over one hundred of mattresses and box springs, approximately 50 sofas and couches, more than 60 desks, 40 chairs, 30 dressers, and dozens of electronics were picked up from students; 30 of the mattresses were donated to Tongan relief efforts.

Code Enforcement

- ❑ In FY 2019, CEU created and implemented the first Policies and Procedures Manual; developed and distributed a citywide complaint matrix for internal citywide staff use; and developed monthly performance measurement statistics. Staff also published an interactive online ArcGIS Mini Dorm/GLA for public use, and updated the CEU Records Retention Policy.
- ❑ CEU participated in an audit which was submitted in June 2018, and was commended by the City Auditor for the unit's active participation in the process. As of the January 2019 Audit Response update, 75% of the recommendations are complete.
- ❑ Staff worked to improve division responsiveness, both internally and externally. CEU implemented a more robust illegal dumping enforcement effort with Public Works, and began use of the City's Lagan system to

CITY MANAGER'S OFFICE

track all CEU cases. In 2018, Staff received 881 new cases and closed 826 cases.

Animal Services

- The City maintained its status as a “no-kill” shelter, with a very high live release rate of 93% for all animals and a euthanasia rate of 7%, which primarily reflected animals that sustained life-threatening injuries or displayed insurmountable behavioral issues. For dogs and cats, 37% of those released were adopted, 31% were rescued, and 25% were returned to their owner.
- As an offsite location, Staff at the Dona Spring Animal Shelter independently developed multiple evacuation drills, updated all disaster preparedness documents and plans in consultation with the Office of Emergency Services, evaluated secondary sheltering sites for animal suitability, and developed a list of needed evacuation supplies. Additionally, an animal-specific CERT training was offered onsite, with sold-out attendance. Finally, staff worked with Human Resources to develop a Mutual Aid Request response plan for animal services workers, in response to the increasing need for animal service workers to respond to regional disasters. Previously no such plan was in place for the City of Berkeley, with the result that the City was unable to provide disaster assistance in the location, rescue, and care of animals, for neighboring communities.
- In an effort to demonstrate its appreciation for the contributions made by volunteers, Staff hosted two volunteer appreciation events in the past year, each attended by approximately 80 volunteers. Staff also conducted its first volunteer satisfaction survey, and received responses from 143 volunteers with a variety of suggestions. As a result of this survey, Staff are developing additional training opportunities to increase the effectiveness of volunteers and seeking out opportunities to enhance communication. Over the past years, Staff organized and provided three separate trainings.

Budget & Fiscal Management

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2018 & FY 2019 Adopted Biennial Budget Book and FY 2018 & FY 2019 Adopted Capital Improvement Program Budget Book
- Provided City Council with the Projection of Future Unfunded Liabilities Report in March 2019
- Provided support to the new Budget & Finance Policy Committee

2020 Vision

- *Berkeley Promise*: This initiative offers scholarships, mentoring, and other supports to help these students succeed at Berkeley City College – and hopefully move on to four-year institutions. The program’s first cohort

CITY MANAGER'S OFFICE

- started last year with 23 low-income Berkeley High graduates, and expanded this year to include a second cohort of 25 students
- 2020 Vision Staff collaborated with HHCS's Mental Health Division to obtain \$336,000 in MHSA Innovations funding for a three-year pilot program, to address child and family trauma in collaboration with the YMCA's four Head Start sites in Berkeley.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

- Converted a project-based Assistant to the City Manager position to a permanent position to continue the management and future development of the Enterprise Resource Management Applications (ERMA) modules that will be implemented during this two year budget cycle.
- The City Manager's Office requests the following additions to their department budget:
 - 2020 Vision Program Non-Personnel Expenditures (FY 2020: \$47,434 & FY 2021: \$50,134)
 - Code Enforcement: \$29,400 in FY 2020 for Training & Software
 - Animal Services: \$22,088 in FY 2020 for hourly staffing, training, disaster supplies, emergency vet services, cell phones, and water
 - Communications: Add a 1.0 FTE Community Services Specialist (FY 2020: \$320,000 & FY 2021: \$326,000)
 - Strategic Plan: Operational Budget funds (FY 2020: \$209,149 & FY 2021: \$545,565)

CITY MANAGER'S OFFICE FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
<i>By Type:</i>					
Salaries and Benefits	5,168,503	5,285,036	6,256,809	6,560,916	6,737,549
Services and Materials	682,406	931,692	1,100,077	940,352	790,352
Capital Outlay	17,099	12,829	-	-	-
Internal Services	233,795	260,784	261,762	523,612	523,612
Indirect Cost Transfer	11,684	11,268	19,965		
	<u>6,113,487</u>	<u>6,501,609</u>	<u>7,638,613</u>	<u>8,024,880</u>	<u>8,051,513</u>
<i>By Division:</i>					
Administration	2,098,412	2,232,928	2,678,295	3,023,589	2,929,018
Neighborhood Services	883,717	1,112,172	1,540,240	1,476,773	1,509,683
Animal Care Services	1,901,639	1,952,180	2,142,548	2,254,893	2,306,589
Budget & Fiscal Mgmt.	780,626	786,951	838,474	853,659	877,654
2020 Vision	449,093	417,378	439,056	415,966	428,569
	<u>6,113,487</u>	<u>6,501,609</u>	<u>7,638,613</u>	<u>8,024,880</u>	<u>8,051,513</u>
<i>By Fund:</i>					
General Fund	5,470,970	5,857,267	6,894,178	7,484,247	7,504,010
Animal Shelter Fund	41,185	45,852	52,480	52,480	52,480
Zero Waste Fund	24,220	6,403	48,600	48,600	48,600
Permit Service Center	101,584	117,040	161,915	-	-
Other Funds	475,528	475,047	481,440	439,553	446,423
	<u>6,113,487</u>	<u>6,501,609</u>	<u>7,638,613</u>	<u>8,024,880</u>	<u>8,051,513</u>
<i>General Fund FTE</i>	27.55	31.05	34.25	34.25	34.25
<i>Total FTE</i>	28.75	32.25	35.25	35.25	35.25



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OFFICE OF ECONOMIC DEVELOPMENT

MISSION STATEMENT

The mission of the Office of Economic Development (OED) is to assist businesses, entrepreneurs, artists and community organizations to access services, feel welcome in Berkeley, and thrive. OED comprises two divisions: business services and civic arts.

ORGANIZATION CHART



OFFICE OF ECONOMIC DEVELOPMENT

DEPARTMENT OVERVIEW

Business Services

The Business Services division supports Berkeley's commercial sectors, expands economic opportunities, and helps maintain a healthy business climate by providing the following baseline services:

- Provides technical assistance and case management services to retain, attract and grow businesses in Berkeley.
- Assists commercial district organizations, merchant groups and other business networks.
- Supports new entrepreneurship and innovation in emerging economic sectors.
- Promotes sustainable and equitable business practices.
- Markets the City of Berkeley as a place to do business.
- Helps guide developers creating new commercial and mixed-use space.
- Supports policy development through economic development research and technical analysis.
- Provides staff support to three Commissions and several Business Improvement Districts and merchants associations.

Civic Arts

The Civic Arts division promotes and furthers arts and cultural activities by providing the following baseline services:

- Administers the Civic Arts Grants Program, the Public Art in Private Development Program, and other arts programs and policies.
- Manages the City's public art collection, and implements new public art projects.
- Manages City-owned galleries.
- Markets the arts through public receptions, workshops, publications and online tools.
- Provides technical assistance to artists and arts organizations.
- Promotes cultural tourism through partnerships with Visit Berkeley, the Berkeley Cultural Trust and the broader business community.
- Provides staff support to the Civic Arts Commission.

OFFICE OF ECONOMIC DEVELOPMENT

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works, Parks Recreation & Waterfront, Planning & Development	Civic Center Project	Conduct a transparent and inclusive community process to create a community vision, conceptual designs and implementation plan for the Veteran's Memorial Building, Old City Hall, and Civic Center Park.	7/19 -12/20	New
Foster a dynamic, sustainable, and locally-based economy	Planning & Development	Expand and Modify the Downtown Arts District Overlay	Examine and develop recommendations for expanding the boundaries of the current Downtown Arts District Overlay as well as the allowable active ground-floor uses	9/19 -12/20	New
Foster a dynamic, sustainable, and locally-based economy	Health Housing & Community Services, Public Works	Food & Beverage Industry Support	Support local food and beverage employers through network development, education, workforce training, marketing and other economic development services. Provide technical and financial assistance to small businesses to assist with compliance with the new SUD policy. Create a Reusable Takeout Foodware program.	7/19 -6/21	New
Be a customer-focused organization that provides excellent, timely, easily-accessible	Public Works, Finance, Information Technology	Interactive Digital Kiosks	Facilitate the installation of interactive digital kiosks to share information about civic resources; market local businesses, arts organizations, and	7/19 -6/21	New

OFFICE OF ECONOMIC DEVELOPMENT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
service and information to the community			commercial districts; and generate revenue for the City of Berkeley		
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Clerk, Public Works, Health Housing and Community Services, Parks Recreation & Waterfront	Measure T1 Public Art Projects	Implement new public art commissions associated with T1 Bond Projects at North Berkeley Senior Center and San Pablo Park, which will be integrated into the planned improvements in order to beautify these spaces and enhance their unique character	7/19 - 6/21	New
Foster a dynamic, sustainable, and locally-based economy	Planning & Development, Finance	Small Business Support and Retention	Provide support to prevent the displacement or closure of Berkeley small businesses that provide economic opportunities, goods and services to our community, and to facilitate business establishment and expansion	9/17 -6/21	Carryover

OFFICE OF ECONOMIC DEVELOPMENT

CHALLENGES

Our central challenge is that the demand for services far outstrips our resources.

ACCOMPLISHMENTS

In 2018, our small team authored 25 Council items, served hundreds of small businesses and nonprofits, attended dozens of community meetings, and distributed over \$500,000 in grant funding. In addition to our baseline services for businesses and civic arts, OED managed a number of special projects and strategic initiatives. Three of these are highlighted below; each was identified as a priority initiative in the City of Berkeley's 2018-2019 Strategic Plan.

- **Small Business Support.** OED implemented a suite of new programs and policy initiatives to support small businesses. Council laid out an aggressive agenda, and staff rose to the challenge and delivered, through a process that was data-driven, responsive and relevant to the real issues affecting small businesses, and respectful and inclusive of City and community partners. OED developed new communications tools to better market City services for small businesses, increased business permitting assistance by boosting our own capacity for support, empowered Council to modify the zoning ordinance to streamline key permits for small businesses, launched new small business retention services, and designed new programs to enhance marketing, education and networking for independent retailers.

These programs and policies are producing tangible outcomes for individual entrepreneurs, workers and community members. And taken together, they are generating another critical impact: we are challenging and improving Berkeley's reputation as a place to do business.

- **BART Plaza Activation.** When Downtown Berkeley BART Plaza finally reopened in fall 2018, thanks to OED's leadership it had expanded from an infrastructure project to an economic and community development success story. OED worked closely with Public Works, Downtown Berkeley Association, Ecology Center, BART and others to activate the plaza with performances, sculpture, seating, and a farmer's market stand. The new sound and light poles, funded from the Public Art budget administered by OED, have enabled innovative sound installations that have received broad recognition. These

OFFICE OF ECONOMIC DEVELOPMENT

projects have already made the plaza a fantastic and successful public space, and there's more to come: DBA's welcome displays have just been installed and are about to go live; and in early 2019, 1951 Coffee, a social enterprise that provides jobs to refugees that are new to the United States, will launch a coffee kiosk on the plaza.

- **Arts & Culture Plan.** In July 2018, City Council adopted a new 2018-2027 Arts & Culture Plan which will guide our Civic Arts program for a decade to come. The plan is the culmination of a year-long, robust and participatory community process administered by OED. The plan identifies goals, policy statement and action items for the City of Berkeley, the Civic Arts Commission, Berkeley Cultural Trust, other arts partners and the broader community to implement over the next ten years.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Office of Economic Development requests the following additions to their department budget:

- \$25,000 in FY 2020 for the Bayer Development Agreement Update that expires in 2022
- \$112,170 in FY 2020 & \$217,170 in FY 2021 for a temporary 2 year Associate Management Analyst and professional services for Food and Beverage Industry Support
- \$15,000 in FY 2020 and FY 2021 for Innovation Sector Support
- \$75,000 in FY 2021 for Small Business Support and Retention
- \$30,000 in FY 2020 and FY 2021 for Economic Development Professional and Technical Services.

OFFICE OF ECONOMIC DEVELOPMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	841,535	986,447	1,091,626	1,198,164	1,229,029
Services and Materials	3,494,597	4,786,693	4,298,470	4,321,776	4,321,776
Capital Outlay	4,380	1,897			
Internal Services	6,719	6,719	5,719	81,488	81,488
Indirect Cost Transfer	943	1,767	1,889	1,597	1,597
	<u>4,348,174</u>	<u>5,783,523</u>	<u>5,397,704</u>	<u>5,603,025</u>	<u>5,633,890</u>
By Division:					
Administration	101,747	103,415	83,435	91,524	94,309
Economic Development	3,076,224	4,133,018	3,975,540	4,118,196	4,128,357
Arts Coordination	773,707	1,099,955	904,390	941,923	953,507
South Berkeley Revitalization	270,857	257,818	214,430	218,399	219,983
Sustainable Development	125,639	189,317	219,909	232,983	237,734
	<u>4,348,174</u>	<u>5,783,523</u>	<u>5,397,704</u>	<u>5,603,025</u>	<u>5,633,890</u>
By Fund:					
General Fund	2,318,386	2,575,749	2,484,264	2,663,951	2,693,779
Loan Funds	214,343	207,234	156,387	156,387	156,387
Business Improvement Districts	1,733,574	2,773,632	2,649,771	2,673,077	2,673,077
Public Art Fund	58,842	146,637	65,164	65,164	65,164
Zero Waste Fund	7,206	21,542	21,939	22,434	22,713
Other Funds	15,823	58,729	20,179	22,012	22,770
	<u>4,348,174</u>	<u>5,783,523</u>	<u>5,397,704</u>	<u>5,603,025</u>	<u>5,633,890</u>
General Fund FTE					
	7.80	6.77	6.77	6.77	6.77
Total FTE					
	7.85	7.00	7.00	7.00	7.00



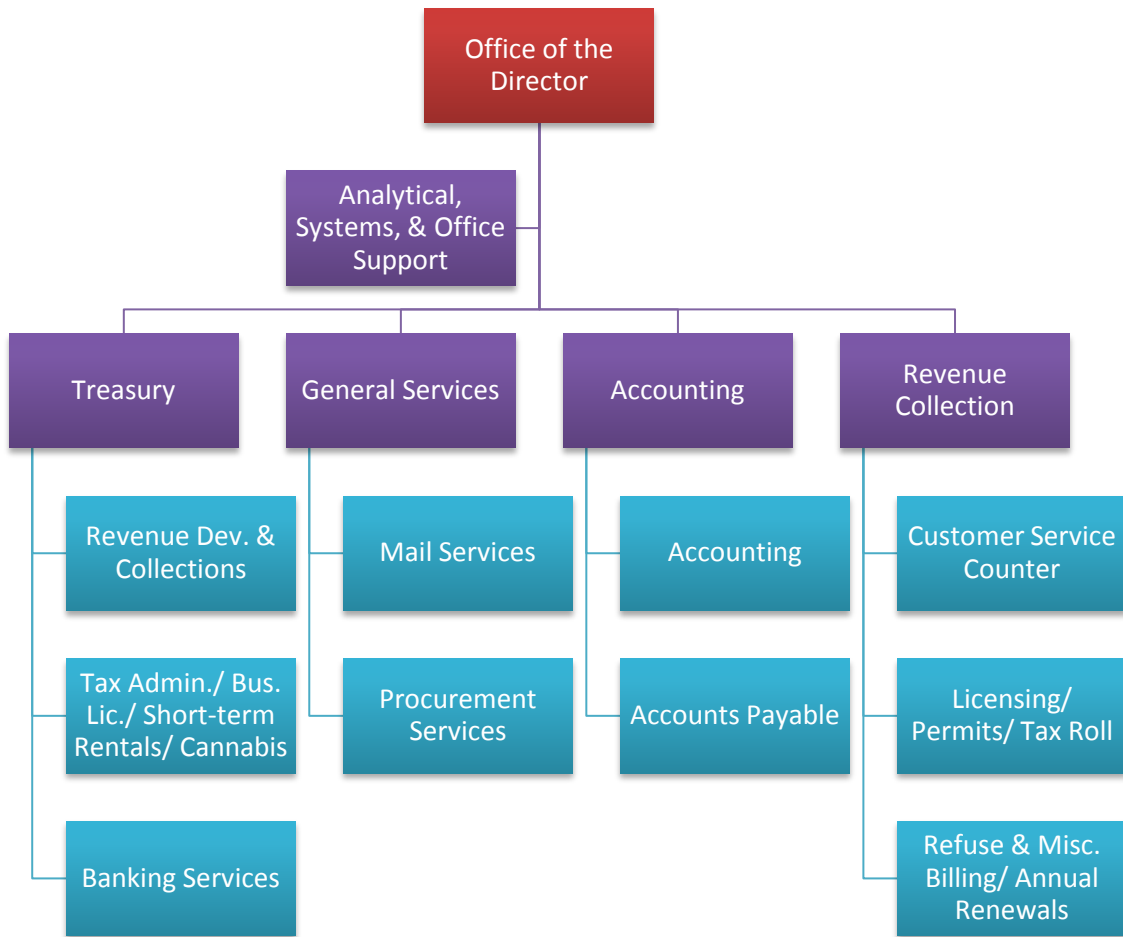
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FINANCE DEPARTMENT

MISSION STATEMENT

To conduct all of our responsibilities with integrity, warrant and receive the trust of colleagues and constituents, and to positively support the delivery of quality services to fulfill the City's mission and citywide priorities. Within the framework of full disclosure and quality customer service, our principal obligations are to safeguard City assets, maximize revenues, manage the business of City programs, and provide accurate, timely, and complete financial information.

ORGANIZATION CHART



FINANCE DEPARTMENT

DEPARTMENT OVERVIEW

The Finance Department supports all City departments and provides services for the entire Berkeley community. In addition to the Office of the Director and Finance Administration, the department is organized into four divisions: Treasury, General Services, Accounting, and Revenue Collection.

Office of the Director and Finance Administration

The Finance Director serves as the City's Chief Financial Officer, Investment Manager, and City Treasurer. The Director's Office provides expert, professional assistance to City management and City Departments on financial, accounting, and related matters; provides business administration and technical assistance to City departments; administers the annual budget and directs day-to-day financial operations; provides revenue and economic forecasting to City policymakers and stakeholders; manages the City and retiree medical plan investment portfolios; designs and implements an automated and integrated financial accounting system; makes presentations of the City's financial status and operations to the City Council and other regulatory agencies; and monitors developments related to finance and accounting matters and evaluates their impact on City operations and financial programs.

Treasury

The Treasury Division is responsible for receipt recordation, deposits, and investments of City monies. It also assists the Finance Director in investing short- and long-term investments of surplus City funds; maintains fiscal accountability for all City monies; manages the City's banking relationship; coordinates implementation of the City's online payment programs; and serves as the lead for Payment Card Industry compliance.

The Treasury Division acts as the City's centralized cashiering operation and accepts deposits from all City cash acceptance locations and departments. It also acts as the main payment processing center for mail-in payments for Citywide billing and other revenue sources. It is responsible for revenue development, audits, and collection on delinquent accounts.

General Services

The General Services Division manages a centralized Purchasing function. This division identifies equipment, goods, and services that will meet the City's needs; creates cost effective purchasing and maintenance agreements; issues and awards all non-construction bids and Request for Proposals; and opens all construction bids to obtaining the best competitive pricing for purchases while adhering to the City's purchasing policies. It also enforces compliance of City polices involving the following programs: Living Wage, Contract Compliance, and

FINANCE DEPARTMENT

procurement restrictions. This division maintains the Purchasing information on the City's website and assures that customers and vendors have online access to needed information and forms. The division is also responsible for mail services.

Accounting

The Accounting Division serves as advisor, consultant, and an information source to other departments on financial management items and Finance Department policies and procedures. It directs the maintenance of the City's automated accounting system, including the general ledger and all required subsidiary ledgers. The Accounting Division reviews and ensures adequate internal controls throughout the City, performs bank reconciliations, and assists in the development of the Finance Department work plan. It is responsible for the preparation of various financial and accounting reports, including the Comprehensive Annual Financial Report (CAFR), State Controller's reports, quarterly grants report, sales tax returns, payroll, and the city's indirect cost allocation plans.

Accounting has an Accounts Payable unit which controls disbursements made from City funds, excluding those for investments, payroll, payroll liability, and the workers' compensation administrator. This unit ensures that all disbursements are timely, accurate, and are made in compliance with all internal controls and established City policies and procedures.

Revenue Collection

The Revenue Collection Division provides billing services for refuse and most other City services; prepares the City's and Berkeley Unified School District's special property tax rolls for inclusion on the annual property tax bill; processes transfer tax, seismic retrofit, very low-income, and private sewer lateral refunds; prepares and processes annual business licenses and residential parking permits; schedules business license appeals; supports the Customer Service Counter with business license applications; administers and issues street vendor, massage, and food vendor permits; and maintains the City's land management database. It confers with City staff and management in analyzing proposed rate structures of various City revenues.

The Customer Service Counter is a unit within the Revenue Collection Division. It provides counter service to the Berkeley community and processes walk-in/drop-off payments for various Citywide billings, business licenses, residential parking permits, parking citations, copies of birth and death certificates and assists customers in the community service program for Project 22. This unit prepares and submits all payments received from customers to Treasury for posting in the City's financial system. The staff provides support for updating customers' records in the City's parking system, maintains records of community service agreements, and processes tow and boot releases and account maintenance for parking related payment inquiries.

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STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide an efficient and financially-healthy City government	Information Technology	Property Tax Assessment (ERP)	Provide an efficient and financially-healthy City government. Replace the existing 30-year old tax assessment system.	9/20 - 6/21	Carryover
Provide an efficient and financially-healthy City government	Information Technology	Business License (ERP)	Provide an efficient and financially-healthy City government. Replace or enhance the existing business license software.	5/21 - 6/22	Carryover
Champion and demonstrate social and racial equity	City Attorney, Health Housing & Community Services	Equal Pay Vendor Preference	Champion and demonstrate social and racial equality.	9/19 - 3/20	New

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CHALLENGES

- **AB3002** – A new bill that requires local jurisdictions issuing business licenses and building permits to provide applicants with an informational notice, including:
 - General information on access compliance requirements under both State and Federal law
 - An advisory strongly encouraging the applicant to obtain a Certified Access Specialist (CAsp) inspection
 - Information about how to locate CAsp inspectors, including a link to the Internet Web site of the State Architect where CAsp inspectors are listed, by geographic area in which they provide or intend to provide services
 - A notice of the federal and state programs that are available to assist small businesses with disability compliance and access expenditures
 - A link to the home page and the resource page of the CA Commission on Disability Access

- **Issuance of Measure O General Obligation Bond:** Issue the voter-approved Measure O to create and preserve affordable housing.

- **Administration of Measure P:** Administration of a real property transfer tax increase to raise funds for general municipal purposes such as navigation centers, mental health support, rehousing, and other services for the homeless.

- **erma (enterprise resource management application):** The procurement, accounts payable, and general ledger modules went live in a new financial system on November 1, 2018. Finance will continue to work on the accounts receivable/general billing module in 2019.

- **P-card:** Implementation of a Citywide P-card program.

- **Parking Management System:** Implementation of a new parking management system for parking citations, residential preferential parking permits, visitor permits, merchant permits, etc.

ACCOMPLISHMENTS

- **New business license tax – enhanced business license tax on owners of five or more residential rental units:** This measure aims to protect Berkeley residents from homelessness and was expected to raise \$2.98M - \$3.49M a year. The City collected over \$5M during the first year, collecting the majority in the first four months. The Revenue Collection and Treasury Divisions worked together to ensure that licenses and payments were processed in a timely manner.

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This measure was voter-approved in November 2016; tax collection began in January 2018 for gross receipts earned in 2017. Thanks to Finance's partnerships with the IT Department, the enhanced business license tax was implemented on time, well below budget, and with minimal resources. Finance staff diligently prepared and created a project plan and timeline; met with community stakeholders to identify the best way to implement the program; established new business license tax forms to accommodate the new tax and its nuances; produced a dedicated website with frequently asked questions (FAQs), email address, and phone number staffed by an elite team of enhanced business license tax specialists; trained all Finance staff on the new measure; and programmed the current business license system to accommodate the calculation and collection of the new tax.

Many community stakeholders complimented the Finance Department in its ability to implement such a highly complex tax with ease.

- **Business licenses, general:** In 2018, the Revenue Collection Division increased the efficiency of the business license program with the following changes:
 - posted FAQs on its website
 - streamlined business license forms to increase user friendliness
 - converted business license forms into fillable pdfs that auto-calculate the tax due based on customers' entries; this increased staff's ability to process licenses and provided customers with instant, accurate calculations
 - electronically saved all outgoing customer letters allowing 311 to better assist customers

Even with short staffing, the Revenue Collection Division was able to process over 15,500 licenses totaling over \$25,000,000.

- **Property taxes:** The Finance Department is the lead on this annual task which generates the greatest source of revenue for the City. It relies on the help and cooperation of other departments and BUSD in the timely submissions of their liens, tax rates, and approved resolutions. Finance also relies heavily on IT Department support to ensure that the system functions smoothly.

This year, Finance had to swiftly accommodate the introduction of two new, large legends – totaling nearly 55,000 lines of data. These challenges ensure that Finance remains flexible and resilient. It initiated a series of meetings with Public Works, IT, and the County to accommodate the two new assessments and ensure that they were added to the tax roll.

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This was a landmark year for the City as special assessments totaled nearly \$100M of charges that were sent to the County in under 45 days. Out of 340,000+ lines of data, there was only one issue that was immediately corrected.

The Finance Department updated its property tax website and presented information in a way to provide better clarity and transparency regarding the City's special assessments, liens, and fees.

- **Very Low-Income Refund Program:** The Revenue Collection Division implemented changes to the City's Very Low-Income Refund Program to make it more efficient and more accessible to Berkeley citizens, especially senior citizens. The Finance Department evaluated the application process and took the following actions:
 - tied the income threshold to US Department of Housing and Urban Development's (HUD) Very Low Income for a two-person household
 - updated application instructions to include a list of all required documentation
 - reduced the application processing time to 2-3 weeks
 - improved communication by creating a dedicated phone number and email address
 - revised the program website to provide more transparency and additional program details

- **Instrumental in developing Measure P (collection and administration of an increase in real property transfer tax to raise funds for navigation centers, mental health support, rehousing, and other services for the homeless):** The Finance Department met individually with the Mayor and some Councilmembers to discuss potential additional revenue from an increase in the City's transfer tax structure. It provided in-depth analysis and projections based on different scenarios. The Finance Department also worked directly with the County of Alameda to ensure a smooth conversion of the change. The County commended the City for providing them with sufficient notice of the potential increase.

- **Implemented/improved STR tax collection:** An online portal to accept payments for short term rental taxation was launched in September 2017. The Finance Department provided multiple public workshops to educate short term renters and answer their questions. It also created a dedicated phone hotline and website for tax payers. This tax raised roughly \$1M.

- **erma implementation:** On November 1, 2018, the City launched phase 1 of the Enterprise Resource Planning. This marked the completion of a critical phase in the City's transition to a new core financial system for four processes: General Ledger, Project Ledger, Requisition to PO/Contract and

FINANCE DEPARTMENT

Accounts Payable. This success reflects broad city collaboration. Though the transition has been a little rough, the erma core team and Finance Department have been diligently working to resolve any and all issues in a timely manner.

- **Produced CAFR with reduced staff:** In December 2018, the Accounting Division completed and submitted the City's CAFR. It is a thorough and detailed presentation of the City's financial condition and reports on the City's activities and balances. The Accounting Division did amazing work. The external auditors had no findings which demonstrates that the city has superior internal controls as it manages its \$400M budget.

- **Implementation of AB503:** This Assembly Bill amended the California Vehicle Code to allow indigent drivers with unpaid parking tickets to set up a payment plan to pay off their fines and added late fees within an 18-month period. The Finance Department was instrumental in helping Transportation determine how to calculate the appropriate monthly payments. Additionally, the Revenue Collection Division's Customer Service Counter accepts applications and payments for this program.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

There are three significant programs that the Finance Department will be adding to its functions in Fiscal Years 2020 & 2021:

- The administration of issuing bonds for Measure O – The \$135 million bond to preserve affordable housing for low-income households, working families, and individuals including teachers, seniors, veterans, the homeless, and persons with disabilities. The department will hire an on-call financial analyst to help shepherd the bond offering through the markets. The analyst would be needed for each bond offering, with the assumption that there will be two offerings in the next five years. (Approximately \$75,000 for FY 2020 & 2021).

- The administration of Measure P – The increase in real property transfer tax to raise funds for navigation centers, mental health support, rehousing, and other services for the homeless. The department will be hiring an FTE Accountant II to work with the County and title companies to ensure proper transfer tax calculation, audit tax revenues, determine outstanding balances, calculate the annual sales price threshold, and perform revenue and compliance audits. (Approximately \$150,000 for FY 2021 & 2021). Measure P is expected to raise \$6-\$8M annually.

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- The Revenue Collection Division will be embarking on allowing business to renew and pay their business license tax using an online portal. The pilot program will be limited to the following business types: rental of real property and non-profit organizations. This process is intended to be fully automated with no staff intervention or action required. Currently, the business license renewal is completely manual. The estimated cost is \$150,000.
- Vacant Field Representative position transitioned to Zero Waste Division in Public Works.
- The City Manager approved two new positions in the Finance Department: Senior Systems Analyst and Information Systems Specialist. Funding for these positions will come from erma as Finance has been authorized to backfill the Accounting Manager, Systems Accountant, and Senior Buyer positions for the duration of the project.
- The Treasury and Revenue Collection Divisions will re-assess the Accounts Receivable/General Billing and Cashiering modules' transition to erma. Temporary staffing will be needed from the erma budget. (Approximately \$225,000 for FY2020 & FY2021 which is the surplus from the backfilled positions in the bullet above). Both the Revenue Collection Manager and Treasury Manager positions will not be backfilled while working on the project, however, they will need assistance in maintaining their daily operations.
- Information Systems Specialist will transition from being funded 50/50 from General Fund and Zero Waste to strictly General Fund.
- The Systems Accountant position which was temporarily assigned to the erma project will be placed back in the FY 20/21 budget.

FINANCE DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	5,378,404	5,273,390	6,590,638	7,072,100	7,273,744
Services and Materials	589,577	778,773	786,253	786,253	786,253
Capital Outlay	3,365	48,998	33	33	33
Internal Services	358,411	424,537	423,081	790,461	790,461
Indirect Cost Transfer	121,013	128,015	124,430	118,087	118,087
	<u>6,450,770</u>	<u>6,653,713</u>	<u>7,924,435</u>	<u>8,766,934</u>	<u>8,968,578</u>
By Division:					
Office of the Director	794,686	1,043,779	976,909	1,288,839	1,305,061
Accounting	1,436,683	1,183,151	1,501,187	1,843,332	1,894,309
General Services	931,408	958,747	1,300,837	1,364,466	1,393,966
Customer Service	1,330,726	1,510,818	2,171,734	2,068,740	2,124,833
Parking	29,440	7,509	40,000	40,000	40,000
Revenue Collection	1,927,827	1,949,709	1,933,768	2,161,557	2,210,409
	<u>6,450,770</u>	<u>6,653,713</u>	<u>7,924,435</u>	<u>8,766,934</u>	<u>8,968,578</u>
By Fund:					
General Fund	4,769,454	4,913,318	6,080,806	6,797,353	6,959,517
Paramedic Assmt Dist	17,347	17,768	17,937	19,126	19,739
Library	17,347	17,768	17,937	19,126	19,739
Parks Tax	17,347	17,767	17,937	19,126	19,739
Street Light Assmt.	19,840	20,405	20,538	21,331	21,944
Zero Waste Fund	1,057,920	1,085,232	1,073,659	1,225,557	1,253,249
Clean Storm Water	19,838	20,403	20,538	21,332	21,945
Private Sewer Lateral	26,836	9,384	50,347		
Parking Meter	29,440	7,509	40,000	40,000	40,000
Equipment Replacement	144,956	149,598	152,965	163,606	167,658
Central Services	278,385	341,080	377,960	382,999	385,831
Other Funds	52,060	53,481	53,811	57,378	59,217
	<u>6,450,770</u>	<u>6,653,713</u>	<u>7,924,435</u>	<u>8,766,934</u>	<u>8,968,578</u>
General Fund FTE					
	36.17	31.75	35.50	37.00	37.00
Total FTE					
	45.50	45.00	48.00	48.00	48.00

FINANCE DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
Office of the Director					
Administration	576,532	741,618	650,981	951,779	963,572
Systems Support	218,154	302,161	325,928	337,060	341,489
Division Total	794,686	1,043,779	976,909	1,288,839	1,305,061
FTE Total	3.00	7.00	11.00	10.00	10.00
Accounting					
Administration	1,052,456	798,506	1,102,707	1,178,171	1,209,382
Treasury				245,273	252,279
Accounts Payable	384,227	384,645	398,480	419,888	432,648
Division Total	1,436,683	1,183,151	1,501,187	1,843,332	1,894,309
FTE Total	10.50	10.00	8.00	9.00	9.00
General Services					
Procurement	653,023	617,667	922,877	981,467	1,008,135
Mail Services	278,385	341,080	377,960	382,999	385,831
Division Total	931,408	958,747	1,300,837	1,364,466	1,393,966
FTE Total	6.00	6.00	7.00	7.00	7.00
Treasury					
Administration	411,612	472,053	671,916	619,125	637,388
Counter/Call Center	661,162	651,052	945,469	880,399	901,177
Licensing	-	-	121,212		
Operations	257,952	387,713	433,137	569,216	586,268
Division Total	1,330,726	1,510,818	2,171,734	2,068,740	2,124,833
FTE Total	13.00	9.00	9.00	10.00	10.00
Parking					
Administration	29,440	7,509	40,000	40,000	40,000
Division Total	29,440	7,509	40,000	40,000	40,000
FTE Total	-	-	-	-	-
Revenue Collection					
Billing	1,561,600	1,592,672	1,520,858	1,603,766	1,637,156
Collections	265,416	238,006	287,121	422,858	434,966
Customer Service	2,301	3	150	150	150
Licensing	98,510	119,028	125,639	134,783	138,137
Division Total	1,927,827	1,949,709	1,933,768	2,161,557	2,210,409
FTE Total	13.00	13.00	13.00	12.00	12.00
Department Total					
FTE Total	45.50	45.00	48.00	48.00	48.00



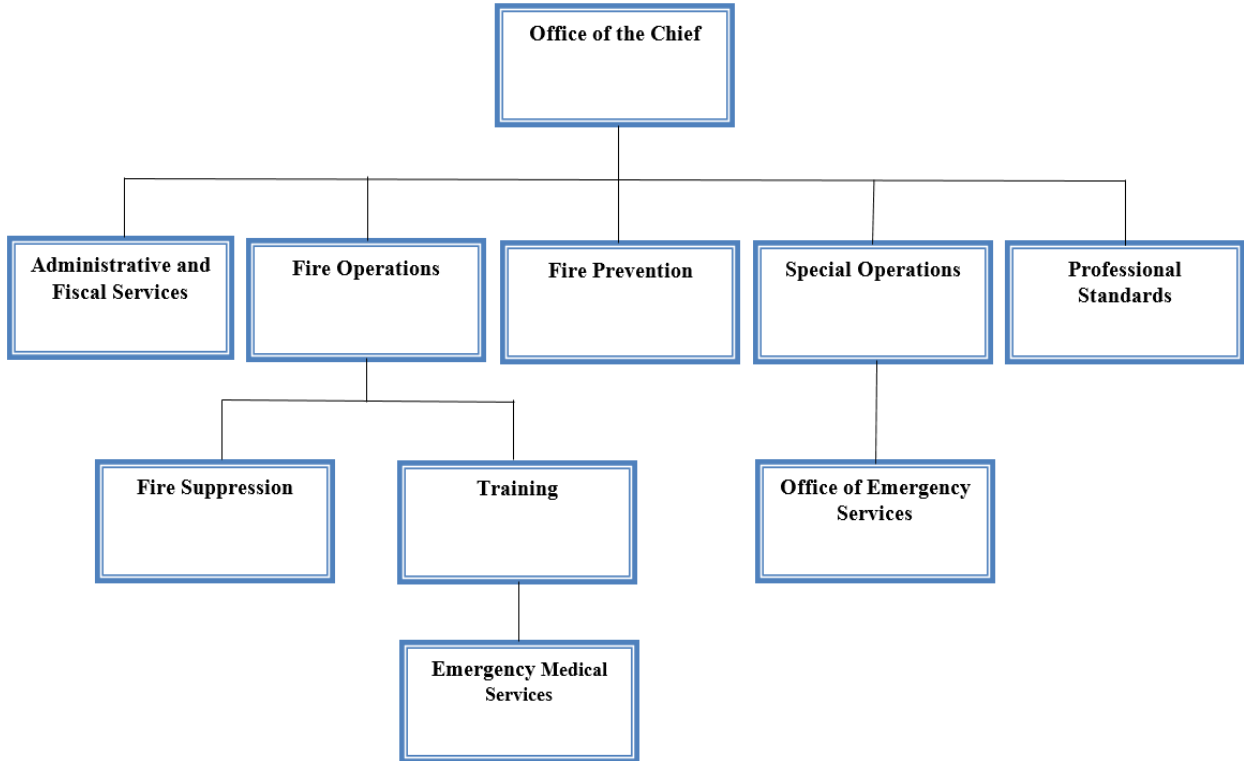
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DEPARTMENT OF FIRE AND EMERGENCY SERVICES

MISSION STATEMENT

The Berkeley Fire Department protects life, property, and the environment through emergency response, prevention, and community preparedness.

ORGANIZATION CHART



DEPARTMENT OF FIRE AND EMERGENCY SERVICES

DEPARTMENT OVERVIEW

The men and women of the Berkeley Fire Department are committed to providing comprehensive fire protection, emergency medical, disaster preparedness, rescue and other related services in an efficient, effective and caring manner to the diverse Berkeley community.

The Fire Department is organized into five divisions to deliver the following services:

Administrative and Fiscal Services

The Administration Division provides services of budget and fiscal policy, payroll, purchasing, administrative systems, record retention compliance, employee training and development, and the labor and management relationship.

Professional Standards

Under the Office of the Fire Chief, the Professional Standards Division oversees creation and maintenance of policies and procedures, strategic planning, grant writing, public record act request responses, and performance tracking and reporting.

Fire Prevention

The Fire Prevention Division plans, organizes and implements all Fire Department prevention and inspection programs, including fire and arson investigations, vegetation management, hazard abatement, code enforcement, public fire safety education, plan checking, and evaluation and development of codes and ordinances.

Operations

The Operations Division represents two distinct sub-divisions in the Fire Department: Fire Suppression and the Division of Training, Safety and Emergency Medical Services. In addition, departmental logistics are handled in Operations including radio systems, alerting systems, vehicle specifications and maintenance.

- Fire Suppression conducts all field operations including fire suppression, medical and rescue response, vehicle and pedestrian accident response, natural gas leaks, hazardous materials response, water rescue, fire alarm response, BART emergencies, UC Berkeley responses and all other emergency calls. The Fire Suppression Division also conducts annual fire prevention inspections, public education, and other community emergency training.

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

- The Division of Training, Safety and EMS provides the required training and safety review necessary to comply with local, county, state, and federal mandates. It also provides management, quality assurance, policy compliance oversight, and support for First Responder Advanced Life Support (FRALS) delivery and paramedic transport units.

Special Operations Division

The Special Operations Division includes management of the Office of Emergency Services and implements disaster preparedness and response programs, outreach and education, and regional collaboration planning. The Special Operations Division also manages support for the department's Information Technology needs, emergency communications, mutual aid coordination with allied agencies and non-governmental organizations, hazardous material response oversight and water rescue response oversight and policy.

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Create a resilient, safe, connected, and prepared city	Human Resources, Public Works	Fire Administration Umbrella Program	Multiple projects including initiating a Standards of Coverage study, a Workers Compensation Nurse Case Manager Trial, and Upgrading/Expanding Office Space.	7/19 - 6/21	New
Create a resilient, safe, connected, and prepared city	Human Resources	EMS Division Development Program	Multiple projects including splitting EMS off from Division of Training under new FTE EMS Assistant Chief, new Psychiatric Emergency Transport Contract, Paramedic Supervisor Training and Transition to Single Resource, Prioritized Dispatching, and EMS Service Expansion.	7/19 - 6/21	New
Create a resilient, safe, connected, and prepared city	Human Resources	Wildfire Safety Program	Multiple projects to improve wildfire safety, including adding a New FTE Deputy Fire Marshal, creating a Seasonal Fire Crew, developing a Wildfire Fuel Mitigation Plan, and initiating Safe Passages and Evacuation Zone Outreach to enhance survival rates.	7/19 - 6/22	New
Create a resilient, safe, connected, and prepared city	Human Resources, Information Technology	Fire Prevention Audit Response Program	Multiple projects to address results of latest audit, to include New FTE Sworn Fire Inspector, Sourcing new	7/19 - 6/21	New

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			Fire Records Management System software, and implementing new Staff and Organization Alignment.		
Create a resilient, safe, connected, and prepared city	Human Resources	Measure Q Implementation Program	Implement Measure Q mandates through introduction of new FTE Logistics Fire Captain to assume responsibility for disaster water supply system, warehouse, and related equipment, including added Water Tender and Forklift.	7/19 - 7/21	New
Create a resilient, safe, connected, and prepared city	Human Resources	Training Division Development Program	Multiple projects to enhance Training Division capabilities to meet current and future demands, including adding Two FTE Support Staff, implementing multiple in-house Promotional Academies, Completing rollout of Medical Care in Austere Conditions project, and researching location and funding for New Training Grounds.	7/19 - 6/21	New
Create a resilient, safe, connected, and prepared city	Information Technology	Rescue and Disaster Response Capabilities Program	Multiple projects to enhance ability to respond to large and small incidents and disasters. To include Maritime Emergency Response expansion, Type-Rating of Hazardous Materials team, implementing Technical Rescue standardization, CERT Civilian Instructor incentives, Pulse Point	7/19 - 6/21	New

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			software and Public Alerting System research.		
Create a resilient, safe, connected, and prepared city	Public Works	Apparatus Replacement and Upgrade Program	Multiple acquisition projects to include New Reserve Fire Truck, a Mobile High Rise Air Supply vehicle, and Utility Support vehicles.	7/19 - 6/21	New

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

CHALLENGES

The Berkeley Fire Department faces significant challenges meeting the broad need for response and prevention and the capability to meet that need. Specific challenges are approached and identified by division.

Operations

- 1) Berkeley grows every year with the addition of mid-rise mixed use buildings. In addition, up to five new high-rise buildings are being added. Vertical buildings and added density increase the complexity of any emergency response be it medical, fire, hazardous materials, or rescues.
- 2) UC Berkeley expands its footprint and student body annually. The Berkeley Fire Department is the primary fire department for the University providing fire, medical, hazardous material, and special event standby. As the calls for service grow along with the vertical footprint of UC Buildings, the Fire Department has to adapt to the complexity of response requirements.
- 3) Capital infrastructure including fire stations and training grounds require annual maintenance and long-term development planning. Expansion of services due to population growth and density needs to include infrastructure to support those services.
- 4) Intentional mass casualty events such as mass shootings are increasing nationwide. These incidents require enhanced skills and training to effectively respond in as safe a manner as possible. Developing this response capability involves curriculum for training, functional exercises, and specialized safety equipment.

Training and EMS

- 1) The impending closure of Berkeley's Alta Bates campus poses a significant challenge for Berkeley Fire's ambulance transport capability. When Alta Bates closes, we anticipate an additional 24 minutes per call that ambulances will be out of service transporting to and from emergency rooms in Oakland. This increase in time and physical distance from the City of Berkeley will have to be mitigated through a cost-effective expansion of services.
- 2) On July 1, 2019 the Alameda County will no longer transport patients who are on an involuntary 5150 mental healthcare hold. This responsibility falls to the City of Berkeley. The capability to provide these transports needs to be a collaboration of the Mental Health division of HHCS, Berkeley Police, and the Berkeley Fire Department.
- 3) On July 1, 2018, Alameda County stopped providing subsidy payments to the City of Berkeley for first responder paramedics. The County also stopped providing medical equipment to the City that it requires we use.

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

The Berkeley Fire Department must now make do for the lost reimbursements and added equipment costs.

- 4) The Berkeley Fire Department has a small training facility in the middle of a residential neighborhood in West Berkeley. To train a department of 133 firefighters, the drill grounds must be used 7 days a week during business hours. When we have an entry-level training academy, the demands on the drill ground and therefore the neighborhood increase dramatically. To fulfill State Fire Marshal training requirements for both active and recruit firefighters, the existing drill ground is insufficient. Given the lack of available open lots in Berkeley, we must plan long-term for a regional shared training facility or invest in a large property in Berkeley.

Fire Prevention

- 1) The City Auditor is completing an audit of our annual fire inspection program. The audit was requested to help quantify and explain the large number of incomplete and unresolved inspections on file. Pending the findings of the audit, the Prevention division will identify a path forward to meet and report on the state and locally mandated inspection program.
- 2) Wildland Urban Interface inspections and enforcement are necessary in Berkeley's Fire Zones 2 and 3. The existing program relies on ambiguous code language and only inspects a small fraction of properties in Zones 2 and 3. Increasing the capacity of inspectors and reliability of the fire code is necessary to ensure proper education and enforcement for the dangerous hills.
- 3) Downtown Berkeley grows every year with the addition of mid-rise mixed use buildings. In addition, up to five new high-rise buildings are being added. Vertical buildings and added density increase the annual inspection requirements for the Prevention division and also put an initial burden on inspectors for both plan review and construction inspections.
- 4) The UC Berkeley Greek system and Group Living facilities party inspections generate over .5 FTE worth of work. With three fire inspectors, this consumes far more than a proportional amount of work for a small fraction of the population. Inspector resources are diverted from inspections around the City to ensure a safe party environment for adult students.

Special Operations

- 1) Ferries have come to Berkeley. Additional services are expected to use the Berkeley Marina in the future. With daily, dense traffic throughout the Marina, the Berkeley Fire Department is working to create and expand needed capabilities around water rescue and fire boat operations.
- 2) The pace of technological advances in the public safety sector currently outpaces our ability to assess and fund implementation. Technology such

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

as dispatch systems, mobile fire inspections, electronic patient care reports are in some cases mandated and in others simply best practice. But such systems come with high price tags and require specialized maintenance. Ensuring adequate resources for both is challenging.

- 3) The Office of Emergency Services (OES) is responsible for public emergency preparedness and City staff preparedness. The need to write, train, and exercise emergency plans needed for both response and preparedness, as well as minimum requirements for state and federal assistance when a disaster occurs. Plan writing capability lies with a single FTE. This leaves two FTE responsible for all remaining training and education.
- 4) OES is also responsible to involve the community in the form of public outreach when disaster preparedness changes have been introduced. The avenues available for public outreach include, but not limited to, public forum meetings in all districts; public messaging; messaging in various languages; visiting primary and secondary educational facilities; holding workshops; facilitating preparedness fairs; and conducting online aggregation of activities, resources, and programs. This is difficult at best with the current staffing levels within the division.

Fiscal and Administrative Services

- 1) The demands placed on administrative staff have increased while staffing levels have eroded since before the Great Recession. Open Government expectations lead to a high number of public record requests that come in above and beyond expected work flow.
- 2) Increased capabilities and workload call for additional staff. This can't be accomplished without considering facilities and infrastructure. The Fire Administrative Offices are at capacity. In addition to the need for expansion, co-locating with the police offices will require hardening the front counter windows as the police windows were hardened.
- 3) The Fire Department handles payroll and purchasing for both Fire and Police. Staffing and time-tracking is very complex and time-consuming. As the payroll module of ERMA is developed, it will take significant time and resources from existing staff to ensure proper implementation. There is already very little backup capacity and that need must be addressed.

Office of the Fire Chief

- 1) Throughout California, recruiting a workforce that is representative of the population we serve is a challenge for the fire service. Berkeley is no exception. There are many barriers to women and people of color becoming firefighters. Many of those barriers are explicit and many are cultural. The Berkeley Fire Department must constantly challenge our recruitment, hiring practices, and department culture to work to break

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

down barriers and provide a welcoming, effective organization that is a great place for anyone to work.

- 2) The Berkeley Fire Department has basic statistical reporting requirements for both fire suppression and emergency medical response. However the department historically has not collected nor analyzed advanced statistical data. Developing consistent and relevant reporting is necessary to accurately assess future departmental needs as well as ensuring efficient and effective responses for the community.
- 3) Finding alternative funding sources such as grants is a critical need to meet the gap between capabilities and response requirements. Given the cyclical nature of grants and the need for statistical data to support applications, consistent and professional grant writing capability is a must.

ACCOMPLISHMENTS

- ❑ Completed recruitment processes for October 2017 and October 2018 fire academies.
- ❑ Created the Office of Professional Standards for grant writing, strategic planning, and performance tracking and analysis.
- ❑ Created a wildfire evacuation plan.
- ❑ Created a fire weather warning plan.
- ❑ Provided disaster training to City employees.
- ❑ Activated the City's Emergency Operations Center in response to multiple emergencies and protest activity.
- ❑ More than doubled the Community Resilience Center program.
- ❑ Created the Apartment Resilience Center Program.
- ❑ Updated City's Emergency Operations Plan;
- ❑ Performed a Full Shelter Stand Up Exercise.
- ❑ Berkeley EOC & Public Health DOC participated in a Full Scale Regional Earthquake Exercise.
- ❑ OES hosted 2018 Shake Out Bay Area Media Event
- ❑ City of Berkeley participated in Citywide Drop, Cover, and Hold On earthquake drill.
- ❑ Upgraded citywide emergency alerting capabilities by converting to the county-wide AC Alert system.
- ❑ Hired and trained 4 additional CERT Instructors – 2 fluent in Spanish.
- ❑ Upgraded the Computer Aided Dispatch System.
- ❑ Purchased and deployed new Zoll defibrillators.
- ❑ Replaced all automated CPR devices (LUCAS Devices).
- ❑ Upgraded and replaced all Self-Contained Breathing Apparatus (SCBA).
- ❑ Extended the First Responder Advanced Life Support and Ambulance Transport contracts with Alameda County EMS Agency.

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

- ❑ Expanded water rescue team and purchased a rescue boat and water rescue craft; both now stationed in the Berkeley Marina.
- ❑ Developed a policy and training for cooperative response to active shooters with BPD.
- ❑ Improved firefighter safety and health by upgrading all Wildland firefighting pants and jackets.
- ❑ Expanded our wildland mutual aid participation by qualifying and deploying single-resource fireline medics.
- ❑ Improved measures to reduce cancer risk to firefighters in stations.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

- ❑ A fourth ambulance is operating 24 hours daily, 7 days a week beginning FY 2018.
- ❑ A third-party vendor will be engaged to provide transport services to approximately 2,800 additional patients experiencing a psychiatric emergency. The City is mandated to assume responsibilities beginning FY 2020.
- ❑ A rescue watercraft and a rescue boat are put in full operation beginning FY 2019, enhancing the department's water rescue capabilities.
- ❑ Fire prevention for the wildland urban interface is understaffed. The Fire Department is seeking grant funding to increase the capacity of inspectors and a vegetation removal crew.
- ❑ Changes in staffing during FY 2019:
 - Creation of a new Professional Standards Division headed by a Fire Captain
 - Reclassification of 1 Firefighter/Paramedic position to Fire Captain
 - Addition of an Assistant Management Analyst in the Fire Prevention Division.
 - Addition of an Emergency Services Coordinator in the Office of Emergency Services.
 - Addition of an Administrative Assistant in the Emergency Medical Services Division
 - Addition of Fire Prevention staffing by one Deputy Fire Marshal to provide wildfire safety planning, fuel mitigation, inspection programs and public education. Budget includes code 3 response vehicle, and all overhead costs.

FIRE DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	34,349,968	35,463,912	36,030,137	39,142,328	40,196,190
Services and Materials	1,970,926	1,903,179	1,918,842	1,998,842	2,000,042
Capital Outlay	734,826	855,449	53,000	53,000	53,000
Internal Services	2,068,987	2,099,205	2,006,286	3,176,182	3,176,182
Indirect Cost Transfer	9,523	7,663	-	8,792	8,792
	39,134,230	40,329,408	40,008,265	44,379,144	45,434,206
By Division:					
Office of the Fire Chief	1,315,215	1,409,077	1,539,701	3,101,812	3,145,097
Fire Administrative Services	488,406	495,592	654,195	578,405	596,837
Fire Operations	37,321,086	38,424,739	37,814,369	40,698,927	41,692,272
	39,124,707	40,329,408	40,008,265	44,379,144	45,434,206
By Fund:					
General Fund	29,897,724	31,494,300	31,800,695	36,019,089	36,934,854
Paramedic Tax Fund	3,197,602	3,561,454	3,672,712	3,852,918	3,955,399
CFD #1 Dis Fire Protect Bond	61,943	83,974	111,360	175,844	179,988
Measure GG	4,756,460	4,665,921	4,015,855	4,250,031	4,281,016
Other Funds	1,210,978	523,759	407,643	81,262	82,949
	39,124,707	40,329,408	40,008,265	44,379,144	45,434,206
General Fund FTE					
	121.44	125.25	126.55	131.40	131.40
Total FTE					
	141.00	148.00	149.00	152.00	152.00

FIRE DEPARTMENT FINANCIAL SUMMARY

DIVISION/ACTIVITY SUMMARY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
Office of the Fire Chief					
Administration	623,802	590,169	633,632	1,862,582	1,877,804
Disaster Preparedness	691,413	818,908	906,069	1,239,230	1,267,293
Division Total	1,315,215	1,409,077	1,539,701	3,101,812	3,145,097
FTE Total	6.00	6.00	6.00	7.00	7.00
Fire Administrative Services					
Financial Admin. Services	488,406	495,592	654,195	578,405	596,837
Division Total	488,406	495,592	654,195	578,405	596,837
FTE Total	4.00	4.00	5.00	4.00	4.00
Fire Operations					
Administration	835,330	782,643	820,519	939,545	960,891
Suppression/Rescue/Hazard	22,579,813	23,168,212	22,407,950	24,000,578	24,575,455
Fire Prevention	726,792	778,440	1,068,139	1,303,961	1,334,635
Fire Training	729,219	646,468	694,040	733,752	751,574
Emergency Medical Service	12,449,932	13,048,976	12,823,721	13,721,091	14,069,717
Division Total	37,321,086	38,424,739	37,814,369	40,698,927	41,692,272
FTE Total	131.00	138.00	138.00	141.00	141.00
Department Total	39,124,707	40,329,408	40,008,265	44,379,144	45,434,206
FTE Total	141.00	148.00	149.00	152.00	152.00



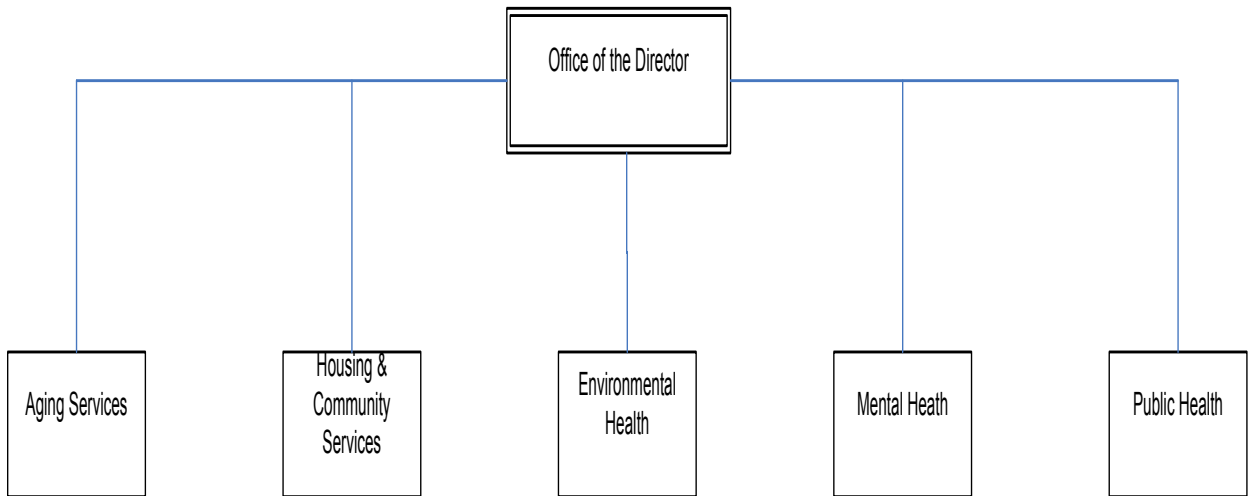
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DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

MISSION STATEMENT

The Department of Health, Housing and Community Services' mission is to enhance community life and support health and wellness for all. We are committed to social and environmental justice and to promoting equity in health, housing, and economic opportunity. We collaborate with community partners to build a vibrant and healthy Berkeley.

ORGANIZATION CHART



DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

DEPARTMENT OVERVIEW

The Department of Health, Housing and Community Services (HHCS) is organized into five divisions and the Office of the Director.

Office of the Director

The Office of the Director provides overall leadership, strategic direction, policy development, management and fiscal oversight of HHCS, including budgeting, accounting, payroll, purchasing, and billing external funding agencies. The Director's Office works with stakeholders to prioritize projects that most directly impact the health and wellbeing of Berkeley community members.

Housing and Community Services Division

The Housing and Community Services Division (HCS) works to reduce homelessness through community partnership and strategy recommendations to City Council. HCS also produces, preserves and supports affordable housing in order to help meet the housing needs of Berkeley residents, especially those who are low-income, homeless, seniors, disabled, or have special needs. HCS also implements the YouthWorks program which promotes youth employment, coordinates the City's community agency funding process and administers Berkeley's Shelter+Care program.

Aging Services Division

The Aging Services Division enhances the well-being and independence of older adults by offering social connections, activities, and lifelong learning. The division operates two vibrant senior centers that offers thousands of classes, events, workshops and day trips as well as a nutritious weekday lunch for older community members. Case managers provide consultation, referral and linkage to community resources. Additionally, the division provides taxi and van trips for older adults and disabled Berkeley residents to improve quality of life and access to community resources and nutritious meals to home-bound seniors through the Meals on Wheels program.

Environmental Health Division

The Environmental Health Division promotes and protects the health and wellbeing of all persons in the City of Berkeley by enforcing state and local health laws and investigating foodborne illness. Environmental Health permits and inspects regulated facilities such as retail food facilities, tobacco retailers, public swimming pools, body art facilities, and medical cannabis dispensaries. They also issue and enforce sound permits, provide vector control services and regulate food provision at farmers' markets and special events.

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

Public Health Division

The Public Health Division provides community health education and promotion, disease prevention and control, health surveillance, clinical services, and vital statistics for the City of Berkeley. Services are provided in a number of clinical and school based sites as well as within the community. The Public Health Division strives to achieve health equity in Berkeley through partnerships and community-engaged work, identifies and responds to community health threats, and creates environments that optimize health and well-being for all.

Mental Health Division

The Mental Health Division is the “Front Door” to the public mental health system, with on demand assessment and linkage to care. It provides comprehensive treatment for low-income families, adults and children with major mental health concerns. Additionally, the Mobile Crisis Team responds to mental health emergencies and crisis situations. In 2017, the division launch the Homeless Outreach and Treatment Team (HOTT) program, an expanded and more coordinated outreach effort to engage people experiencing homelessness in Albany and Berkeley and connect them to services. The Division also funds a variety of community providers and projects resulting in services that reach a wide range of City residents (such as school age children, seniors, LGBTQI, transition age youth, and underserved ethnic groups).

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide an efficient and financially-healthy City government	Information Technology	Results-Based Accountability Framework for Health, Housing and Community Services Programs	Develop and publish outcome data resulting from implementation of RBA in 21 HHCS Programs	7/19 - 6/20	Carryover
Champion and demonstrate social and racial equity	Public Works, Parks Recreation & Waterfront	Age Friendly Plan Implementation	Establish infrastructure for implementation of Aging-Friendly Plan	1/19 - 12/19	New
Create a resilient, safe, connected, and prepared city	City Manager's Office, City Attorney	Cannabis Dispensary/ Production	Develop, propose and implement responsive education and enforcement strategies	7/19-6/20	New
Foster a dynamic, sustainable, and locally-based economy	City Manager's Office, City Attorney	Home-cook Food Industry	Develop, propose and implement responsive education and enforcement strategies.	1/19 - 12/19	New
Create affordable housing and support services for our most vulnerable community members	Planning and Development	Increase Affordable Housing: Measure O Implementation	Implement plan to expand affordable housing options with Measure O funding as defined by Council.	1/19 - 6/20	New
Create affordable housing and support services for our most vulnerable community members	City Manager's Office	Homeless Services Expansion	Implement plan to expand homeless services with Measure P funding as defined by Council.	7/19 - 6/20	New
Create affordable housing and support services for our most	City Manager's Office	Shelter Plus Care Expansion	Expand Shelter Plus Care through addition of 53 new housing vouchers	7/19-6/20	New

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
vulnerable community members					
Create affordable housing and support services for our most vulnerable community members	City Attorney, Information Technology, Planning & Development	Implement Highest Priority Housing Action Plan Goals	1. Propose affordable housing preference policy for ½ mile location and Ellis Act evictions/displacement 2. Identify city owned property for development of affordable housing options, including modular micro-unit buildings. 3. Develop incentive program for landlord participation in Section 8/Shelter + Care. 4. Develop pilot programs to House the Homeless in Accessory Dwelling Units	7/19 - 6/20	Carryover
Create affordable housing and support services for our most vulnerable community members	Finance	Berkeley Way Project	Assemble, with developer, financing needed to enable construction.	7/19-6/20	Carryover
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Community Agency Funding Information	Develop and publish comprehensive report on outcomes of community agencies funded by City of Berkeley.	7/19 - 6/20	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Mental Health Triage Grant	Establish a crisis triage line where community members can reach a clinician in the mental health division when someone is in a mental health crisis, for consultation, help, and possible referral to BPD and Mobile Crisis Team.	12/18-11/21	New
Be a customer-focused organization that	Public Works	Mental Health Wellness Center	Launch, in conjunction with Alameda County Behavioral Health Care Services, a	7/10-6/20	New

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
provides excellent, timely, easily-accessible service and information to the community			mental health wellness center for the residents of the cities of Berkeley and Albany		
Provide an efficient and financially-healthy City government	Information Technology	Public Health Strategic Plan Implementation	Implement a tracking and reporting system for Division program performance measures	7/19 - 6/20	New
Champion and demonstrate social and racial equity	City Attorney	Sugar Sweetened Beverage Policy Development	Develop a City of Berkeley healthy beverage policy	7/19 - 6/20	New

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

CHALLENGES

Much of the work of the Health, Housing and Community Services Department addresses long-standing, difficult societal issues such as health disparities, homelessness, housing affordability, mental illness and reduced resources for seniors. While we have robust programs to address these concerns, they pale in comparison to the need exhibited throughout Berkeley. We continually lack the resources needed to fully address these issues.

The Department has focused resources on programs and services that address these long term challenges. At the same time, our administration and fiscal staff has not grown commensurate with our programs to adequately support their efforts.

ACCOMPLISHMENTS

Each of the five Divisions within the Health, Housing and Community Services Department have robust and comprehensive baseline services provided to Berkeley's most vulnerable populations. In addition to critical baseline services, each Division responds to community needs to develop and implement new initiatives each year. Highlights of the achievements in each Division are listed below.

Division	Services	Achievements in FY18-19
Office of the Director	Provides Administrative and Fiscal services for all HHCS Divisions	Expanded fiscal capacity in Divisions through erma training and implementation
Office of the Director	Provides HIPAA Security Compliance	Launched Web-based HIPAA Training
Office of the Director	Impact Berkeley	Supported 13 community based programs funded by the City in measuring and reporting the impact of their programs.
Housing & Community Services	Coordinated Entry System for Homeless Services, "The Hub"	Since January 2016, housed 222 people experiencing homelessness
Housing & Community Services	Shelter Plus Care	Secured a new grant to implement in FY20, adding 53 Housing Certificates.

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

Division	Services	Achievements in FY18-19
Housing & Community Services	Stair Center	Served 104 clients, of which 40 obtained permanent housing
Aging Services	North Berkeley Senior Center	Relocated NBSC Operations to WBSC, and began renovations of the NBSC
Aging Services	Aging Friendly Initiative	Completed community-driven process to develop a comprehensive plan to build an Aging-Friendly Berkeley
Environmental Health	Retail Food Safety Program	Successful completion of implementation of Food and Drug Administration protocols for Retail Food Safety inspections, focusing on factors most likely to cause foodborne illness
Public Health	Health Status Report	Completed the 2018 Health Status Report
Public Health	Strategic Plan	Completing Community-Based Process to develop Strategic Plan informed by the Health Status Report
Mental Health	Crisis Services	Secured funding to create a Mental Health Crisis Line
Mental Health	Homeless Outreach and Treatment Team	Launched new program aimed at interrupting cycle of hospitalization, incarceration and homelessness
Mental Health	Adult Mental Health Services	Relocated to 1521/1535 University Avenue during Facility Renovation of 2640 Martin Luther King, Jr. Way.

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The significant changes in the FY 2020 & 2021 budget as compared to FY 2019 include:

1. Impact of COLAS
 - a. The Mental Health Division was able to absorb the impact of COLA's through fund balance and projected revenue increase in Realignment and Medi-Cal billing.
 - b. Public Health, Environmental Health and Aging Services have identified deficits in certain special funds for FY 2020 (\$97,733) and FY 2021 (\$128,314). Public Health Realignment funds/fund balance assisted with coverage of other special fund deficits.
2. Program Development: new positions in the budget proposal.
 - a. The Mental Health Division will implement a Crisis Triage Line through grant funding, to begin in late FY 2019, and be fully implemented in FY 2020. New positions include: Mental Health Clinical Supervisor and Social Services Specialist
 - b. The Housing and Community Services Department will add a new position (Community Development Project Coordinator) to monitor below-market rate housing compliance.
 - c. The Housing and Community Services Division was awarded another Shelter Plus Care grant, that will add three positions (funding to begin January 2020).
 - i. Community Services Specialist I for program coordination.
 - ii. Two Social Services Specialists to provide case management.
 - d. The Housing and Community Services Department will add a Community Services Specialist II to support implementation of Measure P.
3. Program Development: positions to be added (not in budget proposal)
 - a. The Housing and Community Services Division will add a Community Development Project Coordinator to support implementation of Measure O.

**DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES FINANCIAL
SUMMARY**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	25,723,982	27,519,128	31,853,438	34,654,992	35,830,751
Services and Materials	15,506,811	15,702,270	15,726,497	16,237,285	15,287,209
Capital Outlay	315,865	446,501	168,958	411,748	154,958
Internal Services	1,364,266	1,620,965	1,393,705	3,216,947	3,228,011
Indirect Cost Transfer	39,403	39,142	55,276	44,142	44,142
	42,950,327	45,328,006	49,197,874	54,565,114	54,545,071
By Division:					
Office of the Director	2,992,711	2,876,547	2,586,094	4,566,128	4,622,079
Aging Services	3,667,737	3,812,638	4,421,818	4,732,529	4,946,976
Environmental Health	1,879,565	2,010,018	2,323,196	2,381,025	2,439,644
Housing & Community Services	13,708,235	15,550,008	14,931,881	15,309,410	15,279,024
Mental Health	12,164,664	12,567,166	14,927,222	17,124,374	16,682,545
Public Health	8,537,415	8,511,629	10,007,663	10,451,648	10,574,803
	42,950,327	45,328,006	49,197,874	54,565,114	54,545,071
By Fund:					
General Fund	13,963,151	14,708,068	14,766,894	17,553,283	17,850,408
Capital Improvement Fund	97,636	65,012	70,735	73,461	74,268
Federal Funds	9,113,396	8,090,818	8,991,343	9,011,221	9,062,635
State Funds	14,011,381	14,788,185	19,043,511	21,144,034	20,763,455
County Grants	2,003,437	1,941,224	1,927,145	1,538,210	1,596,758
Local and Foundation Grants	376,511	1,335,868	1,645,973	765,308	742,406
Rental Housing Safety		16,788			
Measure E Disabled Tax	1,211,881	1,286,408	1,252,320	1,272,256	1,297,471
Measure B Paratransit	208,703	155,395	384,368	475,359	476,943
Measure BB Paratransit	290,665	448,630	360,411	384,702	386,095
Measure GG Fire Prep Tax	189,223	184,863	212,179	224,310	229,448
Sewer Fund	317,248	329,390	445,035	443,769	453,461
Permit Service Center	21				
Other Funds	1,167,074	1,977,357	97,960	1,679,201	1,611,723
	42,950,327	45,328,006	49,197,874	54,565,114	54,545,071

General Fund FTE	68.70	72.54	73.70	76.47	76.47
Total FTE	216.13	224.38	233.18	246.18	246.18

**DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES
FINANCIAL SUMMARY**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
Office of the Director					
Administration	2,992,711	2,876,547	2,586,094	4,566,128	4,622,079
Division Total	2,992,711	2,876,547	2,586,094	4,566,128	4,622,079
FTE Total	18.00	18.00	17.00	17.00	17.00
Aging Services					
Aging Services Administration	320,462	300,505	459,527	342,723	352,582
North Berkeley Senior Center	621,171	629,263	722,776	822,485	845,423
South Berkeley Senior Center	611,468	519,316	487,738	522,984	534,263
Social Services	1,646,867	1,832,866	2,144,267	2,335,338	2,492,174
Senior Nutritional Program	467,769	530,688	607,510	708,999	722,534
Division Total	3,667,737	3,812,638	4,421,818	4,732,529	4,946,976
FTE Total	24.47	24.47	24.97	29.97	29.97
Environmental Health					
Office of the Manager	304,353	255,827	326,527	351,353	359,329
Environmental Health	971,588	1,069,576	1,179,108	1,258,897	1,291,716
Abandoned Auto Abatement	64,324	118,295	158,767	99,920	101,977
Vector Control	307,324	304,402	321,607	335,418	343,825
Sewer Emergencies	231,976	261,918	337,187	335,437	342,797
Division Total	1,879,565	2,010,018	2,323,196	2,381,025	2,439,644
FTE Total	13.61	13.86	13.86	13.86	13.86
Housing & Community Services					
Administration	1,026,067	1,304,080	1,526,512	1,490,812	1,531,168
Community Services	7,097,845	9,028,910	10,529,454	10,357,486	10,441,042
Employment Services	1,037,422	1,139,788	1,169,863	1,244,299	1,263,717
Housing Development & Rehabilitation	4,546,901	4,077,230	1,706,052	2,216,813	2,043,097
Division Total	13,708,235	15,550,008	14,931,881	15,309,410	15,279,024
FTE Total	43.02	45.02	47.02	50.02	50.02
Mental Health					
Office of the Manager	2,547,041	1,799,530	2,024,155	2,371,470	2,074,929
Mental Health Services Act	3,804,364	4,308,672	8,086,096	8,838,796	8,918,267
Family Youth & Chld Treatment	1,529,372	1,507,984	1,271,183	960,897	988,536
FYC - FSP	237,608	345,016	295,227	740,924	716,207
Crisis Services	1,430,094	1,687,211	1,234,205	1,762,577	1,687,861
Tier 1 IST	2,616,185	2,918,753	2,016,356	2,449,710	2,296,745
Division Total	12,164,664	12,567,166	14,927,222	17,124,374	16,682,545
FTE Total	63.78	67.78	72.28	77.78	77.78

**DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY SERVICES
FINANCIAL SUMMARY**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY cont.					
Public Health					
Office of the Health Officer	2,275,169	2,494,114	3,062,527	3,459,828	3,485,937
Chronic Disease Education & Health Promotion	866,956	977,790	1,098,073	1,188,178	1,120,168
Nursing/Field Services	2,244,207	1,931,581	2,450,306	2,427,498	2,295,540
Maternal Child Health/School Clinic Services	2,100,892	2,069,282	2,198,388	2,174,094	2,446,312
Adult Health Clinic/AIDS Activities	1,050,191	1,038,862	1,198,369	1,202,050	1,226,846
Division Total	8,537,415	8,511,629	10,007,663	10,451,648	10,574,803
FTE Total	53.25	55.25	58.05	57.55	57.55
Department Total	42,950,327	45,328,006	49,197,874	54,565,114	54,545,071
FTE Total	216.13	224.38	233.18	246.18	246.18

HUMAN RESOURCES DEPARTMENT

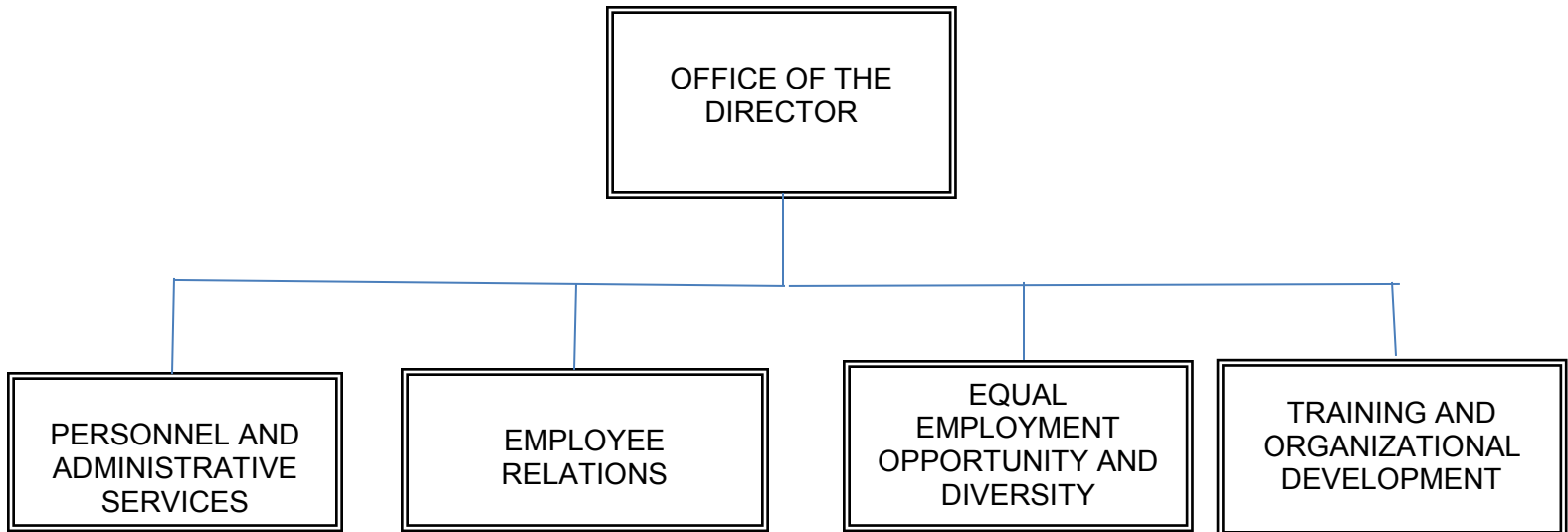
MISSION STATEMENT

We partner with all City departments to hire and retain a diverse and highly qualified workforce that support the mission of the City of Berkeley.

We are committed to delivering excellent customer service, responding to and facilitating staff access to needed resources and tools.

Working together in a spirit of continuous improvement and collaboration, the Human Resources team contributes to a progressive, productive, and safe work environment that meets the needs of our diverse community.

ORGANIZATION CHART



HUMAN RESOURCES DEPARTMENT

DEPARTMENT OVERVIEW

The Human Resources team serves the Berkeley community's need for a well-qualified high performing workforce by attracting and retaining a talented and diverse City government workforce. The role of the Human Resources Department is to serve as a strategic business partner to its internal and external customers and provide leadership, expertise, support and guidance to other City Departments in the areas of recruitment and selection for employment, occupational health and safety, employee benefits, workers' compensation, employee development and training, employee relations and equal employment opportunity programs and Classification and Compensation. The Human Resources Department has 5 Divisions consisting of:

Office of the Director

The Office of the Director provides overall leadership and administrative direction for all Human Resources Department activities. The Director of Human Resources acts as the City Manager's representative for all disciplinary and grievance appeals, and serves as Secretary and provides staff support to the Personnel Board as established by Section 119 of the City Charter. In addition to serving as Lead Strategist/Chief Negotiator with all employee groups.

Personnel and Administrative Services

The Personnel and Administrative Services Division conducts all merit-based recruitment and examination activities in accordance with the City's Personnel Rules and Regulations, Federal and State laws, and other Ordinances and Resolutions adopted by City Council. Recruitment and examination activities include: developing examination plans, creating job announcements, conducting advertisement campaigns, reviewing applications, coordinating rater panels, administering exams, conducting statistical analyses of tests, and conducting new hire orientations and processing related paperwork. This division also administers the classification and compensation plans; conducts organizational and compensation studies, job analysis and desk audits; processes all changes of employment status; establishes and maintains all personnel records and tracks employee benefits.

Employee and Labor Relations

The Employee Relations Division conducts all labor relations activities with the City's seven labor organizations and represents the City Manager on employee relations matters; advises department staff on labor contract interpretations, Federal and State employment laws, and human resources policies and procedures; and manages and reviews grievances and disciplinary issues. The division also administers and assists departments with the City's benefits, Workers' Compensation, and Occupational Health and Safety programs. The City's benefits plan include: medical, dental, vision, and life insurance;

HUMAN RESOURCES DEPARTMENT

Supplemental Retirement Income Plans; Deferred Compensation plans; CalPERS and PARS retirement plans; the Employee Assistance Program; long term disability, and other voluntary plans.

Training and Organizational Development

The Training and Organizational Development Division administers and oversees the Citywide Training Program, which is designed to provide ongoing training and development to employees in skills that are fundamental to successfully achieving the City's mission. The Citywide Training Program builds employee capacity in the "Three C's" – Customer Service, One City Team, and Continuous Learning. In addition, the unit also oversees the Leadership Development, Management Skills, and Tuition Reimbursement programs, and provides organizational development services.

Equal Employment Opportunity and Diversity

The Equal Employment Opportunity (EEO) and Diversity Division administers, implements, and coordinates the City's EEO matters; ensures compliance with EEO provisions; enforces diversity efforts pertaining to recruitment and retention; administers the City's Harassment Prevention Policy and discrimination complaint process; conducts internal investigations of complaints filed, and assesses reasonable accommodation requests in compliance with the provisions of the Americans with Disabilities Act (ADA) and the CA Fair Employment and Housing Act (FEHA).

HUMAN RESOURCES DEPARTMENT

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Attract and retain a talented and diverse City government workforce	All City Departments	Complete Citywide Training Needs Assessment	Identify training needs for client departments to customize training as needed to meet needs	7/19 - 6/20	New
Create a resilient, safe, connected, and prepared city	All City Departments	Complete City's Illness, Injury Prevention Program Plan for all departments	Ensure every department has an injury illness prevention plan for their department for emergency preparedness and response	7/19 - 12/19	Carryover
Attract and retain a talented and diverse City government workforce	All City Departments	Citywide Safety Needs Assessment	Safety assessment for staff in the field working	7/19 - 12/19	New
Create a safe, resilient, connected and prepared city	City Manager's Office, City Attorney	Develop Labor Relations Strategy Plan	In preparation for contract negotiations in 2020. Prepare a plan	10/19 - 10/20	New
Attract and retain a talented and diverse City government workforce	City Manager's Office, City Attorney	Revision of Personnel Rules and Regulations and Employer-Employee Relations Resolution	Update the Rules to be consistent and comply with current operations and applicable laws	6/19 - 12/19	Carryover
Attract and retain a talented and diverse City government workforce	City Attorney	Sexual Harassment Training for All City employees in compliance with new SB1343	In compliance with SB 1343 which become effective January 1, 2019. Training. This month be completed by January 1, 2020. Document retention.	5/19 - 5/20	New

HUMAN RESOURCES DEPARTMENT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Attract and retain a talented and diverse City government workforce	Information Technology	Implement the New recruitment-onboarding software	Conduct a RFP and evaluate potential vendors to support the Human Resources onboarding process. Once a vendor is selected create a implementation workplan to transfer data for a new software to maintain records, training, forms, policies, processes and new hire information.	7/19 - 6/21	New
Attract and retain a talented and diverse City government workforce	All City Departments	Succession Planning	Complete an analysis of the city's current workforce demographics to identify opportunity to create a written plan for succession planning. The intention of the plan will be to create a pool of talent to support the city as it experiences the wave of retirements.	6-/20 - 6/22	Carryover
Attract and retain a talented and diverse City government workforce	Information Technology	Implement New case management software	Conduct an RFP and evaluate potential vendors to support the Human Resources Employee Relations and EEO division to maintain records and provide a reporting methodology that includes timelines and tracking.	7/19 - 6/21	New
Attract and retain a talented and diverse City government workforce	City Manager's Office	Leadership Development Program	Form a 2020/2021 LDP cohort and provide continuous development for cohort cycles 2017 and 2019. This will ensure the city has a qualified pool of talent leaders for key positions.	7/20 - 6/21	Carryover
Champion and demonstrate social and racial equity	City Manager's Office	Gender Pay Equity Audit for City of Berkeley Staff		12/18 - 7/20	Carryover

HUMAN RESOURCES DEPARTMENT

CHALLENGES

In the fall of 2018 a comprehensive organizational assessment of the HR Department was performed by an outside consultant, Municipal Resources Group. Over eighty (80) recommendations were made, many focusing on staffing levels and effective work load distributions. Recommendations were based on volume and quality control expectations of work product.

The Department has low staffing numbers compared to workload and expectations.

Council priorities and expectations such as the Ethics work, gender pay equity and racial equity and inclusion work, including the Government Alliance on Racial Equity (GARE) need focused attention.

Current staffing levels limits the Department's abilities to bring in valuable Human Resources programs to sustain the City including work force analysis report and succession planning. This is also true for updating our classification structure. Currently the City of Berkeley has 435 classifications with specialized job descriptions that do not match the needs of the City. This number of classifications is double the number an agency this size typically has.

Employee programs like formalized employee recognition programs, employee wellness programs, job fairs, Take Your Children to Work Day have not been implemented because all staff are solely dedicated to meeting basic workflow demands.

In addition, there is a high exposure in the Equal Employment Opportunity (EEO) Division due to insufficient staffing. Notably, to offset the work demands we have outsourced a significant amount of investigations, accruing more than \$200,000 in legal fees for the City.

Of particular importance, in June 2020 the following MOUs & MAs will expire:

- SEIU LOCAL 1021 Maintenance and Clerical (MC)
- Berkeley Police Association (BPA)
- Berkeley Fire Fighters Association Local 1227 (BFFA)
- SEIU LOCAL 1021 CSU PTRLA (Community Services and Part-Time Recreation Leaders Association)
- Public Employees Union, LOCAL 1
- Berkeley Chief Fire Officers Association (BCFOA)
- International Brotherhood of Electrical Workers, LOCAL 1245 (IBEW)

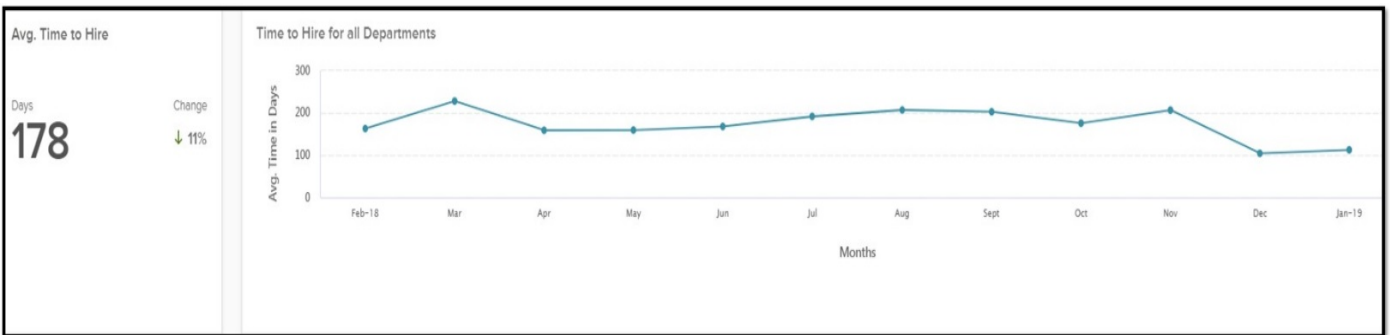
HUMAN RESOURCES DEPARTMENT

Negotiations will be in January 2020 and there is much work needed to be done in 2019 in preparation. Additional staffing resources are imperative.

ACCOMPLISHMENTS

Recruitment

1. Total Applications screened: 8,291 Applications Screened and 289 Hires. 102 of those hires (35%) were current City of Berkeley Employees.
2. Our average time to hire went down by 11%.



3. Created an online video training of ABC's of Hiring for 24/7 access by City Employees. Provided total of ten Recruitment Related Trainings Provided included Managing your Career, New Supervisor Training and New Hire Orientation.

Employee and Labor Relations, Classification, Transactions

1. Successful closing of multiple open labor negotiations
 - Public Employees Union Local 1
 - SEIU Local 1021 Community Services and Part-Time Recreation Activity Leaders
 - SEIU Local 1021 Maintenance and Clerical
 - Berkeley Chief Fire Officers Association Local 1227
 - IBEW Local 1245
 - Berkeley Police Association
2. Transitioned in new Senior Human Resources Analyst

HUMAN RESOURCES DEPARTMENT

3. Safety Team lead largest building evacuation drill ever conducted in the City, involving over 500 employees with participation from multiple Departments, including Police and the CA State Office of Emergency Services.
4. Instituted multiple City-wide onsite Department trainings for Worker’s Compensation benefits and filing processes; conducted individualized trainings with Department leads.
5. Settled outstanding FLSA settlement.

EEO & Diversity

1. Recruited and transitioned in new EEO Officer.
2. Soliciting bids for new Case Management Software to digitalize claims, streamline workflows and support detailed reporting. Implementing a new case management system is critical to our mission to ensure the City provides a fair and equitable workplace for all of our employees.
3. Expanded, improved and offered multiple anti-harassment trainings to reflect current needs of City of Berkeley employees.

Training & Organizational Development

Date	Achievement	Details	Outcomes
October 10, 2018	Training Division Community Asset Mapping & Partnership Development/ Building via training Force Training Division built a powerful State Wide Collaboration to Build Equity via hosting Training summit “Finding Money For Health Equity”	Training division in hosted and coordinated a “Fund Development for Health Equity Summit” Summit was a collaboration between BARHII (Bay Area Regional Health Inequities Initiative) and the City of Berkeley’s Training Division	Major community Partnerships and goodwill built with Program Managers from: <input type="checkbox"/> Contra Costa County <input type="checkbox"/> County of Napa <input type="checkbox"/> Health Leads USA <input type="checkbox"/> Resilient Wellness <input type="checkbox"/> San Francisco Dept. of Public Health <input type="checkbox"/> Santa Clara County <input type="checkbox"/> Solano County <input type="checkbox"/> Sonoma County <input type="checkbox"/> Yolo County

HUMAN RESOURCES DEPARTMENT

Date	Achievement	Details	Outcomes
3 rd quarter 2018	2018- New Program Built- LDP Phase II with integrated equity Partnership Task Force. Training Division developed and launched continuing education series for LDP 2016 graduates with task with integrated second tier equity task force	<p>Provide training, coaching and continuous Development for current LDP graduates with intention to increase skill level and build engagement</p> <p>Occurs on a monthly basis with dialogues and talks for LDP graduates</p> <p>This group (in concert with the current cohort are building a tiered layer of equity partners</p>	<p>Relationship building and engagement</p> <p>Equity Task Force and Trainers</p>
Date	Achievement	Details	Outcomes
4 th quarter 2018	Partnered with City Manager to build City of Berkeley custom Senior Executive Team 360 assessment tool; developing instrument, launch details, assessment and debrief protocol. To seed a culture of Performance Coaching within CMO office.	Provided, coaching guidance, expert consultation and Subject Matter Expert facilitation support for creation of Senior Executive Team 360	City wide culture of Performance Management and coaching built and modeled at highest (CMO level)

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

- ❑ The Human Resources Department budget comes from four funds: General Fund, Worker's Comp Fund, Training Fund, and the Permit Service Center Fund.
- ❑ The Human Resources Department request the following additions to their department budget:

HUMAN RESOURCES DEPARTMENT

- HR Personnel Budget in 2020 (and continuing in 2021): \$439,499.87 annually.
- IT initiatives: \$14,500
- MOU Printing & Binding in FY21: \$12,000
- Convert the Office Specialist III position to Human Resources Technician

HUMAN RESOURCES FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	3,170,919	3,033,970	3,356,737	3,541,916	3,643,816
Services and Materials	621,630	533,591	294,210	294,210	294,210
Capital Outlay	13,753	6,018	6,050	6,050	6,050
Internal Services	99,563	199,870	199,889	373,443	373,443
Indirect Cost Transfer	16,392	22,951	31,840	24,484	24,484
	<u>3,922,257</u>	<u>3,796,400</u>	<u>3,888,726</u>	<u>4,240,103</u>	<u>4,342,003</u>
By Division:					
Administration	548,046	584,086	524,651	740,442	753,572
Training & Organizational Development	702,435	568,920	519,927	543,648	553,059
Personnel & Administrative Services	1,015,333	1,045,369	1,083,420	1,135,160	1,162,895
Employee Relations	1,470,276	1,404,475	1,562,083	1,609,374	1,655,052
Equal Employment Opportunity & Diversity	186,167	193,550	198,645	211,479	217,425
	<u>3,922,257</u>	<u>3,796,400</u>	<u>3,888,726</u>	<u>4,240,103</u>	<u>4,342,003</u>
By Fund:					
General Fund	2,079,446	2,069,530	2,016,349	2,329,292	2,385,052
Employee Training Fund	745,994	542,705	564,878	592,255	602,950
Workers' Compensation	953,986	937,003	1,078,678	1,113,323	1,144,497
Permit Service Center	142,831	247,162	228,821	205,233	209,504
	<u>3,922,257</u>	<u>3,796,400</u>	<u>3,888,726</u>	<u>4,240,103</u>	<u>4,342,003</u>
General Fund FTE					
	13.95	10.70	10.70	10.70	10.70
Total FTE					
	23.00	21.00	21.00	21.00	21.00



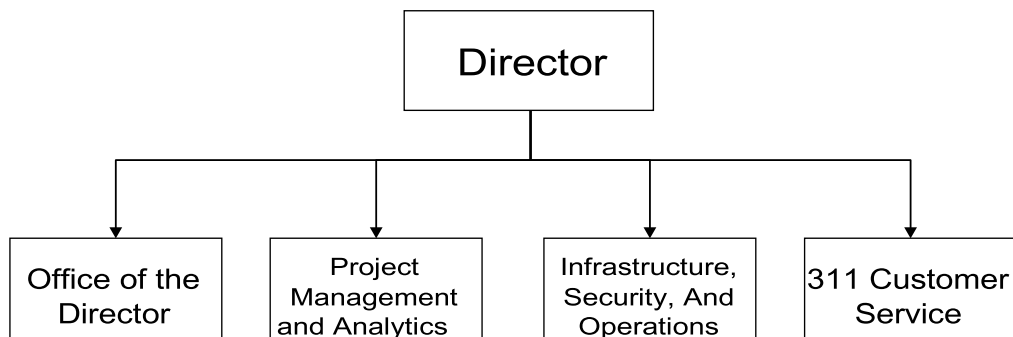
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DEPARTMENT OF INFORMATION TECHNOLOGY

MISSION STATEMENT

The Department of Information Technology (DoIT) provides cost-effective smart technology solutions to our business partners and community with integrity and commitment to excellence for all City departments, and facilitate civic participation to connect Berkeley community members with City government via the 311 Customer Service Call Center and www.CityofBerkeley.info.

ORGANIZATION CHART



DEPARTMENT OF INFORMATION TECHNOLOGY

DEPARTMENT OVERVIEW

Office of the Director

The Office of the Director oversees Digital strategic planning, IT Governance, policy and procedures, budget, technology procurement and contracts, vendor management, council reports, performance metrics, leadership and team building, e-Government initiatives, Smart City and Broadband initiatives, Service Level Agreements, GIS Master Planning, Open Data Portal, Cyber Security Protocols, Public Records Act requests, audit reports, work plan prioritization, technology related legislative review, and project portfolio management, and performance management.

Infrastructure, Security, and Operations

- **Enterprise Services:** The Department of Information Technology's (DoIT) Enterprise Applications Division provides systems administration support, business analysis, and project management services to Citywide enterprise software applications across a variety of technology platforms. These systems include the erma Financial, Human Resources, and Payroll modules, the FUNDS\$ Work Orders, Asset Management, Refuse Billing, Property Tax Assessment, and Land Management modules, and Accela's Permitting and Business License modules, and the On-Base Enterprise Document Management System.
- **Network Operations and Security:** The Department of Information Technology (DoIT) Help Desk provides the first point of contact for City staff with computer hardware, software, or login/network connectivity issues. Services include desktop setup and support, software application support, network printing, Voice over IP (VoIP) desk phones, City-issued cell phones, and mobile devices. The support portfolio includes over 216+ software systems, 20 physical hosts, 373 virtual servers/routers/switches, and 4,000 desktops, laptops, phones, and printers across 42 City locations. The DoIT Help Desk also provides 24x7 support for mission-critical systems, including 911 Computer Aided Dispatch (CAD), and Police/Fire Mobile Data Computers (MDCs).

The Department of Information Technology (DoIT) network engineering services and security team provides infrastructure support for the City of Berkeley network, including servers, storage, Database Administration, Local Area Network (LAN), Wide Area Network (WAN), fiber, internet, wireless, and Voice over IP (VoIP) phone service. In addition, this unit is responsible for the City's centralized database administration, data warehouse, data security protocols, data backups, master data management, enterprise document and content management and database reporting. The network engineering services team also provides

DEPARTMENT OF INFORMATION TECHNOLOGY

24x7 support for mission-critical systems, including 911 Computer Aided Dispatch (CAD), and Police/Fire Mobile Data Computers (MDCs).

Project Management and Analytics

The Department of Information Technology's (DoIT) Project Management (PMO) and Data Analytics Division provides project management, programming, and analysis services to each department's technology portfolio to maximize interdepartmental workflow efficiencies. Additionally, Portfolio Coordinators are responsible for helping each department maximize its return on technology investments. This includes system services, map services, map layers, and other data and special projects.

Business Applications is also responsible for the production of all Geographical Information Systems (GIS) Data including data layers, applications, and Web Portals for internal staff and the Community Web Portal. An archive of GIS data, including historical data imagery files is maintained.

311 Customer Service

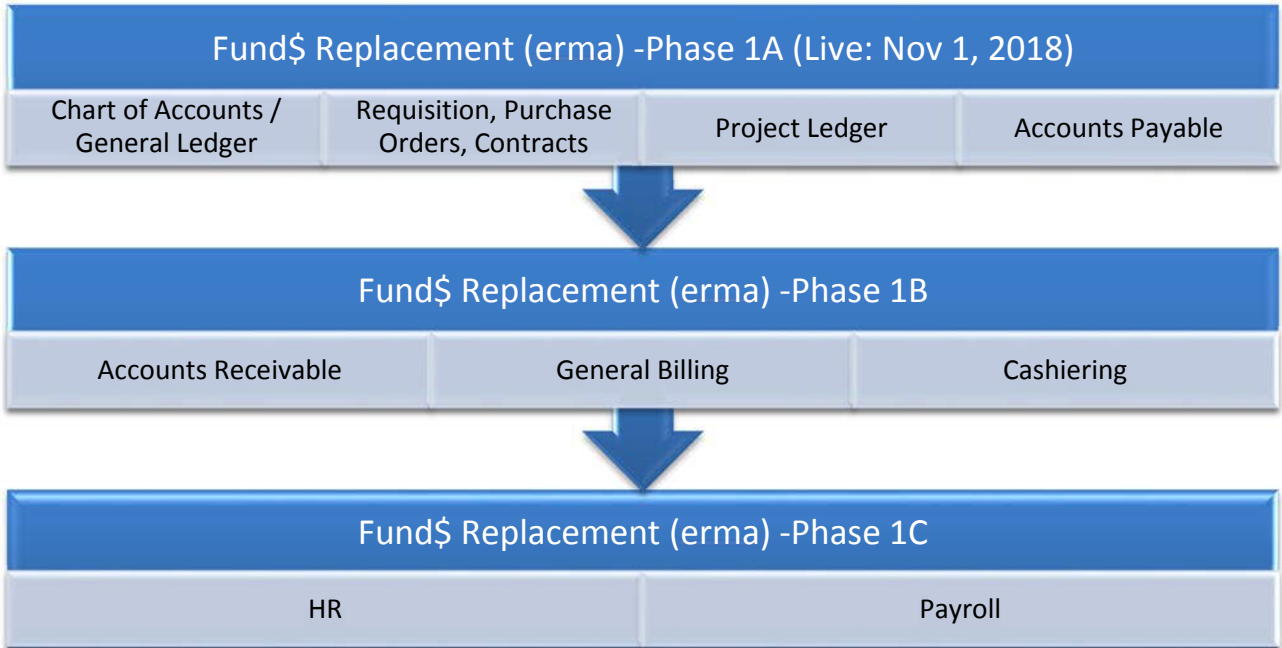
The City of Berkeley 311 Customer Service Call Center provides a first point of contact for the City Services, delivers information to and collects service-related data from Community Members, Businesses and Visitors on behalf of the City. When a customer calls 311 or accesses 311 Online Service Center (OLSC) web portal, their request often requires agency follow-up. If 311 is unable to directly fulfill a request and further action is required, 311 creates a service request (SR) and notifies the appropriate City Department. (e.g., to fix a pothole or respond to park services).

FUND\$ Replacement Team

The FUND\$ Replacement Team provides project management, change management and subject matter expertise to implement multiple software solutions to address the core data needs for the City. The Program is divided into multiple projects to be completed over a five year period.

The City has selected Tyler Munis, a new, fully integrated, public sector Enterprise Resource Planning ("ERP") system that meets the City's functional scope (Core Financials, Purchasing, Human Resources, Payroll, Budget Preparation, Time Entry, and Benefits Administration). The City has begun implementation of the new ERP and went live with Phase 1 A of the project on Nov 1, 2018.

The Phase 1B and 1C are in progress and project timelines are being developed. The target date of completion for Phase 1B and 1C is Jan 1, 2020.



The project team is moving forward with additional projects defined in the Digital Strategic Plan (DSP) and replace the additional modules in FUND\$ through RFP processes and research optimal solutions for the functions listed below. The detailed timelines will be shared once the vendor selection process is completed.

Phase 2: (RFP's in progress at various stages)

- Zero Waste System
- Work Order System including Facilities Management
- Fleet Management
- Performance Management / Learning Management System
- Real Property Leasing

Phase 3: (Not Started)

- Business License
- Property Tax Assessment

Business Applications

The Business Applications Divisions provides business analysis, project management and programming services and reviews each department's technology portfolio to help maximize interdepartmental workflow efficiencies. Application Programmer/Analysts are responsible for helping each department maximize its return on technology investments. Staff assigned to this unit provide business, technical, and functional requirements and business analysis to help prioritize, design, improve, and implement workflow systems for client departments. Programmers

develop, maintain, and implement software applications across a variety of technology platforms and provide expert business analysis to upgrade software and automate workflows for each City Department.

STRATEGIC PLAN PRIORITIES: PROPOSED FY2020 & FY2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide an efficient and financially-healthy City government	City Attorney, City Clerk, City Manager's Office, Finance, Fire & Emergency Services, Health Housing & Community Services, Human Resources, Information Technology, Parks Recreation & Waterfront, Planning & Development, Police, Public Works	Digital Strategic Plan & Roadmap	Phase II: 91 projects, both new and carryover	Various	Both
Provide an efficient and financially-healthy City government	Parks Recreation & Waterfront, Public Works	FUNDS Replacement: Fleet Management System	To implement the fleet management system, customer requests and work orders, preventive maintenance, resources, and inventory, best practices and regulatory compliance	7/19-7/21	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities.	City Attorney, City Clerk, City Manager's Office, Finance, Fire & Emergency Services, Health Housing & Community Services, Human Resources, Information Technology, Parks	Backup System	To replace our current enterprise backup product (Barracuda) with a more stable and expandable backup solution. The need is for a software solution that has the ability to expand when needed and can provide very quick restores.	7/19-7/20	New

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
	Recreation & Waterfront, Planning & Development, Police, Public Works				
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities.	Citywide	Data Center Infrastructure Upgrade, Disaster Recovery Installation and Implementation	To replace our current server and storage infrastructure in both the City Hall and Public Safety Building Data Centers with a dependable, fault tolerant, restorable and DR (disaster recovery) failover solution. With a hyper-converged solution we can have a single solution for managing the 250 virtual servers in the City of Berkeley. This includes combining the CPU, RAM, and storage within the same fully supported infrastructure.	7/19-6/20	New
Provide an efficient and financially-healthy City government	City Attorney, City Clerk, City Manager's Office, Finance, Fire & Emergency Services, Health Housing & Community Services, Human Resources, Information Technology, Parks Recreation & Waterfront, Planning & Development, Police, Public Works	GIS Master Plan	Year 2 of GIS Master Plan: Multiple projects , both new and carryover, including GreenCity GIS (interactive map application integrated with GIS asset management for Parks), Here Data (resource for base map data and routing for Public Safety and other departments), Panoramic – Imagery (360 degree panoramic imagery for rights-of-way)	7/19-6/20	New

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide an efficient and financially-healthy City government	City Attorney, City Clerk, City Manager's Office, Finance, Fire & Emergency Services, Health Housing & Community Services, Human Resources, Information Technology, Parks Recreation & Waterfront, Planning & Development, Police, Public Works	Master Address Database	Address management system to replace FUND\$ land management module	2/20-2/22	New
Provide an efficient and financially-healthy City government	Finance	FUND\$ Replacement: eProcurement	Implement an electronic procurement system	7/19-7/20	New
Provide an efficient and financially-healthy City government	Citywide	Analytics Now	Implement a analytics tool for reporting	7/19-7/21	New
Provide an efficient and financially-healthy City government	Citywide	KnowBe4	Provide cyber security training to staff	7/19-7/21	New
Provide an efficient and financially-healthy City government	City Attorney, City Clerk, City Manager's Office, Finance, Fire & Emergency Services, Health	Single Sign-On	Enable end user to login from anywhere using one login	7/19-7/21	New

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
	Housing & Community Services, Human Resources, Information Technology, Parks Recreation & Waterfront, Planning & Development, Police, Public Works				
Provide an efficient and financially-healthy City government	Health Housing & Community Services	NextGen Electronic Practice Management (EPM) Electronic Health Record System	Implement major upgrades needed to meet changing healthcare requirements & strategic enhancements targeted to improve health clinic workflow	7/19-07/20	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Office of Economic Development, Public Works	Broadband Infrastructure Master Plan	Develop master plan to improve infrastructure for high speed internet citywide	3/18-07/19	Carryover
Create a resilient, safe, connected, and prepared city	City Manager's Office	Cyber Resilience Strategy	Multiple Projects related to Cyber Resilience, Cyber Security and Disaster Recovery: Develop Cyber Resilience Plan and Business Impact Assessment in alignment with City's Resilience Strategy, including software upgrade needs, policies and cyber security training for staff	7/19-6/19	Both
Provide an efficient and financially-healthy City government	City Attorney, City Clerk, City Manager's Office, Finance, Fire & Emergency	FUND\$ Replacement: E-signatures	E-signatures and improving contract routing process for e-signatures	7/19-7/21	New

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
	Services, Health Housing & Community Services, Human Resources, Information Technology, Parks Recreation & Waterfront, Planning & Development, Police, Public Works				
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities.	Citywide	Annual Infrastructure Replacements	5 Annual Replacement Programs for technology equipment replacement	Various	New
Provide an efficient and financially-healthy City government	Citywide	Annual Reporting and Compliance	6 Annual Reporting and Compliance Programs for meeting state and grant funding requirements	Various	New

CHALLENGES

The technological needs for the departments are growing exponentially and given this new landscape, new additional resources may be needed to provide effective implementation and ongoing support for the technology solutions deployed. Some of the other challenges are around Recruitment, Retention and Class specifications.

- Class Specifications are outdated and refer to early 1990 technologies and skill set. The Class specs don't reflect the current department skillset required and results in low retention rate for new employees
- Recruitment Statistics
 - 57 Recruitments in last 3 years for a staff of 45
 - Average 11 positions vacant every year (24.4%)
- Staffing Challenges
 - Difficult to recruit – Expectation of Class Spec, Work and Skillset do not match
 - Lack of growth opportunities for staff
 - Lack of Space impacts productivity
- Project Implementations Impact
 - New technology deployed but Network Operations support staff is the same
 - IT Staff considerations not included in implementation of Short Term Rentals, U1 Measure, T1 Bond

ACCOMPLISHMENTS

- IT is currently the lead department for 94 projects out of the 174 presented in the above chart. IT is the Supporting Department for the remaining 80 projects with other City Departments.
- This is in addition to 5 Annual Infrastructure Replacement and 6 Annual Compliance Reporting Projects
- PROJECTION: 57 Projects where IT is the lead department are being projected to carryforward as most projects in FY18/FY19 are multiyear projects

Enterprise Resource Planning (ERP) Phase I (Core Financials and HR Payroll Modules) Implement the Tyler Munis Core Financials and HR Payroll Modules – Chart of Accounts, Accounts Payable / Accounts Receivables, Miscellaneous Billing, Contracts Management, HR Payroll, Electronic Timesheets. The core ERP Project team

is also assessing current business practices, and identifying areas of business process improvement to optimize efficiency and return on investment of instituting a modern ERP.

Website Redesign Request for Proposals (RFP) and System Selection – In February 2018, the City issued an RFP seeking a vendor to implement a complete redesign of Berkeley’s website, including a new content management system and secure, high-performance offsite hosting. The RFP received a robust response, garnering over two dozen strong proposals. After three rounds of review by a multi-departmental evaluation team, the City selected [Rolling Orange, Inc.](#) to develop the new website.

Building Eye Portal - The [Building Eye Portal](#), launched to the public in March 2018. The portal is an online mapping solution for City-issued permits to enable community members to search and review permit details and to easily identify permitting information based on address and business type. Visit - <https://berkeley.buildingeye.com/>

Berkeley Community Connection Portal - The new portal named, [The Berkeley Community Connection](#) uses open data, technology and innovation to help Berkeley residents understand what is going on in their neighborhoods. 311 requests for service information is provided in an easily searchable format and depicted on a city map. Our Community can search by an address or filter by neighborhood and date range, and save the search by creating an alert to monitor changes over time. Under Pins, see the trends in service requests for refuse & recycling, graffiti and vandalism, government activity (encampments inquiries) and many more service classifications. Visit - <https://berkeley.connect.socrata.com>

GIS Community Portal - The [GIS Community Portal](#), launched to the public in January 2019. The existing GIS web page had a legacy product known as “Parcel Popper” which allowed citizens to enter an address and receive information for a given property including regulations. The GIS Community Portal allows residents, businesses, city officials, and developers the ability to better understand what zoning and land use policies apply to properties of interest to them, without the need to call staff necessarily. Visit - <https://www.cityofberkeley.info/gisportal/>

Records Online Portal - The [Records Online portal](#), launched to the public in August 2018. The new portal provides ready and transparent access to numerous City

Documents including City Council minutes, resolutions, ordinances, staff reports, commission minutes, election results and voter pamphlets, and city contracts. Minutes and ordinances in Records Online date back to the early 1900's, resolutions go back to 1984, and staff reports are available back to 2005. Visit - <https://www.cityofberkeley.info/recordsonline/paFiles/cqFiles/index.html>

Wireless Expansion - Installed/replaced over 50 wireless access points (WAPs) across over a dozen City locations. COB laptops and City-issued cellphones will connect automatically. We also have guest Wi-Fi available for the public. Over the next two fiscal years we will be installing/upgrading WAPs at all City facilities, including adding WAPs in all conference rooms throughout the City.

New World Computer Aided Dispatch (CAD) Upgrade – Upgrade the Computer Aided Dispatch (CAD) 911 system to Enterprise Version and to provide streamlined access to law enforcement and emergency service records, enhanced crime analysis tools, and online crime reporting services.

Body Worn Cameras Deployment – In collaboration with Police department acquired and installed the equipment, hardware, software and online storage necessary to implement Body Worn Cameras for Berkeley Police Officers.

Route Smart Application and Mobile Communications – Study to determine the impact of adding commercial garbage route to the existing commercial and residential routes. Added commercial routes and updated routing pattern accordingly.

Database of City Commissioners – Launched a new database that enables the City to more efficiently track and update the composition of City Commissions and any vacancies.

ServiceNow Project: Phase I – Launched in January 2018 and Implemented the following modules of the software: Incident Management, Change Management, Problem Management, Configuration Item Database, Service Catalog, Knowledge Base, Online Service Portal for End Users, and an **Enterprise Portfolio Project Management (PPM)** – Implemented enterprise wide Project Portfolio Management tool to manage project scope, timelines and budget.

Lagan CRM Upgrade – Upgraded CRM software from V7 to V14R2 provides new functionality of CRM system used by 311 and desktop light version used by City Service Departments. Twelve new features and functionality were added including reclassification of case categories, bulk add case notes, and bulk case closing, supports emails from CRM. The upgraded features improved efficiencies of case handling and

reporting accuracy.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

In FY 2019, the Department of Information Technology implemented an internal service fund which now supports 96% of the Department's operations. Prior to FY 2019, the IT Department was primarily funded through the General Fund, the Computer Replacement Fund, and the Capital Improvement Fund. These three funding streams were consolidated, and the remaining costs were allocated based on FTE and PC count. Personnel was supplemented by multiple special and enterprise funds as requested by each funding department. Implementing this internal service fund ensures all departments are paying their equitable and consistent share of technology costs, and allows the IT Department to be more flexible and efficient in delivery of services. The department of technology also implemented Service Level Agreements for the services provided to the departments.

In FY 2020 and FY 2021 the Internal Service Fund will continue to support the IT Department. Costs have been updated to reflect updated Union Agreements, additions for Cost of Living Adjustments (COLAs), California Public Employees Retirement System (CALPERS) rates, in addition to software and hardware costs related to the implementation of a new financial system.

INFORMATION TECHNOLOGY FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2019 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	6,064,945	6,686,333	7,398,230	8,507,171	8,730,595
Services and Materials	2,734,103	4,023,485	2,951,316	4,863,335	4,952,066
Capital Outlay	1,789,091	2,079,339	6,632,936	5,417,169	5,417,169
Internal Services	162,714	255,588	254,638	616,738	626,075
Indirect Cost Transfer	211,475	234,964	300,705		
	10,962,328	13,279,709	17,537,825	19,404,413	19,725,905
By Division:					
Administration	1,537,262	1,537,913	1,872,890	2,249,410	2,278,005
Network Administration	1,048,537	3,786,814	7,668,835	6,970,180	7,025,649
Application Development	2,373,067	1,873,422	1,574,686	2,570,924	2,618,747
Network Operations	1,202,498	1,405,623	1,359,722	2,927,306	2,980,448
Cable TV	335,075	279,092	330,710	330,710	330,710
Public Safety Systems	1,510,648	1,015,583	861,869	202,940	206,972
Customer Service 311	1,382,614	1,580,617	1,983,029	1,857,008	1,910,708
Capital Improvements	1,496,983	1,697,573	1,886,084	2,295,935	2,374,666
Telecommunications	75,644	102,472	-		
Non-Center Street CIP		600			
	10,962,328	13,279,709	17,537,825	19,404,413	19,725,905
By Fund:					
General Fund	5,682,791	5,847,105	7,711,017	213,210	213,210
IT Cost Allocation	-			12,965,336	13,258,605
Gas Tax	30,400	27,897	30,483		
Rental Housing Safety Program	50,132				
Employee Training	106,489	188,673	190,309	188,374	188,374
FUND\$ Replacement	1,286,598	2,844,950	5,848,106	5,602,307	5,630,530
Capital Improvement Fund	795,047	1,368,093	397,364		
Zero Waste Fund	743,155	776,684	927,915	8,000	8,000
Sanitary Sewer Fund	494,553	524,922	536,724		
Clean Storm Water	184,230	213,789	222,594		
Permit Service Center	566,460	505,407	638,526	115,689	115,689
Equipment Maintenance	39,802	41,033	41,200		
Building Maintenance	39,803	41,034	41,200		
Computer Replacement Fund	446,758	439,206	505,500		
Other Funds	496,110	460,916	446,887	311,497	311,497
	10,962,328	13,279,709	17,537,825	19,404,413	19,725,905

General Fund FTE	22.88	23.88	24.38	0.00	0.00
Total FTE	40.50	42.50	44.50	45.00	4.00



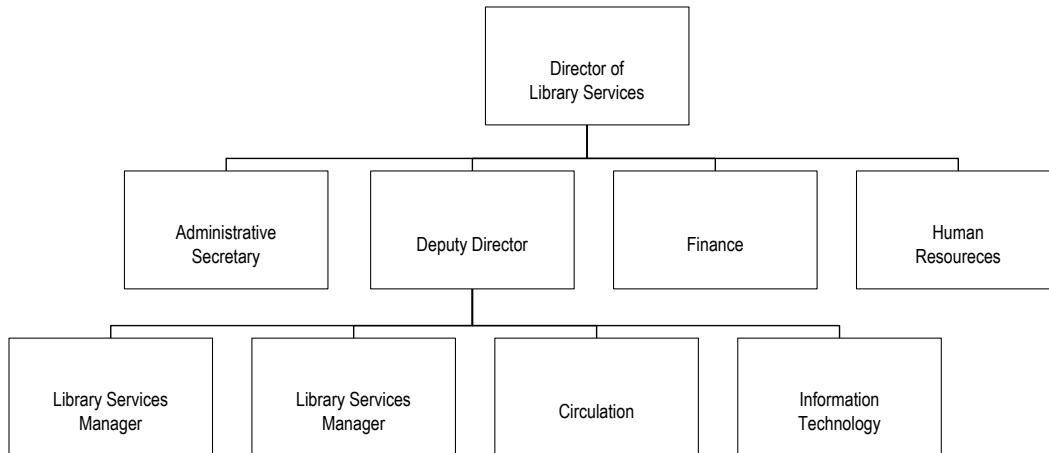
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BERKELEY PUBLIC LIBRARY

MISSION STATEMENT

The Berkeley Public Library (BPL) supports the individual's right to know by providing free access to information. The Central Library and four neighborhood branch libraries are committed to developing collections, resources, and services that meet the cultural, informational, recreational, and educational needs of Berkeley's diverse, multi-cultural community. The Library supports independent learning, personal growth, and the individual's need for information. Helpful and expert staff welcomes the opportunity to provide quality library services and programs. The Berkeley Public Library – an institution shaped by Berkeley's traditions, characteristics, and environment – belongs to the entire community.

ORGANIZATION CHART



BERKELEY PUBLIC LIBRARY

DEPARTMENT OVERVIEW

Berkeley Public Library provides access to collections of physical and electronic books, music, articles, and films; offers cultural and learning experiences for community members; provides access to spaces for studying and meeting with others; and develops opportunities for community engagement and skill sharing. The Library offers five facilities: the Central Library in downtown Berkeley and four neighborhood branches: the Claremont, North, Tarea Hall Pittman South, and West branches. The Tarea Hall Pittman South facility includes the Tool Lending Library that provides access to a wide range of borrowable household tools. Although hours vary between the Central Library and the branches, Berkeley Public Library offers services seven days a week and including evening hours Monday through Thursday weekly.

□ Divisions:

Branch and Central Library Services

These subdivisions provide direct services to community members in the form of programming for all ages; technology support; access to tools; readers' advisory; outreach to community events; and information and referral services. Subdivisions include the following:

- Central Adult Services
- Central Children's Services
- Central Support Services
- Claremont Branch
- North Branch
- Tarea Hall Pittman South Branch
- Tool Lending Library
- West Branch

Collections Services

The Collection Services subdivision develops collections of physical and electronic resources that meet the reading and cultural interests of Berkeley's diverse community. Collections Services is responsible for the acquisition, selection, cataloging, processing and ongoing evaluation of library materials and resources.

Facilities Management

The Facilities Management subdivision maintains the mechanical systems and physical plant of the five Berkeley Public Library facilities. Practices emphasize environmentally sound and cost-effective solutions.

BERKELEY PUBLIC LIBRARY

Information Technology

The Library Information Technology subdivision manages the Library's networks, servers, computers, and enterprise applications. The subdivision also provides computer hardware and software support and training.

Circulation Services

The Circulation Services subdivision oversees the check-out, check-in, and shelving of Library materials. The Division creates and maintains the Library's database of patron accounts; handles patron fees; coordinates patron holds and interlibrary reserves; performs physical delivery of materials to and from the branches; and offers Books-by-Mail services to patrons for reasons of mobility.

Literacy Services

The Literacy Services subdivision, known as *BerkeleyREADS*, provides tutoring and literacy support services for clients aged 16 years and older. This subdivision coordinates family literacy outreach that includes story times, the distribution of free books, and parent literacy workshops at partner sites that serve disadvantaged families.

Library Administration: Finance and Human Resources

The Finance and Human Resources subdivisions oversee personnel records, accounting and payroll functions, financial measurements and reports, and oversight of business contracts and purchasing, in addition to management of the Library Tax Fund, the Library Gift Fund, and all other Library revenue and expenditure sources.

Library Administration: Communications

This subdivision coordinates external and internal communications, responds to media inquiries, supports the Library's digital and social media presence, and raises awareness of Library services throughout the community.

- Services the Library provides include the following:
 - Access to a collection of 477,328 physical books;
 - Access to 410,477 electronic books;
 - Access to over 75,000 films (DVDs and streaming);
 - Access to over 400,000 audiobooks and music (CDs and streaming);
 - Access to millions of additional book, DVD, and CD titles through the Link+ consortium of public and academic libraries;
 - Access to five facilities that are open a total of 13,624 hours annually
 - Approximately 3,000 cultural and educational programs annually, including literacy programs, storytimes, lectures, discussions, intergenerational programs, musical programs and more;
 - 535 reader seats across the five facilities;

BERKELEY PUBLIC LIBRARY

- An adult literacy program offering one-on-one tutoring and group programs for adults wishing to improve their practical reading skills;
- Access to free and discounted museum passes through the Library's Discover & Go program;
- Delivery of materials to and from each branch providing community members full access to the entire Library collection regardless of their location in the City;

BERKELEY PUBLIC LIBRARY

STRATEGIC PLAN ALIGNMENT

The Berkeley Public Library supports the City of Berkeley Strategic Plan and has identified three key goals that significantly relate to the Library’s mission:

- Provide state-of-the-art, well maintained infrastructure, amenities, and facilities
- Champion and demonstrate social and racial equity
- Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community.

The below table outlines proposed operational initiatives and activities designed to help meet those goals.

Goal	Title	Description	Planned Start/End	New or Carryover?
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Central Library renovations to public areas	Significant interior renovations, including new gender-neutral restrooms, flooring, lighting, public desks, and public seating & tables	4/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Central Library stucco and windows systems replacement	Redesign and replacement of Bancroft Wing exterior stucco and windows.	4/19 - 7/21	Carryover
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Integrated Library System	The Library selected a new software that is used for most elements of Library operations, including, circulation transactions, patron data, bibliographic data and more.	7/19 - 7/21	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Services for community members experiencing mental illness and/co-occurring homelessness	The Library serves patrons who experience mental illness and/or homelessness and who use the library in non-traditional ways. Many public libraries have identified a need for a social worker for intervention and/or training of staff to better interact with and serve such patrons	7/20 - 6/21	New

BERKELEY PUBLIC LIBRARY

CHALLENGES

- ❑ The aging of the Bancroft wing of the Central Library (circa 2002) requires significant investment related to necessary stucco replacement, window system redesign, and significant roofing and elevator maintenance.
- ❑ The cost of licensing e-books and e-audiobooks remains high while community demand continues to increase for e-books and e-audiobooks.
- ❑ Financially sustaining the adopted industrywide practice of pay-per use licensing for streaming media offerings.
- ❑ Central Library Children’s Room requires significant updating to enable enhanced and improved children’s services.
- ❑ Serving populations that experience homelessness and/or mental illness.

ACCOMPLISHMENTS

- ❑ In 2019, the Library initiated fine free practices as recommended by the Government Alliance on Racial Equity and to support the City’s Strategic goal “Champion and promote social and racial equity.”
- ❑ Developed the *Easy Access* card to accommodate and serve community members in transition or without permanent address.
- ❑ The Library remodeled a portion of the Central Library’s first floor, introducing *The Commons*, offering more than 40 additional reader seats, easy access to electricity for powering devices, and a laptop lending machine that lets patrons borrow laptop computers while in the Library.
- ❑ Launch of the Library’s first annual Citywide Read program.
- ❑ Organizational Evaluation

SIGNIFICANT CHANGES FROM PRIOR YEAR’S BUDGET

- ❑ Replacement of the external stucco and windows systems on the Bancroft wing of the Central Library for the purpose of community and staff safety.
- ❑ The Central Library improvements project-- in planning phase for many years-- will enter the construction bidding phase, with a projected timeline of groundbreaking in early FY 2020.
- ❑ The Library’s Transaction Based Reimbursement Fund was approved for closure in March, 2019. The remaining balance will be integrated into the Library Tax Fund in FY 2020. The closed fund had been created to accept reimbursements for the California State Library inter-library loan program which has since been discontinued.
- ❑ Since the introduction of fine-free practices on July 1, 2019, the Library’s receipt of revenues from overdue fees has been reduced significantly. Revenue reflects an estimate of \$40,000, significantly lower than in previous budgets.

BERKELEY PUBLIC LIBRARY

- The allocation for custodial services has doubled to \$417,000 to reflect the cost of services.
- The Library's Information Technology budget reflects the department's contributions (approximately \$179,000) to citywide Microsoft software licensing, VOIP, and assorted other charges paid internally to the CoB Information Technology Department for services.
- The FY 2021 budget reflects an interest in being more responsive to patrons experiencing homelessness and/or mental illness. \$150,000 has been added to the professional services budget to reflect an interest in collaborating with other City departments with expertise in serving such patrons, or, alternatively, identifying a community collaborator who can provide staffing options.

BERKELEY PUBLIC LIBRARY FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	13,664,895	13,542,866	14,762,398	15,720,564	16,139,543
Services and Materials	3,294,745	3,653,239	4,907,072	5,255,228	5,106,033
Capital Outlay	487,819	328,696	3,474,452	4,974,452	424,452
Internal Services	11,418	17,057	189,688	189,688	189,688
Indirect Cost Transfer					
	<u>17,458,877</u>	<u>17,541,858</u>	<u>23,333,610</u>	<u>26,139,932</u>	<u>21,859,716</u>
By Division:					
Library Administration	4,580,982	4,368,055	8,957,049	10,944,305	6,490,879
Central Library	5,669,042	5,802,515	6,083,700	6,486,788	6,638,112
Branch Libraries	4,628,324	4,656,090	5,482,193	5,793,760	5,940,842
Technical Services	2,580,529	2,715,198	2,810,668	2,915,079	2,789,883
	<u>17,458,877</u>	<u>17,541,858</u>	<u>23,333,610</u>	<u>26,139,932</u>	<u>21,859,716</u>
By Fund:					
Library Fund	17,214,112	17,290,564	22,703,057	25,507,843	21,227,627
Direct Loan/Inter Library Loan	40,161	11,011	18,000	18,000	18,000
Library Services & Technology	72,712	49,875	62,553	64,089	64,089
Library Friends & Gift Fund	89,247	96,917	150,000	150,000	150,000
Library Foundation	37,867	93,491	400,000	400,000	400,000
Measure FF - Branch Renovations	4,778				
	<u>17,458,877</u>	<u>17,541,858</u>	<u>23,333,610</u>	<u>26,139,932</u>	<u>21,859,716</u>

General Fund FTE					
Total FTE	112.28	114.10	116.10	116.10	116.10

BERKELEY PUBLIC LIBRARY FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
<i>Library Administration</i>					
Administration	1,785,246	1,649,715	2,573,140	2,975,816	3,034,229
Library Information Systems	1,410,442	1,375,886	2,045,424	2,123,118	2,148,210
Facilities	1,222,511	1,309,971	1,188,485	1,195,371	1,208,440
Capital Projects	162,783	32,483	3,150,000	4,650,000	100,000
Division Total	4,580,982	4,368,055	8,957,049	10,944,305	6,490,879
FTE Total	18.00	17.00	19.00	19.00	19.00
<i>Central Library</i>					
Circulation Services	2,555,050	2,623,959	2,889,103	3,072,801	3,133,799
Children's and Teen Services	952,979	999,776	1,004,859	1,058,106	1,085,100
Art and Music	491,979	490,895	481,382	543,992	561,197
Reference	1,279,977	1,305,261	1,305,554	1,386,101	1,422,262
Literacy Programs	378,002	382,624	402,802	425,788	435,754
Young Adult Programs	11,055				
Division Total	5,669,042	5,802,515	6,083,700	6,486,788	6,638,112
FTE Total	46.88	45.55	45.55	45.55	45.55
<i>Branch Libraries</i>					
Administration	18,823	61,550	506,953	533,699	544,536
North Branch	1,145,559	979,689	1,233,387	1,308,757	1,339,069
South Branch	1,050,703	1,041,765	1,116,399	1,187,470	1,215,352
West Branch	1,038,371	1,127,487	1,182,279	1,231,861	1,267,024
Claremont Branch	1,004,641	1,085,477	1,092,348	1,168,908	1,200,071
Tool Lending	370,227	360,122	350,827	363,065	374,790
Division Total	4,628,324	4,656,090	5,482,193	5,793,760	5,940,842
FTE Total	37.90	42.05	42.05	42.05	42.05
<i>Library Technical Services</i>					
Technical Svcs & Collection Mgmt.	782,354	652,822	734,228	776,735	793,696
Technical Services	1,798,175	2,062,376	2,076,440	2,138,344	1,996,187
Division Total	2,580,529	2,715,198	2,810,668	2,915,079	2,789,883
FTE Total	9.50	9.50	9.50	9.50	9.50
Department Total	17,458,877	17,541,858	23,333,610	26,139,932	21,859,716
FTE Total	112.28	114.10	116.10	116.10	116.10



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MAYOR AND COUNCIL

The Berkeley City Council consists of a Mayor and eight (8) Councilmembers. The City is divided into eight Council districts, which are used for the election of Councilmembers. The Mayor is elected citywide. The Mayor is the President of the Council and votes as an individual ninth member.

Following is a list of the current Council including their office telephone numbers.

Mayor Jesse Arreguin, (510) 981-7100

District 1 - Councilmember Rashi Kesarwani, (510) 981-7110

District 2 - Councilmember Cheryl Davila, (510) 981-7120

District 3 - Councilmember Ben Bartlett, (510) 981-7130

District 4 – Councilmember Kate Harrison, (510) 981-7140

District 5 - Councilmember Sophie Hahn, (510) 981-7150

District 6 - Councilmember Susan Wengraf, (510) 981-7160

District 7 - Councilmember Rigel Robinson, (510) 981-7170

District 8 - Councilmember Lori Droste, (510) 981-7180

The Councilmembers' Office salaries are annually adjusted by the CPI.

MAYOR AND CITY COUNCIL FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
<i>By Type:</i>					
Salaries and Benefits	1,624,043	1,785,434	1,825,986	1,887,772	1,932,800
Services and Materials	50,938	67,099	113,526	113,526	113,526
Capital Outlay	4,936	4,734	-		
Internal Services	81,181	81,181	81,181	194,621	194,621
Indirect Cost Transfer					
	1,761,098	1,938,448	2,020,693	2,195,919	2,240,947
<i>By Division:</i>					
Mayor's Office	511,184	581,954	620,023	533,808	557,850
Council Offices	1,249,914	1,356,494	1,400,670	1,662,111	1,683,097
	1,761,098	1,938,448	2,020,693	2,195,919	2,240,947
<i>By Fund:</i>					
General Fund	1,761,098	1,938,448	2,020,693	2,195,919	2,240,947
	1,761,098	1,938,448	2,020,693	2,195,919	2,240,947

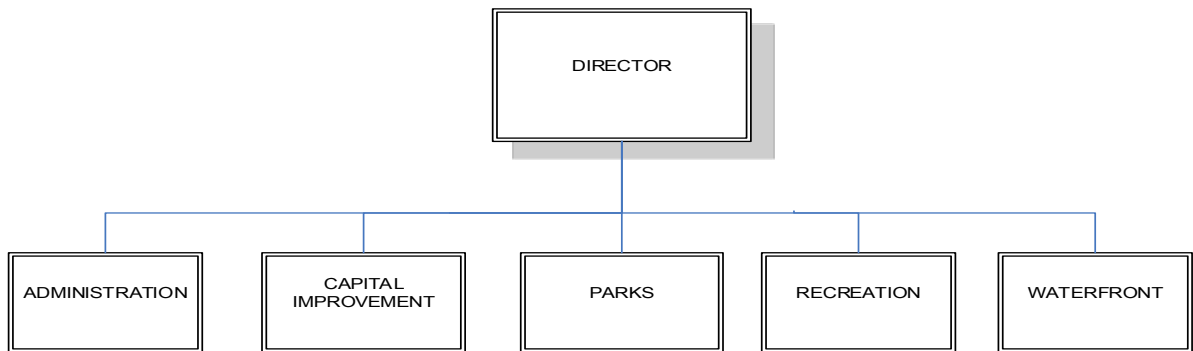
General Fund FTE	12.00	12.00	12.00	12.00	12.00
Total FTE	12.00	12.00	12.00	12.00	12.00

PARKS, RECREATION & WATERFRONT

MISSION STATEMENT

The Parks, Recreation & Waterfront Department is committed to administering excellent recreation programs at our community centers, camps, waterfront and parks; maintaining our trees and urban forest, landscaping and infrastructure; and developing capital projects with community input to improve and enhance residents' park and facility experience.

ORGANIZATION CHART



PARKS, RECREATION & WATERFRONT

DEPARTMENT OVERVIEW

The Parks, Recreation & Waterfront (PRW) Department maintains the City's parks, playgrounds, pools, camps, community centers, and waterfront facilities; provides diverse recreation programs and special events throughout the year; delivers resident camps opportunities for youth, families and seniors; operates the largest public marina on the Bay; and plans, designs, and constructs capital improvements to our parks, recreation and waterfront facilities and infrastructure.

PRW is organized into five divisions to deliver the following baseline services:

- **Parks:** This division maintains Berkeley's 52 parks, 63 play areas, 49 sports courts, 15 sports fields, 4 community centers, 2 clubhouses, 36 picnic areas, 35,000 street and park trees, 152 landscaped street medians and triangles, 263 irrigation systems, and 29 restrooms and out buildings. The Parks Division also organizes community volunteer days and participates in special events.
- **Recreation & Youth Services:** This division provides a variety of programs and classes for all ages ranging from tots and pre-K to teens, youth and adult sports, summer camps, therapeutic recreation, and adult fitness. The division also operates the City's swimming pools, tennis courts and basketball courts, skate park, community centers, and resident camps. The division hosts multiple large special events for the community throughout the year.
- **Waterfront:** This division operates the Berkeley Marina and its related facilities, including the docks, pilings, streets, pathways, parking lots, buildings, trails, Adventure Playground, and 1,000 boat and berth rentals. The Division also manages agreements with Waterfront businesses, maintains Waterfront parks and facilities including Cesar Chavez Park, Shorebird Park and Nature Center, and the Adventure Playground, and manages special events.
- **Capital Projects:** This division plans and manages capital improvement projects at City parks, park buildings, community centers, pools, camps, and the Waterfront. This includes park and facility planning and community engagement, grant acquisition, permitting, environmental review, design and construction management.
- **Administration:** The Office of the Director provides overall management of the Department; communications with Council, Commissions and the public; financial management, budgeting, payroll, purchasing, contracts and counting; grant and lease administration.

PARKS, RECREATION & WATERFRONT

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Waterfront Roadway Improvement Project (University Ave, Marina Blvd, and Spinnaker Way)	Renovate the major roadway system at the Berkeley Waterfront (University Avenue Extension, Marina Blvd., and Spinnaker Way).	7/18 - 6/21	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Berkeley Municipal Pier Feasibility Study	Conduct an engineering feasibility study on options to re-build the existing or install a new pier for recreation and potential ferry service.	7/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	George Florence Mini Park Play Equipment Renovation Project	Renovate the existing play equipment.	7/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	San Pablo Park Play Equipment Renovation Project (San Pablo Park Tennis Courts and Play Equipment Upgrade)	Renovate the play equipment.	7/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure,	City Attorney, Public Works	San Pablo Park Tennis Courts Renovation Project (San Pablo Park	Renovate the tennis Courts.	7/19 - 6/20	Carryover

PARKS, RECREATION & WATERFRONT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
amenities, and facilities		Tennis Courts and Play Equipment Upgrade)			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Strawberry Creek Park Restroom Replacement Project	Replace existing restroom.	7/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Berkeley Rose Garden Pathways, Tennis Courts, and Pergola Renovation Project	Renovate existing pathways, tennis courts, and build out the pergola.	7/19 - 12/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Tom Bates (Gilman) Fields Fieldhouse Conceptual Plan	Develop conceptual plans and conduct public process for a new fieldhouse/ restroom at the Tom Bates (Gilman) Fields.	7/19 - 6/20	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Willard Clubhouse Renovation Planning Project	Develop conceptual plans for the renovation of the Willard Clubhouse.	7/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager, City Attorney, Public Works	South Waterfront Area Parking Plan	Develop rules and procedures to improve the availability of parking for multiple uses in the South Waterfront Area.	7/19 - 6/21	New

PARKS, RECREATION & WATERFRONT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager, City Attorney	Cazadero Music Camp Lease Agreement	Develop a new lease agreement with the operator of Cazadero Performing Arts Music Camp.	7/19 - 6/21	New
Foster a dynamic, sustainable, and locally-based economy	City Manager, City Attorney	Doubletree Hotel Lease Agreement	Develop a new lease agreement with the Doubletree Hotel.	7/19 - 6/21	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager, City Attorney	WETA MOU and Ferry Feasibility Study	Develop an MOU with WETA and conduct an engineering feasibility study for potential WETA ferry service and recreation at the existing or a new Berkeley Pier.	7/19 - 6/21	New
Attract and retain a talented and diverse City government workforce	City Attorney	Sports Coaches and Officials Training and Certification (Training and Certification for Sports Coaches and Officials)	Training and Certification for Sports Coaches and Officials for City programs.	7/19 - 6/21	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Tree Planting Project in South and West Berkeley	Plant 500 trees in South and West Berkeley.	7/19 - 6/21	New
Foster a dynamic, sustainable, and locally-based economy	City Manager, City Attorney, Information Technology, Planning, Police	Berkeley Marina Area Specific Plan [BMASP] (Conceptual	A master planning process to develop a Specific Plan for an economically and environmentally sustainable Waterfront.	7/19 - 6/22	Carryover

PARKS, RECREATION & WATERFRONT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
		Plan for the Berkeley Waterfront)			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager, City Attorney, Information Technology, Planning	Berkeley Tuolumne Camp Rebuild Project (Cazadero Camp Landslide Fix and Dormitory Replacement)	Complete the construction documents and permits for bidding purposes.	1/18 - 6/22	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Planning, Public Works	Cazadero Camp Dormitory Rebuild Project	Rebuild the Jensen Dorm that was damaged by the landslide.	7/19 - 12/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Live Oak Community Center Seismic Upgrade and Renovation Project	Construct seismic upgrades and other renovations at the Live Oak Community Center.	6/19 - 6/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office, Finance, Health Housing & Community Services, Human Resource, Information Technology, Planning, Public Works	Citywide Restroom Assessment	Conduct an assessment of existing and potential public restrooms throughout the City.	2/19 - 6/20	Carryover

PARKS, RECREATION & WATERFRONT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Aquatic Park Tide Tubes Renovation Project	Design, permitting, and environmental documents.	7/19 - 6/21	New

PARKS, RECREATION & WATERFRONT

CHALLENGES

PRW's challenges include:

□ Marina Fund

The Marina Fund's structural deficit is in excess of \$1 million/year, is projected to be insolvent in FY 2021, and there is \$110 million in unfunded infrastructure needs. Security challenges and failing infrastructure have combined to accelerate financial problems that have been brewing for decades. While the upcoming Berkeley Marina Area Specific Plan (BMASP) paves the way for long-term changes to improve the Waterfront, immediate action is needed now to forestall insolvency. If additional funding is not identified, the Waterfront is facing deep cuts to both community programs and capital repairs. In the immediate term, actions like the move of the Berkeley Police Department substation to 125-127 University are expected to help stabilize the security situation. It is hoped that this action will prevent additional revenue declines in berth and lease revenue from people leaving the Waterfront due to security concerns. However, more needs to be done immediately to address the failing or failed infrastructure that continues to drive away customers. If \$3.45 million is identified to deal with the Waterfront's most urgent and revenue-generating infrastructure needs, the fund is projected to remain solvent through the next budget cycle.

□ Lease Management

PRW manages 39 leases, licenses, and Memoranda of Understanding (MOUs) for buildings in City parks, the Marina, and other properties. These properties range from small park building leases with non-profit community partners to large commercial leases at the Berkeley Waterfront. PRW also manages three large Camp properties which include two properties at Tuolumne and Echo Lake under lease with the U.S. Forest Service, and the City-owned property at Cazadero that is leased to a non-profit partner. PRW administers MOUs with the Berkeley Unified School District for the City's pools and the MLK Youth Services Center. With our current staffing resources, PRW is unable to keep up with the volume of work needed to track, maintain, negotiate, and execute agreements. At this time, many leases and MOUs are in hold-over and one site does not have an agreement with the City.

□ Berkeley Tuolumne Camp

With an estimated cost of \$62 million, the rebuild of Berkeley Tuolumne Camp is one of the largest capital projects in the City's history. In addition to the complex scope of the reconstruction itself, the project includes a large and diverse set of stakeholders, with different requirements for coordination and documentation that we have to meet to secure the necessary funding for the project. The majority of funding for this project (approx. 95%) is from insurance and FEMA. In addition to

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funding, the project requires permits or formal approvals from a host of external jurisdictions, from the federal level to the local level having authority over some aspect of the project. We continue to meet the milestones required to be on track to start construction in 2020 and re-open Camp in the summer of 2022. To date, the City has received \$25 million from insurance for the rebuild, and continues to negotiate and secure funds to complete the project. Conducting these negotiations in parallel with completing design and obtaining permits and regulatory approvals will continue to be a priority in the next budget cycle.

□ Unfunded Needs

Despite recent ballot measures, including Measure F (Parks Tax increase in 2014) and Measure T1 (\$100 million citywide infrastructure and facilities bond in 2016), PRW facilities and infrastructure needs continue to far outpace available funds. Total unfunded needs in parks, park buildings, pools, camps, and the Waterfront exceed \$180 million. Significantly more investment is needed to address the growing backlog of deteriorating infrastructure. These costs will continue to increase through typical wear and tear on our City infrastructure in the coming years, plus the pressures of long-deferred maintenance. As needed improvements continue to be deferred, operating and maintenance costs rise and rehabilitation and replacement costs increase substantially

ACCOMPLISHMENTS

Highlights of recent PRW accomplishments include:

□ PRW capital projects

Thanks to funding from the Parks Tax, Measure T1, Measure WW, and multiple grants, PRW has been able to complete capital projects at an unprecedented pace and scale. In the last two years, we completed the Strawberry Creek Phase I court renovation, artificial turf replacement at Tom Bates Sports Field Complex, Grove Park restroom, tennis court and basketball court renovation, Becky Temko totlot renovation, Glendale LaLoma basketball court renovation, South Cove parking lot renovation and new restroom, James Kenney community center and BAHIA child care seismic, siding and ADA upgrades, Rose Garden Phase 1 pergola renovation and ADA improvements, Skate Park safety improvements and technical upgrades, Willard Park pathways and totlot renovation, boiler replacement at King Pool and West Campus Pool, Cazadero Camp landslide repair, Echo Lake Camp South Bathhouse septic repair, Bait Shop siding/structural beam replacement, and Launch Ramp parking lot gate and barrier.

□ Berkeley Tuolumne Camp (BTC) design and funding

Over the past two years, PRW has completed several critical milestones that keep the project on track to re-open in 2022. In early 2017, we completed the

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conceptual plan for the BTC Rebuild. In October 2017, Council awarded a \$4.3 million design contract with the architecture firm of Siegel & Strain. Since that time, we have developed an 'As-Was plus Code' design and cost estimate for the Camp (which shows the Camp as it existed before the Fire, plus current building code required upgrades). The subsequent 'Basis of Design' report establishes the City's proposed reconstruction Project, which applies both value engineering and programmatic updates to the As-Was plus Code scope of work. These two documents serve as significant milestones for ongoing insurance negotiations, as well as for the FEMA funding process. These have helped the City to secure \$25 million to date from insurance, including \$17.5 million received within the last 6 months. Monthly meetings with insurance, FEMA and state representatives to determine coverage and funding are ongoing. In January, we completed another key milestone: in compliance with the California Environmental Quality Act (CEQA), Council adopted mitigated negative declaration for the project. Simultaneously, the City has coordinated the publication of the Environmental Assessment (EA) in compliance with the National Environmental Protection Act (NEPA) on behalf of the US Forest Service.

□ Citywide special events

Over the past two years, PRW continued to increase the number and variety of special events for the community. New this summer were the Roses in Bloom concert series May-June at the Rose Garden, and the Kidchella concert series June-July at Totland, Live Oak, Strawberry Creek and Willard Parks. The Movies in the Park series (6 outdoor movies screened at Strawberry Creek, James Kenney, Codornices, Cedar Rose, San Pablo and Willard Parks) produced the largest number of participants in their history, with an estimated 2,200 community members attending. The Community Picnic in June at Grove Park attracted an estimated 1,300 people. In the summer of 2018 alone, we estimate that more than 10,000 people participated in our special events. In addition to those noted above, these included the Kids Triathlon at King Pool and Park, the 3-on-3 basketball tournament at San Pablo Park, the King Pool carnival, fireworks at the 4th of July, Derby Day at West Campus Pool, Olympic Day at San Pablo Park, National Night Out at MLK Youth Services Center, Shoreline Cleanup at the Waterfront, Skate Park Competition at Harrison Skate Park, and Music in the Park concerts at Ohlone and Grove Parks.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Parks, Recreation & Waterfront Department requests the following additions to their department budget:

- **Special Fee Classes**
Additional \$113,500/year in expenditures proposed which will be more than offset by the revenue received. To extend the City's program offerings to the community, the Recreation Division contracts with outside

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vendors to provide specialized classes like taekwondo, dog training, tai chi, creative sewing, and hoop dance. The City collects the fees for these classes, pays the vendor for providing the class, and retains the balance to offset our facility and management costs.

- **Personnel Budget Changes**
 - **Associate Management Analyst.** PRW needs this position to manage the Department's 39 leases, licenses and MOUs for buildings in City parks, the Marina, and other properties. The position will be funded by reallocating budget from the vacant Office Specialist II position (1.0 FTE), and supplementing with Parks Tax, which has available fund balance to absorb this cost.
 - **Recreation Coordinator.** This position will be used to manage youth and adult sports, field scheduling and the park monitor program, Skate Park, and some special events for the Recreation Division. The position will be funded by reallocating budget from the vacant Recreation Activity Leader position (0.5 FTE) and supplemented with PRW's existing General Fund budget allocation.
 - **Supervising Civil Engineer.** This is a 3-year project-based position to manage the design, planning and capital program at the Waterfront. This higher-level position is needed to oversee complex projects including the Berkeley Marina Area Specific Plan, the Berkeley Pier, University Ave/Spinnaker/Marina Blvd reconstruction, and Bay Trail extension projects. Projects will be re-assigned among PRW's capital team, so that this position is fully funded by Marina Fund and Measure T1 funds. The net new cost will be to Measure T1, Parks Tax, Camps Fund, and the Bayer fund (for capital work at Aquatic Park), all of which have additional needs and available fund balance to absorb this cost.

PARKS, RECREATION AND WATERFRONT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	15,958,624	16,765,512	17,724,257	19,019,935	19,342,705
Services and Materials	6,734,507	7,677,321	5,457,023	8,958,995	6,624,313
Capital Outlay	4,184,998	5,854,124	3,427,250	16,615,920	3,107,758
Internal Services	967,763	1,024,942	1,039,735	2,288,020	2,288,020
Indirect Cost Transfer	429,392	553,390	501,958	438,653	438,653
	28,275,284	31,875,289	28,150,223	47,321,523	31,801,449
By Division:					
Parks	16,045,972	15,914,934	14,626,974	32,812,229	17,466,477
Marina	5,094,240	7,545,682	5,136,924	5,672,772	6,048,878
Camps & Recreation	7,135,072	8,414,673	8,386,325	8,836,522	8,286,094
	28,275,284	31,875,289	28,150,223	47,321,523	31,801,449
By Fund:					
General Fund	5,755,400	5,491,709	5,747,738	7,105,343	7,182,631
Capital Improvement Fund	970,252	1,271,547	1,050,000	1,050,000	400,000
Federal Grants	1,023,706	49,626	101,900	101,900	101,900
State/County Grants	865,604	727,345			
Playground Camp Fund	1,252,228	2,342,780	1,866,446	1,956,129	1,969,906
Other	457,122	2,012,450	337,877	340,836	198,307
Parks Tax	11,220,606	12,117,266	12,548,935	16,287,947	13,827,095
Measure WW Park Bond Grant	979,113	141,389		1,525,274	-
Measure T1- Infrastructure & Facilities		652,972	429,817	11,872,325	553,682
Zero Waste	162,776	159,515	170,512	173,354	174,677
Marina	5,588,477	6,908,690	5,896,998	6,908,415	7,393,251
	28,275,284	31,875,289	28,150,223	47,321,523	31,801,449

General Fund FTE	22.25	23.31	23.33	23.33	23.33
Total FTE	147.35	154.12	156.12	155.37	155.37

PARKS RECREATION AND WATERFRONT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
<i>Parks</i>					
Admininstration	1,373,886	1,730,447	2,198,045	3,759,247	3,899,788
Forestry Services	2,055,239	2,312,724	2,204,935	2,277,294	2,177,791
Landscaping Services	4,793,635	5,168,026	5,176,865	5,420,726	5,525,379
Corp Yard Administration	354,749	385,592	434,726	363,869	373,399
Parks Building and Systems Mtc.	1,434,966	1,684,838	1,608,716	1,682,980	1,719,997
Fire Fuel Management	389,100	390,041	405,565	412,902	416,878
Gilman Sports Field	146,067	164,724	132,807	132,807	132,807
Harrison Sports Field	56,288	60,357	57,000	57,000	57,000
2020 Vision	48,982	-	-		
Parks Capital: Plan & Mgmt.	810,369	735,733	458,315	1,107,067	1,134,376
Parks Capital: Construction	4,582,691	3,282,452	1,950,000	17,598,337	2,029,062
Division Total	16,045,972	15,914,934	14,626,974	32,812,229	17,466,477
FTE Total	54.35	58.02	61.02	60.02	60.02
<i>Marina</i>					
Administration	740,193	864,523	784,501	882,391	894,026
Marina Maintenance	618,264	645,833	694,174	787,149	800,349
Marina Operations	2,167,992	2,263,438	2,072,725	2,151,323	2,477,291
Marina Recreation Program	553,094	465,598	427,038	420,958	427,892
Marina Landscaping	762,713	876,399	845,281	857,298	874,223
Marina CIP Planning - Soft	74,598	319,658	63,205	68,965	70,409
Capital Improvements	177,386	2,110,233	250,000	504,688	504,688
Division Total	5,094,240	7,545,682	5,136,924	5,672,772	6,048,878
FTE Total	16.00	16.00	16.00	16.00	16.00
<i>Camps & Recreation</i>					
Recreation	5,166,959	4,840,275	5,369,947	5,897,537	5,979,593
Young Adult Program	519,162	499,825	479,869	501,137	507,677
Camps	1,448,951	3,074,573	2,536,509	2,437,848	1,798,824
Division Total	7,135,072	8,414,673	8,386,325	8,836,522	8,286,094
FTE Total	77.00	80.10	79.10	79.35	79.35
Department Total	28,275,284	31,875,289	28,150,223	47,321,523	31,801,449
FTE Total	147.35	154.12	156.12	155.37	155.37



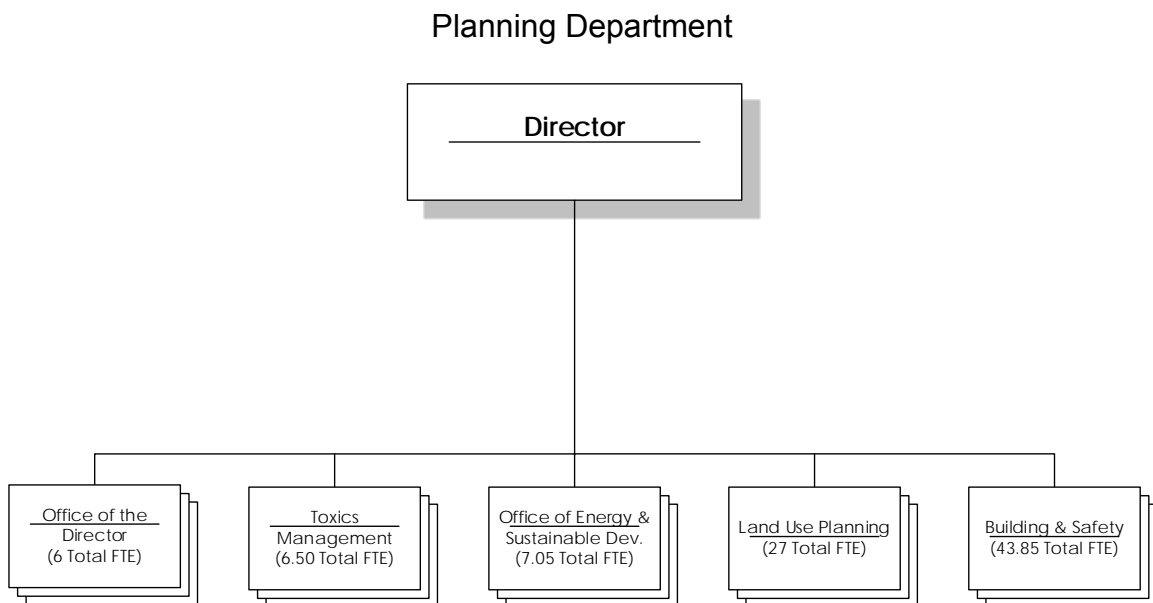
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PLANNING AND DEVELOPMENT DEPARTMENT

MISSION STATEMENT

The Planning and Development Department's mission is to enhance safety, livability and resilience in the built environment and to work together with the community to promote and protect Berkeley's distinctive neighborhoods, vibrant commercial areas, unique character and natural resources for current and future generations.

ORGANIZATION CHART



PLANNING AND DEVELOPMENT DEPARTMENT

DEPARTMENT OVERVIEW

The Planning and Development Department is comprised of four divisions which all work together to plan, implement and monitor the physical environment of Berkeley. In the process, Planning staff serve as a central point of contact and ambassadors for the entire organization to the greater Berkeley community.

To fulfill its mission and obligations, Planning consists of over 90 career full and part-time staff (90.4 FTEs) organized into four program divisions, plus the Director's office. The Planning divisions are described below:

Building and Safety – This division reviews proposed construction documents for conformance to the building and other applicable codes; approves building, plumbing, mechanical and electrical permits; inspects construction projects to ensure conformance with the approved plans and code provisions; investigates work done without permits; and provides code information and interpretation to the public and other City agencies.

Energy and Sustainability – This division develops policies and implements programs to promote sustainable resource practices and reduce energy and water use and the associated greenhouse gas emissions in both City operations and the Berkeley community.

Land Use Division - This division is responsible for developing and implementing land use policy for the City of Berkeley. The Policy Group prepares area plans, such as the Downtown Area Plan and the Southside Plan, and develops amendments to existing area plans, the Zoning Ordinance, and the General Plan. The Current Projects Group reviews projects for compliance with plans, policies and regulations to assure conformance with established public policy.

Toxics Management Division - This division is a State-Certified Unified Program Agency (CUPA), responsible for implementing, inspecting and enforcing California Environmental Protection Agency and hazardous materials codes associated with the Governor's Office Emergency Services and State Fire Marshall within the City of Berkeley.

PLANNING AND DEVELOPMENT DEPARTMENT

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, City Attorney, Health Housing & Community Services, Information Technology, Parks Recreation & Waterfront, Public Works	Adeline Corridor Plan	Create a community-based long-range plan for development of area. Next milestones will be Draft Plan and Draft EIR, early 2019.	1/15 - 12/19	Carryover
Create affordable housing and support services for our most vulnerable community members	City Attorney	Increased Student Housing	Zoning revisions and other steps to increase student housing capacity. Includes consultant work with community and commissions to describe, define and revise density standards in corridors. Working groups underway, next milestone Planning Commission, Public Hearing, Jun 2019.	1/17 - 12/20	Carryover
Create affordable housing and support services for our most vulnerable community members	City Attorney	Development Fee feasibility analysis	Assess impact of all fees--Land Use, Building, mitigations, BUSD, etc--on development feasibility. Consultant work underway; completion milestone report to Council, summer 2019	7/17 - 3/19	Carryover
Create affordable housing and support services for our most	City Attorney	Local density bonus policy	Pilot a local density bonus program with in-lieu fees leveraged for affordable housing. Next milestone Joint Sub-committee for Implementation for State	7/15 - 9/19	Carryover

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
vulnerable community members			Housing Law (JSISHL) meeting, Mar 2019		
Create affordable housing and support services for our most vulnerable community members	City Attorney	Expanded and streamlined rental housing safety program	Enable proactive inspection program to ensure safety of City rental housing stock. New manager classification created; next milestone staffing position and program, Mar 2019	1/16 - 12/19	Carryover
Create affordable housing and support services for our most vulnerable community members	City Attorney, Information Technology	Accessory Dwelling Units	Enable increased development by streamlining approval process. Next milestone is Ordinance revisions per latest Council referral, mid-2019	1/15 - 7/19	Carryover
Create a resilient, safe, connected, and prepared city	Information Technology	Seismic safety programs	Implement and expand programs to bolster safety of vulnerable buildings through FEMA Hazard Mitigation grants. Next milestone Phase III grant app deadline, June 2019	9/15 - 12/20	Carryover
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology, Public Works	Increased EV infrastructure	Expand infrastructure for Electric Vehicle charging throughout City to reduce barriers to EV usage. Contract for EV Strategic Plan awarded at Council 9/25/2018; next milestone plan delivery ~7/31/2019	6/17 - 6/21	Carryover
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology	Energy efficiency in existing buildings/BESO evaluation	Implement and monitor program to improve energy efficiency in buildings. Next milestone includes ongoing measurement of improvements to Home Energy scores	7/15 - 6/21	Carryover

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Clean energy (i.e., Fuel switching) and Energy Efficiency / Electrification Transfer Tax Rebate	Seeking incentives to promote residential and commercial switchovers to electricity from natural gas. Next milestone forum promoting electrification switchover Jan 2019. Develop draft ordinance granting transfer tax rebates to persons making qualifying energy efficiency upgrades	11/16 - 6/21	Carryover (new phase)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Climate Adaptation Work	New climate adaptation work	7/19 - 6/21	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Zoning Ordinance Revision Project (ZORP)	On-going restructuring, streamlining and clarifying of zoning ordinance regulations and procedures	7/17 - 6/20	Carryover
Be a customer-focused organization that provides excellent, timely, easily-accessible service and	Fire, Public Works	Coffee with Inspectors Event	Informal meet-and-greet to allow clients to ask questions and learn what inspectors are looking for	7/19 - 6/20	New

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
information to the community					
Create affordable housing and support services for our most vulnerable community members	City Attorney, Health Housing & Community Services	Demolition Ordinance and Affordable Housing	Study issues pertaining to demolition and replacement of existing rent controlled and affordable housing. Depending on outcomes of study, may result in a revised fee and/or ordinance	7/19 - 6/20	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney, Health Housing & Community Services	Cannabis Policy Development	Develop administrative and regulatory policies and procedures in response to emerging cannabis legislation and public health needs	7/19 - 6/20	New
Create affordable housing and support services for our most vulnerable community members	City Attorney	Development/Density Standards Project	Study options and proposed comprehensive density standards	7/19 - 6/20	New
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Manager's Office, City Attorney, Finance, Fire, Information Technology, Public Works	Digital Permitting System	Conduct a needs assessment, issue an RFP, and procure a new permitting software	7/19 - 6/20	New

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Sign Policy	Evaluate and update design review processes/policies and Sign Ordinance	7/19 - 6/20	New
Create a resilient, safe, connected, and prepared city	City Manager's Office, City Attorney	Permit Conditions Enforcement Process	Review process/approach to monitoring and enforcing agreed-to conditions on Land Use permits	1/19 - 6/20	New
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Public Works	New Municipal Building Energy Policy	Develop options for a new Municipal Building Energy Policy	7/19 - 6/20	New
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	City Manager's Office, Information Technology, Public Works	Solar + Storage Project	Latest strategy from previous Microgrid pilot program to co-locate solar and storage capacity, especially for emergency backup uses	7/19 - 6/20	New
Create a resilient, safe, connected, and prepared city	City Manager's Office, Fire	Planning DOC	Planning Departmental Operations Center (DOC) and Emergency Operations Plan (EOP)	7/19 - 6/20	New
Be a customer-focused organization that provides	City Manager's Office	Permit Service Center and Land Use Planning Survey	Develop and administer a customer service survey relating to permitting	7/19 - 6/20	New

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
excellent, timely, easily-accessible service and information to the community			services and land use planning processes		
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Parks Recreation & Waterfront, Public Works	Transfer Station and Berkeley Marina	CEQA, Land Use and Design consultation on the Transfer Station, Marina, T1-funded projects	7/19 - 6/20	New
Create affordable housing and support services for our most vulnerable community members	City Attorney	Development Standards	Consultant work with community and commissions to describe, define and revise density standards in corridors	7/19 - 6/20	New
Create affordable housing and support services for our most vulnerable community members	City Attorney	BART Station Area Plan	State-mandated zoning study and updates at the North Berkeley and Ashby BART Stations	7/19 - 6/20	New
Create a resilient, safe, connected, and prepared city	City Manager's Office	2019 Cal. Building Standards Code and local amendments	Triennial mandatory adoption of 2019 Cal Building Standards Code. Propose and adopt any local amendments, implement all requirements including Energy and Green "Reach" Codes, enforce new requirements. Purchase new code books for staff FYE20, possible added program manager position FYE20	1/19 - 6/20	New

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Create a resilient, safe, connected, and prepared city	City Manager's Office	UC Long-Range Development Plan	Work with UC Berkeley and the community to evaluate and contribute to the update of the UC Berkeley Long-Range Development Plan	1/19 – 12/21	New

PLANNING AND DEVELOPMENT DEPARTMENT

CHALLENGES

Planning faces the following challenges currently:

- Existing permitting software is not effectively meeting department needs and is creating significant customer service and efficiency challenges.
- The Planning Department, as well as support departments such as Information Technology and Human Resources, has experienced significant staff turnover, which adds time and difficulty to addressing existing challenges and advancing City priorities.
- The high volume of permit applications along with the issues associated with the City's existing permitting software and staff vacancies make it more challenging to reduce turnaround times for permit applications.
- The department has seen a high volume of high-priority policy proposals and long-range planning efforts related to affordable and student housing, planning processes for Ashby and North Berkeley BART stations, Zoning Ordinance revisions, and several other Council referrals and priorities.
- Due to shifting state law Land Use Planning needs to analyze new legislative changes and adapt its local laws and procedures accordingly.
- There is an ongoing need for additional resources to accelerate electric vehicle infrastructure development, investment in solar + storage systems to enable clean back-up power for critical facilities, planning related to adapting to climate change impacts, and additional technical assistance to accelerate energy efficiency and electrification in homes and businesses for low and moderate income community members.

ACCOMPLISHMENTS

Following are some of the highlights from Planning's numerous accomplishments during the past two years:

- Developed the Local Emergency Housing Ordinance, one of the first in California, which has been approved by the State and has become a model for other jurisdictions seeking solutions to homelessness and the affordable housing crisis.
- Processed several development applications with unprecedented speed under SB35 streamlining requirements, adding substantial numbers of affordable housing units to the development pipeline.
- Successfully implemented the \$3 million FEMA Seismic retrofit grant program, which reimburses a portion of seismic retrofit costs to owners of seismically vulnerable buildings, increasing building safety and mitigating the risk of earthquake damage City-wide.

PLANNING AND DEVELOPMENT DEPARTMENT

- Secured grant funding and engaged consultant resources to develop an Electric Vehicle Roadmap through which access to EV infrastructure will be provided throughout the City with a particular focus on equitable access regardless of income level or geographic location within Berkeley.
- Completed and closed out state mandated evaluation of all Toxics Management Division programs. This extensive evaluation is required once every three years, and typically findings require monthly status update reports for more than a year until close out. Toxics was able to closeout the evaluation after one month.
- Overhauled the Department's disaster preparedness plan, ensuring that in an emergency event that impacts buildings and structures, Planning's Building and Safety Division and other staff can reorganize operations and function independently as a Department Operations Center, in conjunction with and support of the City's Emergency Operations Center.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

Significant changes to Planning Department's budget reflect proposed increases due to approved staff expenses, additional consulting costs, and expansion of multi-year programs that align spending to the Planning Department's strategic priorities. These changes are designed to accelerate progress on advancing City Council referrals and to help improve the clarity, consistency and efficiency of the Use Permit and Building Permit processes.

Changes to the personnel budget include staff additions and increases in COLA/fringe benefit rates driven by various union bargaining agreements and increases to the City's pension liabilities. The personnel changes below illustrate fully loaded costs using existing indirect cost rates for Planning.

- Land Use Planning: New staff increases that include the addition of one permanent Principal Planner, one temporary Associate Planner, one temporary Senior Planner, one reclassification and one transfer from another City department. These positions will help lead efforts to develop several time-sensitive long-range planning priorities, advance about 50 council referrals, guide implementation of existing plans and development projects, improve enforcement of Use Permit conditions and lessen the supervisory load of current Principal Planners.
- Building & Safety: To facilitate the expansion of the Rental Housing Safety Program (RHSP) per council referrals, two housing inspector positions will be added each year in FY 2020 and FY 2021. An Office Specialist III has been added to support expansion of the RHSP program. Increases in personnel costs will be included in the budget, pending Council approval.
- Office of Energy & Sustainability (OESD): An existing CSSI position is being changed from 60% part-time to 75% part-time to accommodate temporary vacancies in this division.

PLANNING AND DEVELOPMENT DEPARTMENT

Significant changes to non-personnel expenses include projected increases in professional service contracts, facilities maintenance expenses, costs increases due to expansion of the RHSP, and new initiatives to improve technology, staff training and customer service.

PLANNING DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	12,171,878	13,673,017	15,169,998	16,946,066	17,403,341
Services and Materials	2,856,573	2,996,981	3,516,868	4,122,039	4,177,782
Capital Outlay	83,959	74,158	59,500	142,675	148,675
Internal Services	420,102	865,538	787,773	1,561,255	1,566,868
Indirect Cost Transfer	1,167,598	1,307,937	1,838,795	1,734,878	1,736,222
	<u>16,700,110</u>	<u>18,917,631</u>	<u>21,372,934</u>	<u>24,506,913</u>	<u>25,032,888</u>
By Division:					
Office of the Director	1,592,927	1,701,214	1,860,131	3,147,792	3,191,243
Permit Service Center	1,344,494	1,498,153	1,846,280	1,642,615	1,679,924
Toxics Management	1,184,435	1,194,353	1,352,681	1,404,984	1,434,093
Energy & Sustainability	1,319,474	1,823,528	1,405,383	1,628,882	1,660,511
Land Use	4,532,662	5,089,385	5,843,517	6,364,038	6,533,063
Building & Safety	6,726,118	7,610,998	9,064,942	10,318,602	10,534,054
	<u>16,700,110</u>	<u>18,917,631</u>	<u>21,372,934</u>	<u>24,506,913</u>	<u>25,032,888</u>
By Fund:					
General Fund	1,561,673	1,691,487	1,975,461	2,426,051	2,475,253
Capital Improvement Fund	13,162	12,552	25,211	25,912	26,505
State/County Grants	527,776	1,028,286			
Successor Agency	50,329				
Rental Housing Safety	905,511	1,025,122	1,144,021	1,553,079	1,605,492
Parks Tax		34,999	39,836	35,605	36,409
Zero Waste	22,526	21,965	48,365	51,928	53,206
Sewer	26,724	40,486	45,967	40,188	40,992
Clean Storm Water	118,040	125,796	136,688	155,465	158,126
Permit Service Center	12,430,176	13,684,752	15,746,105	18,080,779	18,478,599
Unified Program (CUPA)	902,467	780,287	867,811	899,611	919,700
Other Funds	141,726	471,899	1,343,469	1,238,295	1,238,606
	<u>16,700,110</u>	<u>18,917,631</u>	<u>21,372,934</u>	<u>24,506,913</u>	<u>25,032,888</u>

General Fund FTE	10.47	10.48	10.73	11.46	11.46
Total FTE	83.95	92.08	94.80	101.40	101.40

PLANNING DEPARTMENT FINANCIAL SUMMARY

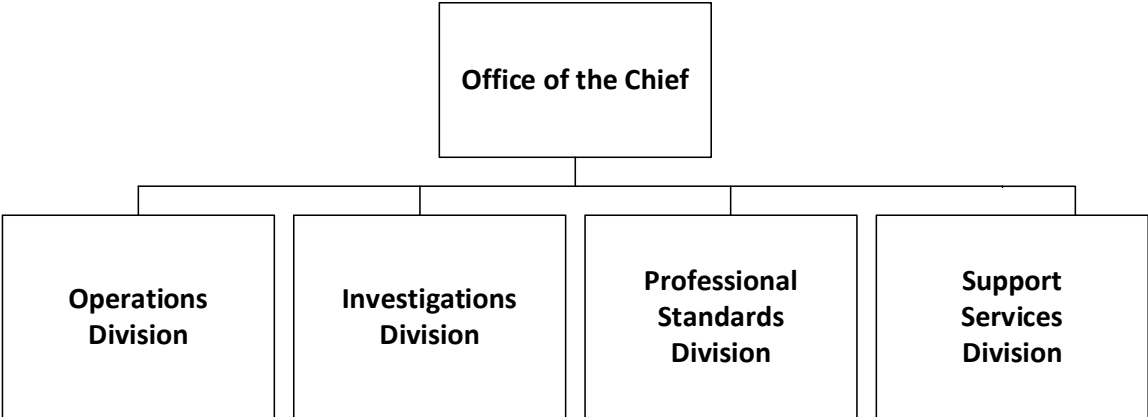
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
Office of the Director					
Administration	1,592,927	1,701,214	1,860,131	3,147,792	3,191,243
Division Total	1,592,927	1,701,214	1,860,131	3,147,792	3,191,243
FTE Total	6.00	6.00	6.00	6.00	6.00
Permit Service Center					
Permit Service Center	1,344,494	1,498,153	1,846,280	1,642,615	1,679,924
Division Total	1,344,494	1,498,153	1,846,280	1,642,615	1,679,924
FTE Total	9.00	10.00	11.00	10.00	10.00
Toxics Management					
Toxics Management	232,214	336,415	397,083	406,269	414,464
Toxics & Pollution Prev/CUPA	815,610	703,821	786,601	812,610	830,307
Toxics Management/Stormwater	118,040	125,796	136,688	155,465	158,126
PSC Support	18,571	28,321	32,309	30,640	31,196
Division Total	1,184,435	1,194,353	1,352,681	1,404,984	1,434,093
FTE Total	7.50	7.75	7.50	7.50	7.50
Energy & Sustainability					
Energy & Sustainability	1,319,474	1,823,528	1,405,383	1,628,882	1,660,511
Division Total	1,319,474	1,823,528	1,405,383	1,628,882	1,660,511
FTE Total	6.60	7.45	7.45	8.05	8.05
Land Use					
Administration	241,187	286,363	293,679	302,855	310,089
Land Use Planning	4,291,475	4,803,022	5,549,838	6,061,183	6,222,974
Division Total	4,532,662	5,089,385	5,843,517	6,364,038	6,533,063
FTE Total	26.00	29.00	31.00	33.00	33.00
Building & Safety					
Administration	280,295	289,358	294,861	330,391	335,723
Building & Safety	5,037,448	5,553,019	6,980,851	7,684,978	7,825,559
Engineering Permits	349,323	432,670	444,108	463,826	476,568
Fire Plan Checks	235,045	381,074	313,112	538,524	548,953
Housing Code Enforcement	824,007	954,877	1,032,010	1,300,883	1,347,251
Division Total	6,726,118	7,610,998	9,064,942	10,318,602	10,534,054
FTE Total	28.85	31.88	31.85	36.85	36.85
Department Total	16,700,110	18,917,631	21,372,934	24,506,913	25,032,888
FTE Total	83.95	92.08	94.80	101.40	101.40

POLICE DEPARTMENT

MISSION STATEMENT

United in service, our mission is to safeguard our diverse community through proactive law enforcement and problem solving, treating all people with dignity and respect.

ORGANIZATION CHART



POLICE DEPARTMENT

DEPARTMENT OVERVIEW

The Police Department is authorized 280.2 positions organized under five divisions which are: Office of the Chief, Operations Division, Investigations Division, Professional Services Division, and Support Services Division. The additional budget resources requested for the FY 2020 and 2021 are related to five additional staff in the Support Services Division.

Office of the Chief

The Office of the Chief provides overall leadership and administrative oversight for the Police Department. The Office includes the Chief of Police, the Internal Affairs Bureau and the Fiscal Services Unit.

Operations Division

The Operations Division supports the BPD mission by responding to calls for service, conducting initial criminal investigations, making arrests, issuing citations, providing crime prevention services and proactive problem solving efforts, all focused on safeguarding our community. The Operations Division includes Patrol Teams, Community Services Bureau (the Area Coordinators, Public Information Officer, Police Reserve Program, and Special Events Coordinator); the Special Response Team, and the Explosive Ordinance Disposal Team. Once staffing allows, BPD anticipates restarting the Bicycle detail.

Investigations Division

The Investigations Division supports the BPD mission through the work of several Bureaus and Units. The Detective Bureau conducts follow-up felony investigations, including homicides, felony assaults, robberies, sexual assaults, domestic violence assaults, sexual assaults on children and minors, residential and commercial burglaries, identity theft, fraud, forgery, and elder abuse, among other offenses. The Traffic and Parking Enforcement Bureau consists of two Units: The Traffic Unit's Motorcycle Officers focus on community safety through traffic law enforcement, investigation of serious injury traffic collisions including fatalities; driving under the influence (DUI) enforcement, and coordinating grant-funded focused enforcement efforts. The Parking Unit's Parking Enforcement Officers enforce applicable State and Local codes which regulate parking in the City of Berkeley, and further provide traffic control and support as needed for other Department divisions e.g. through working on planned Special Events, or in assisting with major incident scene management. The Crime Analysis Unit provides BPD personnel with relevant data and analysis to inform enforcement and problem solving efforts. The Crime Scene Unit is responsible for properly identifying, seizing and documenting forensic crime scene evidence. Once

POLICE DEPARTMENT

staffing allows, BPD anticipates the restarting of the Special Investigations Bureau, which will focus on serial crime investigations, including narcotics dealing, weapons violations and support for other police related investigations. Additionally, as staffing allows, BPD anticipates increasing the number of officers focused on traffic enforcement.

Professional Standards Division

The Professional Standards Division supports the BPD mission through the administration of the Department's hiring and training efforts, policy review and maintenance, and systems review, auditing, and project coordination. The Division includes Personnel and Training Bureau, Policy Sergeant, and Audit Sergeant, the Recruitment and Retention Team, as well as professional administrative staff.

Support Services Division

The Support Services Division supports the BPD mission through a variety of essential operational and administrative activities. The Support Services Division is comprised of the Public Safety Communications Center (which receives and dispatches calls for Police, Fire, and Medical services), the Berkeley City Jail, Records and Front Counter Units, the Police Property Room, Public Safety Technology System Unit, Warrant Unit and Court Liaison Officer. The Division provides fundamental structural support across all BPD Divisions.

POLICE DEPARTMENT

STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Create a resilient, safe, connected, and prepared city	City Manager's Office, Information Technology	Revise use-of-force policy and implement software	Implement software enhancements used to report and review department commendations and uses of force, in conjunction with a revised use of force policy. This will enable the BPD ability to report aggregate information internally and externally.	4/19 - 12/19	New
Champion and demonstrate racial and social equity	Information Technology	Capture stop data through the implementation of software, which will comply with the Racial Identity and Profiling Act.	Implement a software solution for the gathering of stop data. The solution will take into account currently required data, as well as data collection to be required in the coming years by Assembly Bill 953, the Racial Identity and Profiling Act (RIPA). Goals for this solution will be to capture data which is easier to work with than current data collection, continue to publicly post data on the City's Open Data Portal, and to develop our reporting capacity ahead of SB 953 mandates.	7/19 - 6/20	New
Champion and demonstrate racial and social equity	City Manager's Office	BPD Community Engagement Strategy	Develop strategies to engage and inform community members. Work with stakeholders, including community members, the Police Review Commission, community	7/19 - 6/21	Carryover

POLICE DEPARTMENT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			organizations and experts to strengthen relationships and trust, share and consider data collected by BPD, and address real or perceived racial disparities in policing, with an overall goal to reduce disparities and increase community trust and dialogue. Engage the community to understand the community's perceptions around what makes their community feel safer, and what their expectations are of police, and what actions the police can take to increase and enhance neighborhood safety.		
Create a resilient, safe, connected, and prepared city		Develop a Bike-trained patrol resource	Create a bike-trained cadre of officers, who can deploy on bikes to protect and facilitate free speech and first amendment expression, and who can use bikes while working other assigned duties, such as special events, focused patrols, and community engagement efforts.	7/19 - 6/20	New
Attract and retain a talented and diverse City government workforce	Human Resources, Information Technology	Expand and enhance targeted recruitment efforts	BPD's Recruitment & Retention Team will work with a marketing firm to drive strategic online advertising, create a video- and content-rich hiring website, bringing consistent branding and	9/18 - 6/21	New

POLICE DEPARTMENT

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			design across all materials, including social media accounts, to serve on-going recruitment goals.		
Attract and retain a talented and diverse City government workforce		Develop resources and programs for employee resiliency	Expand Police employee wellness and resiliency programs, including mental health, fitness, and nutrition resources.	7/19 - 6/21	New
Attract and retain a talented and diverse City government workforce	Human Resources	Hire, Train, and Retain excellent employees	Hire, train, and retain excellent police personnel by expediently filling vacancies. Staffing remains a top priority for the BPD in order to maintain excellent service to the community	7/19 - 6/21	Carryover
Create a resilient, safe, connected, and prepared city	City Manager's Office	Reducing deaths and injuries resulting from traffic collisions	Increase and enhance Traffic enforcement, with a focus on reducing deaths and injuries, through education and enforcement. Apply for annual California Office of Traffic Safety Grants for enhanced enforcement in addition to implementation of Vision Zero efforts with City resources to increase public safety and awareness.	7/19 - 6/21	Carryover
Provide an efficient and financially-healthy City government	Parks Recreation & Waterfront, Public Works	Substation relocation project	Relocation of the BPD Traffic Substation to a City of Berkeley-owned facility.	7/19 - 6/21	New

POLICE DEPARTMENT

CHALLENGES

Current

Staffing & Recruitment: BPD continues to face challenges in its efforts to recruit and fill vacancies within the department. Staffing shortages negatively impact all police operations, from baseline services to developing new projects and initiatives. In September of 2018, the Department developed a team of five staff dedicated to all facets of recruitment, retention, and expediting processing of hiring, while maintaining quality standards. BPD initiated or increased the Department's online Social Media presence via Twitter, Facebook, Instagram, LinkedIn, and YouTube. BPD significantly expanded participation at community outreach and recruiting events including career fairs, panel discussions, outreach to local colleges, and is now using Handshake, a recruiting mobile application, which is a college-to-career network for more than 14 million students and young alumni at 700 universities nationwide. BPD increased presence at police academies to check-in more frequently with our Police Recruits and to also contact self-sponsored police recruits to encourage them to apply with BPD. Additionally, BPD expanded and enhanced follow-up with candidates, expedited application reviews, performed expedited background investigations, and developed contracts for outside resources as a force multiplier to assist with recruitment. The BPD increased opportunities for ride-a-longs for prospective officers interested in applying to the Department, as well as Berkeley High School students enrolled in the Law & Social Justice Program, and sit-a-longs for potential Public Safety Dispatcher candidates. BPD facilitated Information day, physical agility tests and oral board interviews, all to streamline the hiring process and strengthen our connections with potential applicants. Team members are developing additional resources to support our efforts, including retaining a marketing firm, obtaining the services of additional background investigators, and preparing a hiring incentive and bonus program for Council's consideration.

Future

Department Rebuild: BPD continues to face operational challenges in providing baseline services due to the temporary suspension or downsizing of several units within the department. Sustained vacancies experienced over the past two years forced the department to temporarily suspend the Special Investigations Bureau and Bike Patrol assignments, and reduce the number of Traffic enforcement officers. In FY20-21, in alignment with efforts to restore staffing, the department will incrementally rebuild these units as staffing allows. The Special Investigations Bureau will investigate narcotics cases, and provide support to other Bureaus, such as Homicide, Robbery, et al. The Bike Patrol will provide proactive patrols in the downtown and south campus, and support problem-solving efforts associated with those areas. The Traffic Bureau motorcycle

POLICE DEPARTMENT

officers will provide for greater general traffic enforcement, as well as focus on problem issues as identified by the community and internal analyses.

Recruitment & Staffing: BPD anticipates recruitment challenges to continue into FY20-21, as anticipated retirements will result in a need to sustain the above described recruitment and retention efforts into the future.

Creation of an augmented Bicycle-Response Capability: BPD is planning to create a cadre of bike-trained officers who can be utilized to support planned events and any additional needs. A Bicycle Response team would be able to deploy to facilitate and protect 1st amendment activities, and maintain community safety when demonstrations occur. The bike-trained cadre will become a resource to be deployed to work on problem solving efforts in neighborhoods, occasionally supplement the full-time Bike Patrol staff in their work, and increase community engagement through their contacts with community members. The Department will acquire two dozen bicycles, and train and equip a like number of officers selected for their interest in these ancillary duties.

Required Release of Body Worn Camera footage: BPD anticipates future resource impacts surrounding the release of Body Worn Camera footage, whether in the course of Police Review Commission investigations, or in response to impending unfunded mandates provided by legislation requiring the release of Body Worn Camera footage in certain circumstances. Release of Body Worn Camera footage is subject to particular requirements in law and policy, and adherence to those requirements will result in an increase in staff time. In particular, redaction work is likely to be time-consuming, from both the review- and release-processes. Needed resource levels may be impacted by circumstances beyond the department's control (e.g. critical incidents involving the discharge of a firearm at a person, or the use of force resulting in great bodily injury, and the number of officers and videos recorded during such incidents).

Wellness and Resiliency: BPD has identified staff wellness and resiliency as priorities for the department. Personnel are exposed to trauma and stress during the course of their duties. The department intends to establish programs and resources to enhance employees' wellness (both sworn and professional staff) and resiliency. The department seeks to educate staff regarding the importance of physical fitness and psychological well-being, and to explore resources including nutrition, fitness, equipment, counseling resources and wellness practices that will benefit our staff, reduce injuries, and support lengthy careers of service within the department.

POLICE DEPARTMENT

ACCOMPLISHMENTS

- Implemented the Department-wide Body Worn Camera Program
- Issued smartphones featuring custom law enforcement apps to enhance officer efficiency and effectiveness
- Completed a major upgrade of the Computer Aided Dispatch System
- Implemented the Recruitment and Retention Team dedicated to increasing staffing and developing required resources necessary to hire and retain staff in a highly competitive employment market
- Implemented a NARCAN Program to enhance life-saving efforts and protect Department staff and the community

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Police Department requests the following additions to their department budget:

- Add 1.0 FTE Office Specialist III position in the Records Unit to assist with Public Records Act requests that are anticipated to increase based on two new state laws (SB1421 and AB 748) focused on transparency in law enforcement which has significantly increased the parameters, sensitivity and complexity of what documents and records are legally required to be released.
- \$120,000 per year for increased cell phone costs and \$60,000 every other year starting in FY 2021 for iPhone equipment upgrades as a result of deploying body worn cameras and iPhones to all uniform personnel.
- \$200,000 per year for vehicle replacement costs due to higher costs from shift from Ford Crown Victoria Police Interceptor to Ford Explorer SUV Police Interceptor.

POLICE DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	61,151,543	60,449,826	61,864,143	67,033,836	69,277,244
Services and Materials	2,695,604	2,867,289	2,960,043	2,960,043	2,960,043
Capital Outlay	279,004	587,707	194,817	444,817	444,817
Internal Services	2,302,379	2,446,712	2,258,588	4,541,138	4,541,138
Indirect Cost Transfer					
	66,428,530	66,351,534	67,277,591	74,979,834	77,223,242
By Division:					
Office of the Chief	1,322,386	1,437,690	857,176	3,158,966	3,184,223
Professional Standards	6,156,324	5,845,197	5,685,462	6,011,845	6,172,503
Support Services	4,699,091	5,667,255	5,425,827	5,977,207	6,080,218
Operations	39,867,224	39,673,087	39,345,182	43,376,141	44,854,216
Investigations	14,383,505	13,728,263	15,969,944	16,455,675	16,932,082
	66,428,530	66,351,492	67,283,591	74,979,834	77,223,242
By Fund:					
General Fund	62,156,096	62,628,518	62,219,080	70,622,557	72,774,334
Asset Forfeiture	46,285	129,973	201,000	201,000	201,000
Federal Grants	256,425	206,782	173,500	182,000	182,000
State/County Grants	1,221,459	453,194	1,600,554	774,206	791,242
Parking Funds	2,748,265	2,928,995	3,083,457	3,200,071	3,274,666
Other Funds		4,072			
	66,428,530	66,351,534	67,277,591	74,979,834	77,223,242

General Fund FTE	252.00	249.00	249.00	248.00	248.00
Total FTE	280.20	280.20	280.20	280.20	280.20

POLICE DEPARTMENT FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
Office of the Chief					
Police Administration	627,014	742,880	120,283	2,360,044	2,357,538
Public Information	89,258	294,905	309,976	337,629	350,480
Internal Affairs	606,114	399,905	426,917	461,293	476,205
Division Total	1,322,386	1,437,690	857,176	3,158,966	3,184,223
FTE Total	6.00	5.00	5.00	5.00	5.00
Professional Standards					
Policy & Accreditation	1,079,496	694,266	751,667	819,202	847,041
Personnel and Training	2,539,085	2,604,776	2,610,582	3,064,407	3,141,557
Jail Unit	2,537,743	2,546,155	2,323,213	2,128,236	2,183,905
Division Total	6,156,324	5,845,197	5,685,462	6,011,845	6,172,503
FTE Total	26.00	25.00	25.00	25.00	25.00
Police Support Services					
Administration	3,190,267	4,326,558	3,852,569	4,285,588	4,339,121
City Jail Operations					
Central Communications			138,741	146,665	150,275
Police Services	1,508,824	1,340,697	1,434,517	1,544,954	1,590,822
Division Total	4,699,091	5,667,255	5,425,827	5,977,207	6,080,218
FTE Total	12.00	12.00	16.00	12.00	12.00
Operations					
Patrol	34,158,652	33,658,532	33,789,307	37,639,891	38,974,320
Police Reserves	396,374	379,236	213,398	224,021	224,021
Special Enforcement			228,248		
Central Communications	5,312,198	5,635,319	5,114,229	5,512,229	5,655,875
Division Total	39,867,224	39,673,087	39,345,182	43,376,141	44,854,216
	163.00	171.00	166.00	171.00	171.00
Investigations					
Detectives Bureau	5,775,866	5,366,898	6,079,133	7,225,934	7,484,319
Traffic Bureau	2,612,542	2,611,637	2,618,666	2,793,795	2,878,023
Parking Enforcement	3,674,732	3,845,914	4,341,074	4,486,273	4,578,659
Special Enforcement Unit	1,311,768	945,457	1,723,748	662,552	671,062
Crime Analysis	179,804	183,536	413,102	445,568	460,363
Community Service/Field Support	86,013	20,837	50,554	52,804	52,804
Crime Scene Unit	742,780	753,984	743,667	788,749	806,852
Division Total	14,383,505	13,728,263	15,969,944	16,455,675	16,932,082
FTE Total	73.20	67.20	68.20	67.20	67.20
Department Total					
	66,428,530	66,351,492	67,283,591	74,979,834	77,223,242
FTE Total	280.20	280.20	280.20	280.20	280.20



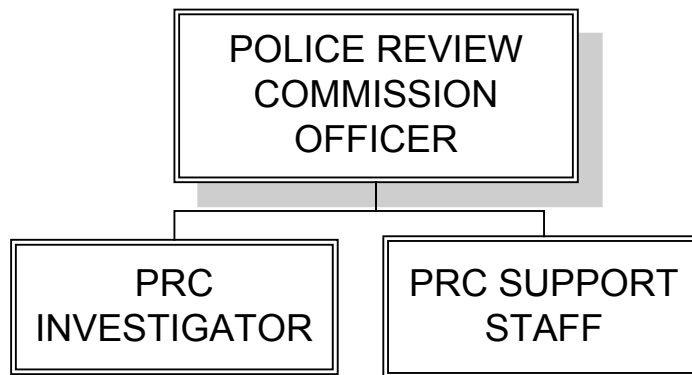
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POLICE REVIEW COMMISSION

MISSION STATEMENT

The general purpose of the Police Review Commission is to provide for community participation in setting and reviewing police department policies, practices, and procedures, and to provide a means for prompt, impartial, and fair investigation of complaints brought by individuals against the Berkeley Police Department.

ORGANIZATION CHART



POLICE REVIEW COMMISSION

DEPARTMENT OVERVIEW

The role of the PRC staff is to serve as secretary to the appointed Commission and to investigate complaints against Berkeley police officers.

PRC staff supports the Commission's review of Berkeley Police Department (BPD) policies, practices, and procedures by: preparing agendas and minutes for Commission meetings; preparing subcommittee agendas; conducting research, preparing reports, and performing analyses. PRC staff facilitate communications between the Commission and the Police Department, the police union, and City management.

PRC staff accepts and investigates complaints by members of the public who allege misconduct against BPD officers. When warranted, cases are brought to a hearing before a panel of three Commissioners. The panel determines whether any of the allegations should be sustained; decisions are sent to the Chief of Police and City Manager.

STRATEGIC PLAN ALIGNMENT

The PRC's priorities in FY 2020 will consist of continuing policy work begun in FY 2019, and taking on new policy issues, in alignment with the Strategic Plan.

Continuing policy work includes:

- ❑ Body-Worn Camera policy. Following its review of the Body-Worn Camera policy in FY 2019, continue to monitor the use of this new technology, a key tool in improving transparency of police-civilian interactions, in FY 2020.
- ❑ Fair & Impartial Policing. Oversee the BPD's written action plan, requested by the Council, to mitigate race-based disparate treatment of civilians through policy and reporting changes. The plan will likely be issued in FY 2019 but its scope and duration will require continued PRC oversight of the department's progress into FY 2020 and FY 2021.
- ❑ Surveillance Ordinance. Assess implementation of the Surveillance Technology Use and Community Safety Ordinance, adopted by the Council in March 2018 based on an ordinance proposed by the PRC to balance advantages gained by use of surveillance technology with intrusions into individual privacy.
- ❑ Lexipol Policies. Complete review of conversion of all BPD General Orders into the Lexipol policy system to ensure that the BPD's policies remain reflective of this community's values.

An anticipated new policy review subject includes the revised Use of Force policy. PRC will evaluate the new policy issued by BPD, which will revise the definition of use of force and the categories of force, and expand use-of-force

POLICE REVIEW COMMISSION

reporting for better analysis and greater transparency. PRC will also review the annual Use of Force report.

An annual responsibility of the PRC is to review the BPD's Memoranda of Understanding with outside local, federal, and state law enforcement agencies, and make recommendations when the BPD presents them to the City Council for annual approval.

Finally, regarding misconduct complaints, the PRC will continue to aim for completing reports of investigation within 80 days of complaint filing, so that a hearing may be held and findings issued in time for the Chief of Police or City Manager to consider any sustained findings in imposing discipline.

CHALLENGES

A current challenge is a newly-effective state law, SB 1421, which makes certain categories of law enforcement personnel records, previously confidential, now releasable under the Public Records Act. Current staff does not have the capacity to conduct searches of 45 years of complaint files, review for any releasable records, and perform the necessary redactions.

ACCOMPLISHMENTS

Proposed the surveillance Technology Use and Community Safety Ordinance to the City Council, which enacted a revised version of it.

Collaborated with Berkeley Law students so they can represent complainants at Board of Inquiry hearings.

Prepared a report, "Towards Fairness and Impartiality," which analyzed pedestrian and vehicle stop data, and made recommendations for more robust data collection and to address racial disparities shown in the data.

Developed a proposed Charter Amendment to strengthen the PRC, and sent it to the City Council, which passed a modified proposal.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

No significant changes, but this does not account for increased staff needed to comply with Public Records Act requests under SB 1421, described above.

POLICE REVIEW COMMISSION FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
<i>By Type:</i>					
Salaries and Benefits	535,624	548,316	558,370	589,308	606,164
Services and Materials	26,086	27,109	26,779	26,779	26,779
Capital Outlay	330	56	500	500	500
Internal Services	40,015	145,497	145,483	161,578	161,578
Indirect Cost Transfer					
	602,055	720,978	731,132	778,165	795,021
<i>By Fund:</i>					
General Fund	602,055	720,978	731,132	778,165	795,021
	602,055	720,978	731,132	778,165	795,021

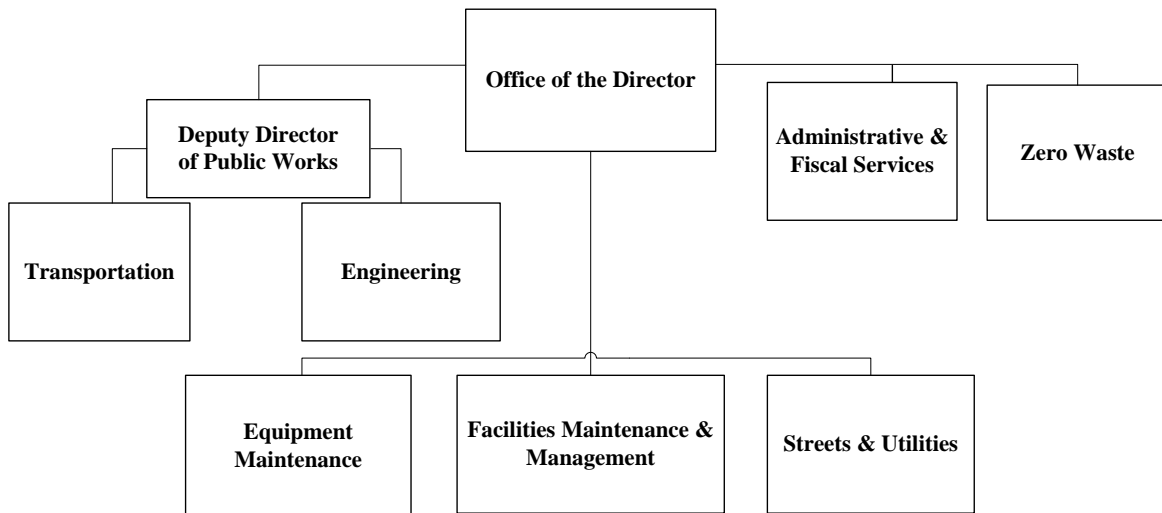
<i>General Fund FTE</i>	3.00	3.50	3.00	3.00	3.00
<i>Total FTE</i>	3.00	3.50	3.00	3.00	3.00

DEPARTMENT OF PUBLIC WORKS

MISSION STATEMENT

The Public Works Department is committed to providing quality services to the Berkeley community with pride, courtesy, and excellence.

ORGANIZATION CHART



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DEPARTMENT OVERVIEW

The Department of Public Works is organized into eight divisions to deliver the following services:

Office of the Director

The Director's Office provides department-wide leadership, management oversight, and policy direction to Public Works divisions for overall operations and implementation; information technology projects; audits and accreditation management; and employee labor relations, training and development. The Deputy Director assists the Director in these efforts and is responsible for management of the Engineering and Transportation Divisions and the capital infrastructure program.

Administrative & Fiscal Services Division

The Administrative & Fiscal Services Division is responsible for the Department's budget and fiscal oversight, regulatory compliance and reporting, and analytical support for routine and special projects in all Public Works operating divisions. Division functions include: budget development; implementation and oversight for the annual operating and capital budgets; fund management; fiscal and administrative policy development and process improvements; contract administration and grants compliance; and purchasing, payroll & accounting services for approximately 303 staff.

Engineering Division

The Engineering Division is comprised of the following programs and responsibilities: Street Pavement Infrastructure Management; Sanitary Sewer Capital and Regulatory Compliance Programs; Storm Water Capital and Regulatory Compliance Programs; Creeks/Watershed Management; Sidewalk Capital Program; Buildings/Facilities Capital Program; Disability Compliance and Program Coordination; Construction Management and Inspection; Land Development and Plan Review; Land Surveying; and Drafting/ GIS services. Engineering is also responsible for coordination of utility service markings, issuance of permits, and coordination and inspection for outside utility agency projects.

Zero Waste Division

The Zero Waste Division (ZWD) is an enterprise funded operation within the Department of Public Works with an operations staff of more than 90, 80+ fleet of vehicles and funds another 28.74 FTEs throughout other City departments. The ZWD provides the weekly curbside collection service of refuse and compost for over 23,000 single family residential customers and multi-day per week collection service of refuse, dual-stream recyclables (fiber and containers collected separately) and compost for over 5,000 multi-family and commercial customers.

ZWD manages several third-party non-profit organizations for: 1) the collection of residential dual-stream recyclables, 2) operates Berkeley Recycling for the sorting, processing and marketing of residential, multi-family and commercial recyclables (16,000 tons annually), 3) a

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Recycling Buyback and Drop Off program and 4) collection of reusable materials dropped off at the Transfer Station (1,000 tons annually).

Transportation Division

The Transportation Division provides traffic engineering, transportation planning, bicycle and pedestrian planning, project development, and parking management services that support safe and effective movement of people and goods in and through Berkeley. The division also provides transportation review of private development projects and interagency coordination on regional transportation projects. Key division and department values include safety, equitable mobility, and environmental and financial sustainability.

Facilities Management Division

The Facilities Management Division includes electrical maintenance and the Radio Shop; building maintenance and janitorial services; and property management support. This Division maintains 900,000 square feet of public service facilities; installs and maintains traffic signals and pedestrian control devices at approximately 140 intersections; maintains approximately 8,000 LED streetlights; and installs and maintains Police and Fire Department vehicle radios, sirens, lighting, and radio system infrastructure, including interface with the regional public safety radio system. The Division also maintains sound systems for the Council meetings and special events and radio alarms at sewage lift stations.

Streets & Utilities Division

The Streets and Utilities Division maintains and repairs the City's 653 miles of streets, curbs, sidewalks and pathways, 388 miles of sanitary sewers, and 78 miles of storm water piping, including approximately 5,800 storm structures and 200 storm infrastructure bio-swales. In partnership with business improvement districts, the division manages the Clean City Program by providing street and sidewalk sweeping and cleaning services, including unattended property removal/storage and illegal dumping removal. The Streets and Utilities Division also coordinates with Transportation, Engineering and Parking Services staff to maintain traffic signs, pavement markings, and the City's 3,750 parking meters.

Equipment Maintenance Division

The Equipment Maintenance Division operates facilities at both the Corporation Yard and Transfer Station. Staff in this division manage the maintenance as well as purchase and replacement of the City's 706 fleet vehicles, heavy duty trucks and large equipment, including public safety, fire, and alternative fuel vehicles and equipment.

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STRATEGIC PLAN PRIORITIES: PROPOSED FY 2020 & FY 2021 PROJECTS & PROGRAMS

Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Planning & Development	Update Watershed Management and Storm Drain Master Plans	Undertaking a necessary update to citywide watershed management and storm drain master plans	7/19 -7/21	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Information Technology, Parks Recreation & Waterfront, Planning & Development	Green Infrastructure Plan	The Green Infrastructure Plan is an implementation guide and reporting tool to set goals for reducing the adverse water quality impacts of urban runoff on receiving waters. The Countywide Cleanwater program has prepared a template as guidance for the City to use in developing our Green Infrastructure Plan. The City is currently using that template to develop our Plan.	9/17 -7/21	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office	Street Sweeping Improvement Plan	Referral to the City Manager, Public Works commission, and Zero Waste commission to develop a new strategy to ensure that street sweeping is not obstructed by waste/recycling pick-up. In addition to being unsightly, without proper street sweeping, trash and debris are more likely to go into the stormwater drains. Specifically 1. Staff should provide a map of streets in which sweeping days and waste/recycling pickup coincide to better understand where and when this problem occurs; and 2. Staff and Commissions should return to Council with a proposed	11/18 - 1/19	New

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			solution including, but not limited to, rescheduling street sweeping and waste/recycling pickups to ensure that both services do not occur on the same day.		
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		50/50 Sidewalk Program	Reduce 50/50 sidewalk backlog	7/19 - 7/20	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Transfer Station Master Plan/Redesign Process	Re-construct the nearly 8-acre West Berkeley site where waste materials are sorted. The eventual goal of a new site is simple: if we recover more of what can be re-used or recycled, we slash what Berkeley trucks to the mountains of garbage that fill landfills.	4/18 - 5/20	Carryover
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Long-Term Waste Operations Strategy	Develop a long term Zero Waste Strategic Plan	3/18 - 6/20	Carryover
Provide an efficient and financially-healthy government	Finance	Zero Waste Rate Evaluation	Developing a study that provides for a new five year rate structure that sets rates through the Proposition 2018 process.	7/19 - 7/20	New
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Compostable or Recyclable Foodware	The Zero Waste Commission's Foodware Subcommittee is in the process of reviewing a proposed update to the Foodware Ordinance focused on the reduction of single-use disposables. The Zero Waste Commission plans to	4/18 - 6/20	Carryover

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			submit a revised Foodware Ordinance recommendation to City Council in 2018.		
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	HHCS	North Berkeley Senior Center (NBSC) Seismic Upgrades and Renovations	NBSC has been in operation for over 40 years and is in need of comprehensive upgrades. The work will include seismic upgrades, a new fire sprinkler system, a front patio remodel for better access and community space, and deferred maintenance upgrades such as roof replacement; mechanical, electrical, and plumbing improvements; foundation upgrades; accessibility improvements; and other miscellaneous interior and exterior improvements.	7/17 - 2/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Finance	Undergrounding Utility Wires	Complete all work required to get the underground utility district (UUD) #48 project into construction. City to construct or contract for construction of the lighting replacement for UUD #48.	7/19 - 7/20	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		LED Streetlight Replacement	Resolve LED streetlight issue.	7/19 - 7/22	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Sewer Master Plan	The plan will provide flow monitoring, hydraulic modeling and capacity assessment, and condition assessment of the sewer system. These services will allow for identification of areas of high inflow and infiltration and capacity deficiency in the sewer system. In addition, they will provide prioritization of	7/19 - 12/20	New

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			capital sewer improvements and a sanitary sewer rate study		
Create a resilient, safe, connected, and prepared city		Vision Zero	Vision Zero policy development to eliminate all traffic-related fatalities and severe injuries in Berkeley through a safe systems approach, which prioritizes roadway design and policy strategies, complimented by proven education and enforcement strategies	11/18 -7/20	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	BPD, HHCS, PRW	Bicycle Plan	Construct bikeway projects an implement encouragement, education, enforcement, and evaluation programs to make Berkeley a model bicycle-friendly city where bicycling is a safe, comfortable, and convenient form of transportation and recreation for people of all ages and abilities	7/19 - 7/21	New
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office	Gilman Street Interchange Project	Improve the mobility and safety of the Gilman Street Corridor by reconstructing the Gilman Street Interchange and creating a new gateway into North Berkeley. In FY 2018-2019, complete the environmental documents and begin final design for the I-80 Gilman Interchange and pedestrian overcrossing projects.	10/15 -7/20	Carryover
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Information Technology, Parks Recreation & Waterfront, Planning & Development	Major Improvements to Downtown Berkeley Infrastructure and Amenities (Shattuck Reconfiguration)	Improve pedestrian safety by changing traffic flow and turning patterns at the Shattuck/University intersection. Put all through traffic in both directions on the newly two-way west leg of Shattuck between Cener and University. Improve parking capacity and shorten pedestrian	7/18 - 7/20	Carryover

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Goal	Supporting Department(s)	Title	Description	Planned Start/End	New or Carryover?
			crossings on the east leg of Shattuck. Provide enhanced transit plaza on the east side of Shattuck between Alston and Center. Contract award by Council is scheduled for October 2018 and Construction is scheduled to commence January 2019.		
Provide an efficient and financially-healthy City government	City Manager's Office, Finance, Human Resources, Information Technology, Police	Residential Preferential Parking (RPP) Program	Assess the potential for and interest in expansion of RPP in additional commercial districts.	4/14 - 7/21	Carryover
Champion and demonstrate social and racial equity	All City Departments	American Disabilities Act Transition Plan	This plan will provide a path forward to achieve a uniform level of physical access to the City's buildings, streets, parks and facilities, and consistent program access for the public and people with disabilities.	6/18 - 3/21	Carryover
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Fleet-Related Initiatives	A series of initiatives to: <ul style="list-style-type: none"> • increase alternative fuel vehicles, • standardize fleet, • reduce backlog, • implement fleet/system upgrades, and • conduct a City Vehicle Fleet Assessment. 	7/19 - 7/21	New

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CHALLENGES

Current

- 1) Staff Retention and Recruitment Challenges – Tough environment, particularly in Engineering/Transportation, market is very good for job seekers. City HR practices (Berkeley Matters, eligible lists, intradepartmental transfers) and HR staffing vacancies are additional challenges.
- 2) Undergrounding Project Construction Funding – No construction funding identified for future projects.
- 3) Implementation of new software associated with ERMA replacement - \$1.7M in one-time departmental costs, \$2.0M in ongoing costs through FY 2022.
- 4) Sidewalk 50/50 program shortfall – Estimated \$7M shortfall to address backlog of work for 50/50 program in the next 5 years. \$1M in annual baseline funding only makes a dent.
- 5) T1 Phase 1 Project Underfunding – Structural Deficit, Cost Increases will require deferral/scope changes to remaining projects on list.
- 6) Permit Service Center Fund – Public Works Departmental Control of Revenue and Expenditures
- 7) RRV Process vs Adopted CIP

Future

- 1) Energy/Sustainability elements to projects without additional budget (Facilities and Fleet)
- 2) Flat Gas Tax revenues projected in future. FY 20 and 21 already under previous projections, particularly for SB1
- 3) Monitor Enterprise Fund health and projections in preparation for future Prop 218 rate adjustments for Refuse and Sewer Funds.
- 4) Data Migration – With the planned roll out of multiple highly anticipated software (i.e., GIS, CIP software, Asset Management software, Work Order System, etc.), integration with existing systems (both paper-based and electronic) will be required for an effective and efficient enterprise system. Critical data migration will be dependent on IT staff having a clearly mapped out data architecture that does not overlap or create gaps with other PW software systems. This will require PW staff to assist with that architecture, as well as assist with other transition related activities such as entering critical historical data (that might still exist in paper format).
- 5) Unknown (But Certain) costs associated with implementing the updated ADA Self-Evaluation and Transition Plan
- 6) Transition to a new Recycling partner (post CCC)

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ACCOMPLISHMENTS

Sewer

- Updated the Sewer Specifications. They hadn't been updated for almost 20 years.
- Completed Phase 7 of Smoke Testing Program (approx. 26.7 miles)
- Completed 10 miles of gravity sewer main rehabilitation in FY 18 and 19.
- Performed repair of 59 acute defects of the sewer lines
- Rehabilitated 347 manholes
- Performed 200 lf of force main rehabilitation
- Complied with EPA consent decree requirements for the fourth year in a row

Streets & Storm

- Design and/or Construction of: FY2018 Measure M Street Rehab. (construction Feb. 2019 to October 2019), Panoramic Hill Street Improvements (constr. Feb. 2019 to March 2020), FY2019 Street Rehab. (constr. June 2019 to Feb. 2020), T1 Street Projects (constr. July 2019 to January 2020), Rose Garden/Codornices Creek Drainage Improvements (constr. July 2019 to October 2019), 2018 Measure M LID (Woolsey) (constr. May 2019 to October 2019), Hillview/Woodside Drainage Improvements (July 2019 to October 2019), and Codornices/ Kains Creek Restoration (constr. Aug. 2019 to Nov. 2019), and T1 street (Adeline and Hearst project) .
- Developed the 5-Year Paving Plan (FY 2019 to 2023)
- 2019 Green Infrastructure Plan development in progress (Completion Date?)
- Successful Prop 218 Election for Storm Drain and Street Lighting

Facilities

- Launched T1 Program, in design and construction on all T1 Phase 1 projects
- Managed Construction of the Pathways Project for transitional housing
- FY 19 Construction: NBSC, Mental Health, Corp Yard and Corp Yard marina projects.

Transportation Planning

- Transportation Planning worked with BART staff to develop and execute the lease for the Center Street Garage Bike Station in time for the grand opening of the facility.
- Transportation Planning coordinated the installation of the City's 37 Ford GoBike Bike Share stations by working with Traffic Engineering, the Planning Department, and Bay Area Motivate (the GoBike operator) on station siting and related neighborhood outreach and to resolve issues related to permit approval, including

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coordinating with Public Works Operations on the site preparation for the station next to the West Street Path.

Transportation-- Parking

- Center Street Garage opened to the Public - 11/18
- Expansion of goBerkeley Program in Euclid/Hearst Area – 11/18
- Implementation of Mix Use RPP Area in West Berkeley

Transportation – Capital

- Downtown BART Plaza completion and opening
- Construction underway on Shattuck Reconfiguration Project

Undergrounding

- PG&E has submitted for permits for the gas line upgrade and has started coordinating with the City for submittal of the permits for the undergrounding of overhead utilities.

Zero Waste

- Creation of Zero Waste Division (ZWD) Operations Manager to begin the implementation process to realign ZWD to move forward as a business unit to reflect ZWD as enterprise funded status. (July/August 2017).
- Integration of 440 commercial accounts previously serviced by non-franchise commercial haulers. The project started in April 2017 and integration was completed by March 2018.
- Complete transition of the 440 commercial accounts from single stream collection (all recyclable in one bin) for recycling to the City's dual stream collection system (fiber, bottles/cans, and compost in separate bins).
- With significant assistance from Facilities Capital Projects, completed the design and bid out the construction of collision buffers (\$80,000) at the base of the Tipping Floor's columns.
- Selected Zero Waste Collaborative, as consultant for the Solid Waste & Recycling Transfer Station Feasibility Study, and began public outreach process.
- Start work on RFP for consultant on the CEQA process for the two options approved for the TS & MRF. Start in March/April 2019.
- Issue RFP for the City's Zero Waste Strategic Plan by March 2019. Last City Plan was adopted in 1998.

Operations

- Pathways Project / All Divisions / 67 Tons of Asphalt laid
- Zero Waste Project / All Divisions / 133 Tons of Asphalt laid / Encampment debris 5 tons removed for fencing
- Concrete Construction / 87 yards poured which is 7 thousand square feet

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- Crack Sealing / 85 Thousand linear feet done citywide
- CCTV Master Plan, Storm and Pre-Paving
52 miles CCTV, 68 miles Jet Flushed
- Partnership with Railroad / 500 feet of fencing installed
- Encampment Cleanups 100 tons of debris removed for 2018-2019

Operations—Electrical

- Prepared and equipped the newly acquired University Ave Center for the Winter Shelter program.

Fleet

- Reviewed RFP proposals and selected new fuel management system to replace the current outdated system.

Corp. Yard Admin.

- Developed Citywide Debris Management Plan
- Safety Programs Created
- Emergency Preparedness / Department Operations Center (DOC)— Monthly Staff Training culminating in annual exercise
- Executed Contracts:
 - Syntech – Fuel Master
 - Downtown Streets Team

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SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

Public Works proposes the following changes to the FY 2020 and FY 2021 Public Works budget:

1. New and Realigned Staffing: Transportation & Engineering, Zero Waste, Administration & Fiscal Services, Corporation Yard. Includes adjustment to Permit Service Center Fund baseline budget.
2. Software Costs Above ERMA Replacement Contribution: Purchase and implementation of several new software programs to optimize department operations and Zero Waste Routing & Billing, Capital Improvement Program (CIP) Planning and Project Management (\$1.8M over 5 years), Fleet Management Software, GPS, Real Property, Work Orders
3. 50/50 Sidewalk Program: Proposed one-time use of excess property tax revenue to address backlog (\$1M/yr). Catchup funding beginning in FY 2022 is proposed for T1 Phase 2.
4. EV Charging Stations and alternative fuel vehicle replacement differential. Up to \$600,000 from General Fund for vehicle charging stations at the Corp Yard and potentially at the 125/127 University Parking Lot.
5. Complete Sewer Master Plan to project future capital needs and costs necessary to meet consent decree sewer rehabilitation requirements.
6. Budget the Design and CEQA elements of the Transfer Station Rebuild project.
7. Capital Streetlight Repair/Replacement Program roll out based on Streetlight assessment and new Streetlight fees, and temporary staffing to LED fixture replacement to address safety.
8. Use of Parking Meter Fund and General Fund (60/40 split with initial estimated cost of \$600,000) to support costs associated with the Parking Enforcement and Traffic Enforcement PD move to the Marina facility at 125/127 University.
9. Purchase of new vehicles to fleet: 5 Vehicles for Engineering Inspectors, Sweepers/Vactors for Clean Cities Storm and new bicycle & bus pad infrastructure.
10. Budget remainder of T1 Phase One project funding to previously approved projects.

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10. Budget remainder of T1 Phase One project funding to previously approved projects.

**DEPARTMENT OF PUBLIC WORKS
FINANCIAL SUMMARY**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits	41,566,676	44,190,503	46,846,254	51,317,538	52,753,577
Services and Materials	30,043,744	30,744,200	30,581,682	34,194,512	33,307,707
Capital Outlay	37,009,041	53,970,145	25,681,460	32,903,680	34,691,232
Internal Services	8,794,919	9,785,769	8,710,274	11,259,764	11,263,545
Indirect Cost Transfer	3,538,577	3,710,399	4,000,008	3,455,033	3,457,664
	<u>120,952,957</u>	<u>142,401,016</u>	<u>115,819,678</u>	<u>133,130,527</u>	<u>135,473,725</u>
By Division:					
Office of the Director	777,967	1,110,257	1,111,564	1,170,330	1,198,689
Administration	2,287,746	2,579,362	2,991,990	5,584,425	5,667,522
General Engineering	29,177,286	30,918,228	10,635,309	10,496,313	9,847,349
Capital Improvement Programs	65,250	65,250	16,814,534	24,923,979	24,613,429
Facilities Management	8,847,237	9,704,795	10,614,499	11,711,484	11,892,173
Streets and Sanitation	14,172,170	13,947,879	13,299,983	15,587,193	15,518,735
Zero Waste	32,801,831	34,322,064	35,442,949	39,606,956	38,755,310
Equipment Maintenance	10,762,390	11,676,480	12,416,187	10,873,797	11,677,410
Transportation	22,061,080	38,076,701	12,492,663	13,176,050	16,303,108
	<u>120,952,957</u>	<u>142,401,016</u>	<u>115,819,678</u>	<u>133,130,527</u>	<u>135,473,725</u>
By Fund:					
General Fund	3,325,083	3,711,215	3,307,978	4,404,030	4,485,368
Capital Improvement Fund	6,184,042	4,468,562	4,915,500	5,239,382	5,239,025
Federal Grants	552,878	114,567			
State/County Grants	2,477,157	4,654,724	723,343	586,069	994,723
Gas Taxes	8,931,067	7,220,785	9,831,268	13,551,691	15,219,244
Street Light Assessment	1,353,022	1,436,358	2,098,599	2,229,101	2,282,671
Parks Tax	62,321	95,455	39,996	39,996	39,996
Zero Waste	37,617,422	38,654,100	40,191,586	47,432,374	48,876,705
Marina	234,575	191,515	158,446	158,355	160,550
Sanitary Sewer	14,692,731	20,913,651	22,623,450	22,949,843	23,193,739
Equipment Replacement	4,893,511	5,678,369	6,148,747	4,454,894	5,169,375
Equipment Maintenance	6,886,047	7,085,061	7,631,912	7,801,313	7,915,691
Building Maintenance	3,497,854	3,593,876	3,619,446	4,460,082	4,557,032
Bldg Purchase & Management	2,289,186	1,354,274	1,465,014	1,568,417	1,589,765
Bonds-Measure G//Q/R/GG/M/T1	2,485,403	7,076,259	1,980,825	4,343,355	869,680
Clean Storm Water	2,305,741	2,107,809	1,985,667	3,994,569	4,482,753
Off Street Parking	14,245,153	27,178,951	3,339,654	4,313,798	4,589,318
Parking Meter Fund	4,194,592	4,907,979	4,526,681	4,419,002	4,576,649
Permit Service Center	3,724,472	874,014	849,837	871,952	892,200
Other	1,000,700	1,083,492	381,729	312,304	339,241
	<u>120,952,957</u>	<u>142,401,016</u>	<u>115,819,678</u>	<u>133,130,527</u>	<u>135,473,725</u>
General Fund FTE	12.55	15.62	15.62	16.07	16.07
Total FTE	293.60	295.60	300.60	302.00	302.00

**DEPARTMENT OF PUBLIC WORKS
FINANCIAL SUMMARY**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
DIVISION/ACTIVITY SUMMARY					
Office of the Director					
Administration	710,681	955,891	963,075	1,006,993	1,029,614
Disability Services	67,286	154,366	148,489	163,337	169,075
Division Total	777,967	1,110,257	1,111,564	1,170,330	1,198,689
FTE Total	6.00	5.00	6.00	3.00	3.00
Administration					
Administration	1,350	302			
Admin & Fiscal Services	1,528,928	1,832,164	2,181,066	4,734,263	4,792,625
Corp Yar Admin.	399,920	369,075	419,613	451,236	463,071
Customer Service	357,548	377,821	391,311	398,926	411,826
Division Total	2,287,746	2,579,362	2,991,990	5,584,425	5,667,522
FTE Total	15.00	15.00	15.00	16.00	16.00
General Engineering					
Administration	921,064	895,041	977,294	1,003,137	1,014,783
General Engineering Services	201,563	193,771	317,740	939,493	379,271
Inspection and Permits	1,183,028	1,515,545	2,171,432	2,276,949	2,331,532
Capital Imps: Desgin & Mgmt.	26,871,631	28,313,871	7,168,843	6,276,734	6,121,763
Division Total	29,177,286	30,918,228	10,635,309	10,496,313	9,847,349
FTE Total	34.00	35.00	34.00	40.00	40.00
Capital Improvement Programs					
Capital Imp: Construction Cost	65,250	65,250	16,814,534	24,923,979	24,613,429
Division Total	65,250	65,250	16,814,534	24,923,979	24,613,429
FTE Total					
Facilities Management					
Administration	93,763	70,668	71,233	71,233	71,233
Routine Building Maintenance	1,846,376	2,121,553	2,182,143	2,642,576	2,689,302
Environmental Compliance	391,774	543,893	402,830	627,929	416,145
Communication System Maint.	1,212,040	1,120,637	1,285,614	1,249,487	1,262,646
Street Light.Maintenance	1,517,162	1,794,574	2,277,356	2,341,575	2,398,441
Traffic Signal Maintenance	739,930	894,471	1,141,717	1,223,191	1,236,983
Corp.Yard Shared OH Costs	331,851	327,697	314,636	335,915	550,915
General Electric	314,878	314,819	129,480	136,493	139,876
Janitorial Services	1,307,209	1,359,866	1,517,407	1,650,270	1,685,033
Property Management	915,889	941,070	1,069,846	1,105,302	1,113,539
ADA Building Improvements	160,037	7,500	200,120	300,120	300,120
Internal Non-Routine Mtc.	2,599	26,349	5,000	5,000	5,000
External Non-Routine Mtc.	10,060	1,716			
University Avenue Center	3,669	179,982	17,117	22,393	22,940
Division Total	8,847,237	9,704,795	10,614,499	11,711,484	11,892,173
FTE Total	36.00	36.00	36.00	36.00	36.00

**DEPARTMENT OF PUBLIC WORKS
FINANCIAL SUMMARY**

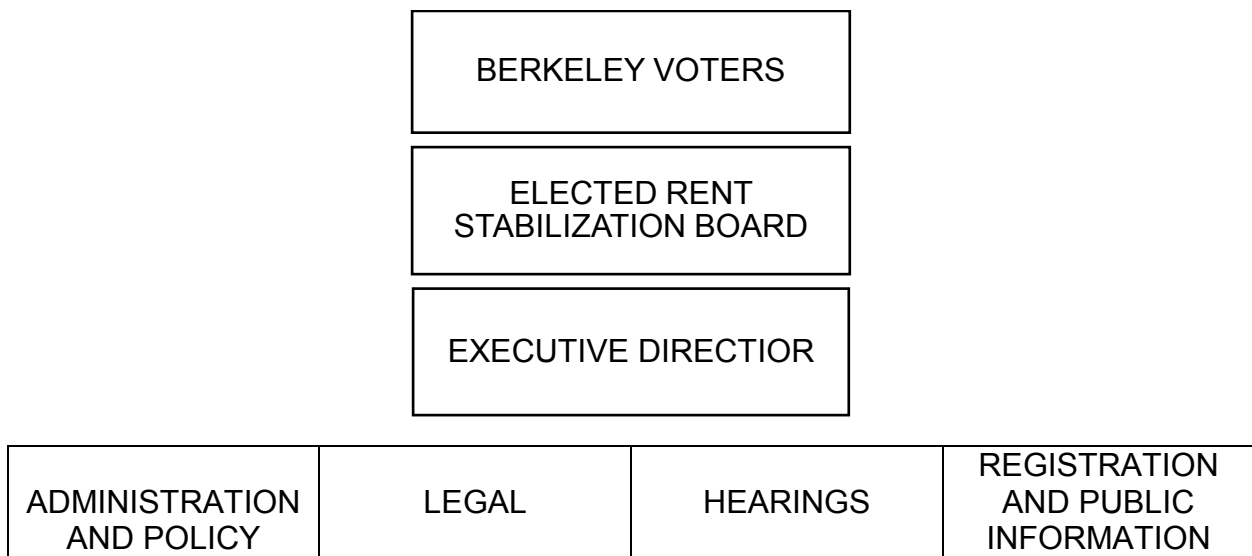
	FY 2017 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted
DIVISION/ACTIVITY SUMMARY cont.					
Streets and Sanitation					
Administration	409,253	210,773	383,918	393,746	399,974
Clean Cities	3,589,770	4,083,134	4,187,853	4,356,792	4,436,252
Sanitary Sewer Maintenance	4,533,106	4,673,635	6,045,833	6,105,566	6,248,274
Storm Drain Maintenance	1,286,328	1,117,880	1,076,266	1,841,715	1,647,075
Traffic Maintenance	971,040	859,881	47,536	50,631	52,223
Street Maintenance	1,415,295	1,557,986	1,258,577	1,638,743	1,534,937
Parking Meter Maintenance	835,583	633,869			
Sidewalk Maintenance	356,456	231,559	300,000	1,200,000	1,200,000
Parking Meter Collection	775,339	579,162			
Division Total	14,172,170	13,947,879	13,299,983	15,587,193	15,518,735
FTE Total	80.00	80.00	80.00	62.00	62.00
Zero Waste					
Administration	1,194,859	1,268,800	1,244,770	2,706,342	1,733,286
Residential Refuse Collect Service	3,794,775	4,228,385	4,116,782	4,268,658	4,354,562
Commercial Refuse Collection Service	3,893,286	4,872,187	4,415,294	4,815,479	4,915,339
Roll-Off Container Service	504,119	506,444	482,520	489,433	494,973
Container/Cart Maintenance	636,183	743,037	770,790	787,218	803,014
Litter Collection Service	639,317	613,523	498,396	529,630	540,403
Transfer & Disposal Service	10,191,346	10,427,131	10,579,510	11,410,267	11,198,645
Customer Service			236	236	236
Special Collections	4,631	14,374	12,908	13,023	13,023
Residential Recycling	966,997	545,475	967,582	1,807,711	1,807,711
Commercial Recycling	467,835	409,787	936,110	1,188,751	1,190,234
Residential Organics	7,694,016	7,801,358	8,044,546	8,238,803	8,293,208
Commercial Organics	2,814,467	2,891,563	3,373,505	3,351,405	3,410,676
Division Total	32,801,831	34,322,064	35,442,949	39,606,956	38,755,310
FTE Total	90.00	91.00	90.00	92.00	92.00
Equipment Maintenance					
Administration	262,066	217,942	224,641	237,120	244,651
Equipment Mtc - Corp Yard	6,072,814	6,211,064	6,450,619	6,611,530	6,705,688
Equipment Replacement	4,427,510	5,247,474	5,717,927	4,002,147	4,704,071
Equipment Mtc. at Transfer Station			23,000	23,000	23,000
Division Total	10,762,390	11,676,480	12,416,187	10,873,797	11,677,410
FTE Total	18.00	18.00	18.00	18.00	18.00
Transportation					
Administration	672,792	652,972	685,455	773,588	791,273
Transportation Planning	2,355,361	1,618,082	730,302	781,837	924,540
Traffic Engineering	781,021	835,057	854,649	848,470	875,294
Parking Services	2,377,908	3,189,040	2,766,391	2,494,850	2,616,002
Center Street Garage	11,569,064	24,662,351	1,152,054	1,459,308	1,494,498
Telegraph/Channing Garage	1,542,672	1,346,047	1,210,201	1,643,760	1,865,174
Telegraph/Channing Mall	20,346	27,924	20,694	21,694	21,694
Surface Parking Lots	139,013	126,181	158,209	158,209	158,209
Brower Center/Oxford Garage	430,454	479,408	266,569	365,972	372,182
Capital Projects	2,167,041	4,437,986	1,894,976	1,692,533	4,189,493
Traffic Maintenance	14	273,907	990,265	1,116,597	1,128,715
Parking Meter Collection		163,962	813,497	824,686	844,880
Repair/Maintenance		257,840	944,251	989,139	1,015,747
Berkeley Way Lot	4,075	5,944	5,150	5,407	5,407
Elmwood Parking Lot	1,319				
Division Total	22,061,080	38,076,701	12,492,663	13,176,050	16,303,108
FTE Total	14.60	15.60	14.60	35.00	35.00
Department Total	120,952,957	142,401,016	115,819,678	133,130,527	135,473,725
FTE Total	293.60	295.60	293.60	302.00	302.00

RENT STABILIZATION BOARD

MISSION STATEMENT

The mission of the Rent Stabilization Board is to regulate residential rent increases in the City of Berkeley and to protect against unwarranted rent increases and evictions and to provide a fair return to property owners. The Board oversees a program that works to ensure compliance with legal obligations relating to rental housing; and to advance the housing policies of the City with regard to low and fixed income persons, minorities, students, disabled, and the aged.

ORGANIZATIONAL CHART



RENT STABILIZATION BOARD

DEPARTMENT OVERVIEW

RENT STABILIZATION PROGRAM

Composed of nine elected commissioners, the Rent Stabilization Board enacts regulations, hears petition appeals and administers a program to implement the Rent Stabilization and Eviction for Good Cause Ordinance that regulates most residential rents in Berkeley, provides tenants with increased protection against unwarranted evictions and is intended to maintain affordable housing and preserve community diversity. (Berkeley Municipal Code Chapter 13.76.)

The Rent Stabilization Program provides information and counseling to over 10,000 landlords and tenants annually, calculates and certifies individual rent ceilings, maintains a database of registered rental units, collects registration fees, and conducts administrative hearings and issues decisions on landlord and tenant rent adjustment petitions. Owners of rental property covered by the Ordinance are required to register their units with the Program by filing registration statements and paying annual registration fees, which cover the program's cost.

ADMINISTRATION AND POLICY

Administration and Policy provides Board and Committee support coordination and assurance of compliance with Brown Act for all Rent Board and Committee meetings, coordination to ensure public access and transparency, coordination of agendas, minutes and documents for all Rent Board and Committee meetings, office administration, payroll, purchasing, finance and accounting, preparation, execution, monitoring and reporting of Budget and Contracts, responding to PRA's, work with City Council and other departments to develop and implement a coordinated housing policy consistent with Ordinance, monitoring legislation, and conduct surveys and studies to help guide administrative improvements and the formulation of sound public policy.

LEGAL

Legal represents the Board in litigation; advises the Director and Board, drafts regulations, resolutions, and contracts, provides legal advice to the Director on matters related to the Ordinance and its administration

HEARINGS

Despite an economic environment that is rife for increased conflict, Rent Stabilization Program staff encourages landlords and tenants to resolve issues by agreement rather than litigation. Hearings staff concentrates on conflict resolution and conducts voluntary formal mediations. Parties are entitled to a formal hearing conducted by a hearing examiner under standard due process procedures. Hearings can involve a variety of claims, including rent reductions due to habitability/code violations, rent increases for

RENT STABILIZATION BOARD

additional occupants or capital improvements, and determinations of a property's exempt status. Upon conclusion of the hearing a formal written decision is issued, which can be appealed to the Board and/or the courts.

REGISTRATION AND PUBLIC INFORMATION

Registration assists property owners and tenants, bills and collects registration fees, processes and tracks changes in rental status, collects penalties and processes requests to waive penalties, issues the Annual General Adjustment, provides rent ceiling notices, sends security deposit interest refund notices; and communicates changes to new tenants and owners.

Public Information provides active outreach and education to all owners and tenants regarding their rights and obligations by publishing an annual newsletter, 3-4 seasonally topical postcards, maintaining an up-to-date web site and Facebook page, attending events in the community and conducting 1-2 public workshops per month; Housing Counselors provide in-office, offsite, phone and e-mail counseling to over 10,000 clients per year; assist with filing petitions; and facilitate mediations.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Rent Stabilization Board has until the end of June 2019 to adopt a staffing model and budget with a maximum expenditure authorization for FY 2020. The Rent Board's Budget and Personnel Committee meets regularly between January and June of each year to discuss the Program's financial status and to consider possible revisions to the budget for the following fiscal year. This process typically results in a joint budget recommendation from both the Committee and the Executive Director, which is considered by the full Rent Board in June of each year.

RENT STABILIZATION BOARD FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
EXPENDITURES					
By Type:					
Salaries and Benefits	3,977,373	3,654,714	3,950,037	3,928,630	4,037,928
Services and Materials	867,470	1,382,094	1,259,468	902,640	902,640
Capital Outlay	4,127	5,882	7,500	7,500	7,500
Internal Services	8,573	14,600	14,600	496,173	498,598
Indirect Cost Transfer					
	<u>4,857,543</u>	<u>5,057,290</u>	<u>5,231,605</u>	<u>5,334,943</u>	<u>5,446,666</u>
By Division:					
Rent Stabilization Board	4,857,543	5,057,290	5,231,605	5,334,943	5,446,666
	<u>4,857,543</u>	<u>5,057,290</u>	<u>5,231,605</u>	<u>5,334,943</u>	<u>5,446,666</u>
By Fund:					
General Fund		476,161			
Rent Stabilization Board	4,857,543	4,581,129	5,231,605	5,334,943	5,446,666
	<u>4,857,543</u>	<u>5,057,290</u>	<u>5,231,605</u>	<u>5,334,943</u>	<u>5,446,666</u>

General Fund FTE					
Total FTE	22.35	22.35	22.35	22.35	22.35

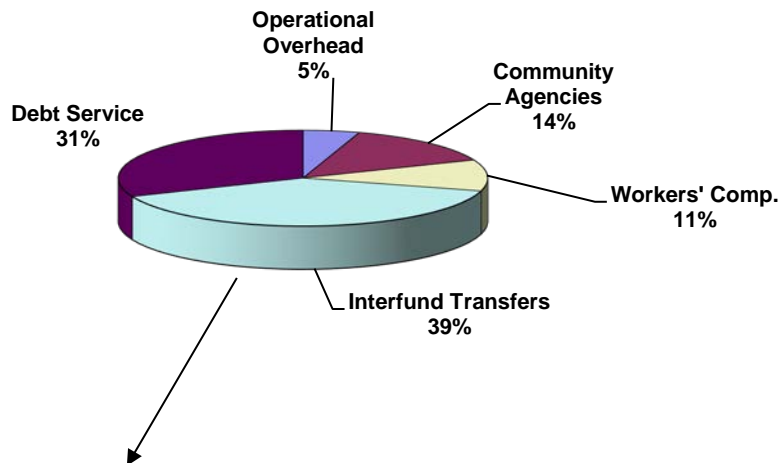
NON-DEPARTMENTAL **(All City funds)**

The Non-Departmental budget contains critical pieces of the City budget not attributable to a single program or department. The largest component of this budget is the transfer of funds or money from one fund to another, such as a General Fund transfer to the Capital Improvement Fund. Because most transfers are budgeted in two separate funds, the Non-Departmental budget and in an operating Department budget, they are considered “dual appropriations.” Dual appropriations, amounts that are designated in different areas, are balanced in the budget for a net appropriation amount.

Other components of the Non-Departmental budget include:

- Debt service costs for General Obligation Bonds
- Lease Purchase Agreements
- Certificates of Participation (C.O.P.s)
- The General Fund allocation for Community-Based Organizations
- General overhead costs such as Property Insurance and School Board Salaries

FY 2020 & FY 2021 Non-Departmental Adopted Budget **(\$101,602,759)**



Interfund Transfers Include transfers to:	FY 2020	FY 2021
Capital Project Fund from General Fund	\$ 4,950,905	4,950,905
Public Liability Fund from General Fund	1,695,888	1,695,888
Public Health Fund	4,596,298	4,596,298
Other Fund Transfers	8,834,701	8,615,246
Total	20,077,792	19,858,337

NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Proposed
EXPENDITURES					
By Type:					
Salaries and Benefits					
Services and Materials	102,451,886	101,847,696	56,940,782	51,290,041	50,312,718
Capital Outlay					
Internal Services					
Indirect Cost Transfer					
Total	<u>102,451,886</u>	<u>101,847,696</u>	<u>56,940,782</u>	<u>51,290,041</u>	<u>50,312,718</u>
By Division:					
Operational Overhead	9,193,722	2,060,271	10,090,703	2,510,825	2,510,825
Community Agencies	6,580,980	7,208,744	6,660,993	7,071,225	7,071,225
Workers' Compensation	4,338,952	4,341,149	5,332,340	5,332,340	5,332,340
Debt Service	20,606,865	14,580,297	14,930,050	16,297,859	15,540,291
Interfund Transfers	61,731,367	73,657,235	19,926,696	20,077,792	19,858,037
Total	<u>102,451,886</u>	<u>101,847,696</u>	<u>56,940,782</u>	<u>51,290,041</u>	<u>50,312,718</u>
By Fund:					
General Fund	59,671,715	31,925,075	29,450,664	22,496,761	22,241,761
Capital Improvement	2,139,870	4,017,414	1,052,913	1,054,047	1,054,047
Section 108 HUD Loan	486,563	534,143	544,537	546,679	553,108
CDBG	132,911	144,534	144,970	154,260	154,260
UC Settlement	1,182,472	1,218,616	1,140,609	1,174,828	1,210,073
Workers Compensation	11,022,350	4,341,149	5,332,340	5,332,340	5,332,340
Zero Waste			100,000		
Sewer Fund	90,501	90,501	90,501	90,501	90,501
Off Street Parking	3,768,485	1,155,080		1,913,050	1,910,250
Parking Meter	3,031,943	4,704,612	1,742,288	1,742,288	1,742,288
Health State Aid Realignment	2,617,044	2,630,129	2,643,280	2,643,280	2,643,280
Mental Health Services Act		894,467			
Debt Service	298,618	265,218	2,632		
09 Measure FF Library Debt Service	1,614,918	1,618,762	1,618,665	1,619,731	1,621,745
CFD#1 Dis Fire Protect Bond	859,911	855,815	857,370	856,657	854,120
2012 Ref Lease Rev Bonds	501,083	501,742	501,535	502,402	502,298
Successor Agency	(247,955)	57,040	57,600	56,960	57,120
2015 GORBS - 2002 G.O. Refunding Bonds	510,593	536,254	483,543	482,600	481,211
Thousand Oaks Underground	101,337	99,497	97,371	100,350	98,177
2015 GORBS (2007 Series A)	192,028	201,810	182,029	181,674	181,150
2015 GORBS	2,773,409	2,912,164	2,617,595	2,612,468	2,604,905
2015 GORBS (2008 Measure I)	7,074,947	682,200	613,762	612,562	610,791
Sustainable Energy Finance	57,427	25,769	28,778	28,748	28,719
2010 COP (Animal Shelter)	409,558	404,883	404,798	404,498	403,685
Measure M GO Street & Water Imp	1,481,947	1,569,913	1,656,089	1,647,738	1,641,863
Measure T1 Infrastructure & Facilities		35,868,538	3,014,433	2,470,306	1,730,057
Building Purchases & Mgmt	1,632,580	1,634,571	1,633,892	1,636,725	1,636,381
Other	1,047,631	2,957,800	928,588	928,588	928,588
Total	<u>102,451,886</u>	<u>101,847,696</u>	<u>56,940,782</u>	<u>51,290,041</u>	<u>50,312,718</u>

FY 2020 PROPOSED COMMUNITY AGENCY ALLOCATIONS

The City of Berkeley prides itself in its support of community-based organizations and the incredible extension of critical services these agencies provide Berkeley citizens. The Proposed Budget contains appropriation recommendations only for FY 2020. Funding for FY 2021 will be contingent upon Federal funding levels, but the budget plans to continue FY 2020 General Fund funding levels in FY 2021.

Allocation Process

The City of Berkeley combines multiple sources of funds into one consolidated Request for Proposals (RFP) and allocation process for community agencies. Starting this year, the City changed the process to a four-year funding cycle, rather than the prior two-year cycle. These funds are used to support public services and capital projects that benefit people with incomes at 80% of Area Median Income (AMI) or below. The Health, Housing & Community Services Department manages the RFP and allocation process and coordinates the review process among the four commissions: the Housing Advisory Commission (HAC), Homeless Commission (HC), Human Welfare and Community Action Commission (HWCAC), and Children, Youth, and Recreation Commission (CYRC) The consolidated allocation process includes specific recommendations for CDBG and ESG funds to community agencies.

During this funding process 63 agencies applied for over \$21 million in funding for 119 programs including 13 new agencies and 33 new programs.

Funding for Arts projects continues to pass through a separate allocation process involving the Civic Arts Commission. Public Health, Mental Health, and Public Works community agency allocations are also allocated through different processes.

Funding Summary

For FY 2020, the City will spend \$12,280,279 in General Funds, Federal Funds, and other funds for community agencies. This amount represents a 2% increase from the \$12,033,629 amount allocated to community agencies in FY 2019.

The FY 2020 Proposed Budget Community Agency Allocation chart shows the FY 2019 allocation amounts and the FY 2020 Proposed allocations being recommended by the City. General Fund and other funds allocations for community agencies will be approved when the Council adopts the budget on June 25, 2019.

The following charts represent a listing of the entire community agency allocations proposed for FY 2020. These charts show the following:

- ❑ FY 2020 Community Allocations by Service Type
- ❑ FY 2020 Proposed Budget Community Agency Allocations for all funding sources

FY 2021 funding will be contingent upon federal funding levels and program performance. This proposed budget assumes a continuation of FY 2021 General Fund funding level for FY 2020.

FY 2020 Community Agency Allocations by Service Type

	General Funds	Federal Funds	Other Funds	All Sources
Arts	\$475,733	\$0	\$0	\$475,733
Childcare	586,819	-	13,275	\$600,094
Community Facilities Improvements	-	-	-	\$0
Community Media	230,710	-	-	\$230,710
Disability Programs	86,122	159,660	1,272,256	\$1,518,038
Economic Development	650,000	-	-	\$650,000
Employment Training	295,165	-	-	\$295,165
Health	1,905,488	160,000	-	\$2,065,488
Homeless	2,830,488	615,264	1,377,259	\$4,823,011
Housing Dev & Rehab	5,200	250,000	-	\$255,200
Legal/ Advocacy	95,486	35,000	-	\$130,486
Other	168,104	-	-	\$168,104
Recreation	18,573	-	-	\$18,573
Seniors	9,110	-	-	\$9,110
Youth	1,040,567	-	-	\$1,040,567
TOTAL	\$8,397,565	\$1,219,924	\$2,662,790	\$12,280,279

Funding by Category	FY 2019 All Sources	FY 2020 All Sources	% Change
Arts	\$587,130	\$475,733	-19%
Childcare	\$612,888	\$600,094	-2%
Community Facilities Improvements	\$24,575	\$0	-100%
Community Media	\$230,710	\$230,710	0%
Disability Programs	\$1,493,117	\$1,518,038	2%
Economic Development	\$650,000	\$650,000	0%
Employment Training	\$289,811	\$295,165	2%
Health	\$1,585,928	\$2,065,488	30%
Homeless	\$4,194,146	\$4,823,011	15%
Housing Dev & Rehab	\$451,662	\$255,200	-43%
Legal/ Advocacy	\$677,637	\$130,486	-81%
Other	\$141,638	\$168,104	19%
Recreation	\$18,573	\$18,573	0%
Seniors	\$8,845	\$9,110	3%
Youth	\$1,066,969	\$1,040,567	-2%
	\$12,033,629	\$12,280,279	2%

FY 2020 Community Agency Allocations

Agency/Individual Name	FY 2019 Allocations	FY 2020 Proposed	CDBG	CSBG	ESG	General Fund	Other Funds
Arts							
Berkeley Art Center	86,652	86,652				86,652	
Civic Arts Grants	500,478	389,081				389,081	
Arts Total	587,130	475,733				475,733	
Childcare							
Bay Area Hispano Institute for Advancement - Child Development Program	82,143	82,143				82,143	
Bananas Inc.							
Child Care Subsidies	283,110	283,110				269,835	13,275
Play & Learn Playgroups	10,527	10,527				10,527	
QRIS Services	95,000	95,000				95,000	
Ephesians Children's Center - Childcare Program	45,507	45,507				45,507	
Healthy Black Families, Inc.							
Sisters Together Empowering Peers (STEP)	87,616	43,808				43,808	
Nia House Learning Center	39,999	39,999				39,999	
St. John's Child Care	30,691	0					
Women's Daytime Drop-In Center							
Parent and Child Services	20,438	0					
Childcare Total	612,888	600,094				586,819	13,275
Community Facilities Improvements							
Rebuilding Together							
Community Facilities	24,575	0	0				
Community Facilities Improvements Total	24,575	0	0				
Community Media							
Berkeley Community Media	230,710	230,710				230,710	
Community Media Total	230,710	230,710				230,710	
Disability Programs							
Bay Area Outreach and Recreation Program							
Recreational Services for the Disabled	42,322	43,592				43,592	
Berkeley Place	17,183	0					
Bonita House							
Creative Wellness Center	14,878	15,324				15,324	
Center for Independent Living:							
Wheelchair, Ramp & Lift Program	140,000	159,660	159,660				
Easy Does It	1,252,320	1,272,256					1,272,256
Through the Looking Glass	26,414	27,206				27,206	
Disability Programs Total	1,493,117	1,518,038	159,660			86,122	1,272,256
Economic Development							
Berkeley Convention and Visitors Bureau	650,000	650,000				650,000	
Economic Development Total	650,000	650,000				650,000	
Employment Training							
Bread Project	56,165	57,850				57,850	
Inter-City Services	101,643	101,351				101,351	
Multicultural Institute Lifeskills Program	66,151	68,136				68,136	
Rising Sun – Green Energy Training Services	65,852	67,828				67,828	
Employment Training Total	289,811	295,165	0			295,165	
Health							
Lifelong Medical Care:							
Access for Uninsured (BPC, WBFP, Uninsured, Acupuncture Detox Clinic)	184,325	189,855		160,000		29,855	
Geriatric Care/Hypertension	111,207	114,543				114,543	
Berkeley Free Clinic							
Free Women and Transgender Health Care Service	15,396	15,858				15,858	
Sugar - Sweetened Beverage Berkeley Unified School District	637,500	872,616				872,616	
Sugar - Sweetened Beverage Panel (POE)*	637,500	872,616				872,616	
Health Total	1,585,928	2,065,488		160,000		1,905,488	
Homeless Services							
Alameda County Homeless Action Center							
SSI Advocacy	126,349	129,539				109,539	20,000
Rapid Rehousing for Homeless Elders Project		68,220				68,220	
Alameda County Network of Mental Health Clients							
Daytime Drop-In	35,721	35,721				35,721	
Case Management Tied to Permanent Housing	22,080	0					
Representative Payee Services	32,016	32,016				32,016	

FY 2020 Community Agency Allocations

Agency/Individual Name	FY 2019 Allocations	FY 2020 Proposed	CDBG	CSBG	ESG	General Fund	Other Funds
Bay Area Community Services							
North County HRC/Housing Hub	0	2,478,342	248,419		196,343	833,366	1,200,214
Berkeley Food & Housing Project							
Berkeley Mental Health Flex Spending Program	298,000	0					
Case Management Tied to Permanent Housing	74,340	100,190				100,190	
North County HRC/Housing Hub	1,278,128	0					
Men's Shelter	165,536	170,502	170,502				
Community Meal	35,786	0					
Russell Street Supportive Housing Program	43,045	157,045					157,045
Women's Shelter	116,469	119,963				119,963	
Bonita House							
Case Management Tied to Permanent Housing	18,151	24,480				24,480	
Building Opportunities for Self Sufficiency:							
BOSS House Navigation Team	96,502	86,831				86,831	
Multi Agency Service Center (MASC)	58,142	0					
Representative Payee Services	52,440	52,440				52,440	
Sankofa Transitional Housing	25,992	25,992				25,992	
Ursula Sherman Village Singles Shelter	101,614	104,662				104,662	
Ursula Sherman Village Family Transitional Shelter	25,391	25,391				25,391	
City of Berkeley EveryOne Home	20,124	20,124				20,124	
Covenant House California (YEAH!)							
Case Management Tied to Permanent Housing	35,000	0					
Shelter Services - HCRC	309,115	318,388				318,388	
Dorothy Day							
Berkeley Emergency Storm Shelter	362,061	30,101				30,101	
Breakfast Program	41,223	0					
Drop In Center	0	160,437				160,437	
Fred Finch Youth Center:							
Turning Point	86,655	89,255				89,255	
Lifelong Medical Care:							
Case Management Tied to Permanent Housing	153,652	163,644				163,644	
Supportive Housing Program UA Homes	52,250	55,164				55,164	
Options Recovery Services - Detox Services & Day Treatment							
Daytime Treatment & Dual Diagnosis Clinic	108,528	0					
Transitional Housing and Case Management	127,313	50,000				50,000	
Telegraph Business Improvement District							
Berkeley Host Program	49,139	0					
The Suitcase Clinic	9,828	9,828				9,828	
Toolworks, Inc. Supportive Housing	47,665	47,665				47,665	
Women's Daytime Drop-In Center:							
Bridget Transitional House Case Management	30,777	118,728				118,728	
Daytime Drop-In Services	40,266	48,153				48,153	
Domestic Violence Services	26,832	0					
Homeless Case Management - Housing Retention	75,911	100,190				100,190	
Meals Program	12,105	0					
Homeless Services Total	4,194,146	4,823,011	418,921	0	196,343	2,830,488	1,377,259
Housing Development & Rehabilitation							
Bay Area Community Land Trust	4,991	5,200				5,200	
Community Energy Services Corporation	282,334	0					
CHDO Programs							
Habitat for Humanity East Bay/Silicon Valley							
Housing Rehabilitation Grant Program	0	250,000	250,000				
Rebuilding Together							
Safe Home Project	98,279	0					
Resources for Community Development							
CHDO General Operating Support	28,115	0					
Social Services at Special Needs Housing	9,828	0					
Satellite Affordable Housing Associates							
CHDO General Operating Support	28,115	0					
Housing Development & Rehabilitation Total	451,662	255,200	250,000			5,200	0
Legal/Advocacy							
East Bay Community Law Center							

FY 2020 Community Agency Allocations

Agency/Individual Name	FY 2019 Allocations	FY 2020 Proposed	CDBG	CSBG	ESG	General Fund	Other Funds
Consumer Justice Clinic/Housing Advocacy	32,664	33,644				33,644	
Eviction Defense Services	150,000	0					
Housing Retention	250,000	0					
Fair Housing Counseling	34,932	0					
Eden Council for Hope and Opportunity	0	35,000	35,000				
Eviction Defense Center	150,000	0					
Family Violence Law Center - Domestic Violence & Homelessness Prevention Project	60,041	61,842				61,842	
Legal/Advocacy Total	677,637	130,486	35,000			95,486	
Other							
Animal Rescue	23,812	23,812				23,812	
Berkeley Community Gardening Collaborative	11,895	11,895				11,895	
Berkeley Project	32,000	32,000				32,000	
Community Agency Publishing Outcomes Project		25,000				25,000	
Eden Information & Referral	35,000	35,000				35,000	
McGee Avenue Baptist Church	17,035	17,844				17,844	
SEEDS Community Resolution Center	21,896	22,553				22,553	
Other Total	141,638	168,104				168,104	0
Recreation							
Ephesians Children's Center - Greg Brown Park Supervision	18,573	18,573				18,573	
Recreation Total	18,573	18,573				18,573	
Seniors							
J-Sei	8,845	9,110				9,110	
Seniors Total	8,845	9,110				9,110	
Youth							
Bay Area Community Resources							
School Based Behavioral Health Services	94,964	94,964				94,964	
Bay Area Hispano Institute for Advancement - Out of School Time Programs	21,447	21,447				21,447	
Berkeley High School Bridge Program	79,000	79,000				79,000	
Berkeley Youth Alternatives:							
Afterschool Program	30,000	30,000				30,000	
Counseling	0	30,000				30,000	
Biotech Partners – Biotech Academy at Berkeley High	91,750	91,750				91,750	
Building Opportunities for Self Sufficiency							
BOSS Homeless Children's Learning Center	33,500	0					
Ephesians School-Age Program	39,840	39,840				39,840	
Lifelong Medical Care							
Rosa Parks Collaborative	44,804	44,804				44,804	
Multicultural Institute Youth Mentoring	33,603	33,603				33,603	
Pacific Center for Human Growth - Safer Schools Project	23,245	23,245				23,245	
RISE Program	216,039	216,039				216,039	
SEEDS Community Resolution Center - Restorative Justice in Schools	25,000	0					
South Berkeley Community Church - Youth Program	0	0					
Stiles Hall	90,000	90,000				90,000	
Supplybank.Org (Formerly K to College)	30,000	0					
Through The Looking Glass - Parenting Education and Kindergarten Readiness		25,000				25,000	
UC Berkeley							
BUILD Literacy/Cal Corp	95,360	95,360				95,360	
Bridging Berkeley	34,640	34,640				34,640	
YMCA of the East Bay - Y-Scholars Program							
Y- Scholars Program		40,000				40,000	
School Readiness Program		50,875				50,875	
Youth Spirit Artworks							
Vocational Arts Training	33,777	0					
BUSD Homeless Student Program	50,000	0					
Youth Total	1,066,969	1,040,567	0			1,040,567	
TOTAL COMMUNITY AGENCY ALLOCATIONS	12,033,629	12,280,279	863,581	160,000	196,343	8,397,565	2,662,790

o Community Development Block Grant (CDBG)/Emergency Solutions Grant (ESG)

*Subject to the Sugar – Sweetened Beverage Panel of Experts (POE) allocation.



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GLOSSARY OF BUDGET TERMS

Accounting System - The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

Activity - A unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performance for the purpose of accomplishing a function for which the City is responsible.

Adopted Budget - The budget document formally approved by the City Council.

Allocated Costs – A method for allocating overhead time and other expenses to activities that provide direct services.

Allotments - Management allocation of appropriated funds subject to legal constraints.

Appropriation - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance. An appropriation is usually for a fixed amount and time limited, and must be expended before the deadline.

Assessed Valuation - A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

Authorized Positions - Positions approved by the City Council which may or may not have funding (see Budgeted Positions).

Base Budget – Those resources necessary to meet an established and existing service level.

Basis of Budgeting - Basis of budgeting refers to the method used for recognizing revenues and expenditures in budget. The City uses the modified accrual basis of accounting for budgetary purposes, which is in compliance with Generally Accepted Accounting Principles.

Beginning Fund Balance - Fund balance available in a fund from the end of the prior year for use in the following year.

Bond - A City may raise capital funds by issuing a written promise to pay a specified sum of money, called the face value or principal amount; at a specified date or dates in the future, together with the periodic interest at a specified rate.

Bond Interest and Redemption - Payment of interest and principal on an obligation resulting from the issuance of bonds.

Budget - A planning and controlling document for financial operation with estimates of proposed expenditures and revenues for a given period of time, usually one year. A plan or action expressed in figures.

Budget Calendar - The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

GLOSSARY OF BUDGET TERMS

Budget Document - The official written statement prepared by the budget office and supporting staff.

Budget Message - A general written description summarizing the proposed budget. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

Budget Modification - A change of expenditure levels and corresponding resources needed to accomplish an existing service level or unanticipated service. All budget modifications are reflected in the current year budget and are approved by the City Council through the Annual Appropriations Ordinance.

Budgeted Positions - The number of full-time equivalent positions to be funded in the budget. Example: Funding of two half-time positions would equal one full-time equivalent position.

Budget Supplement - A request for an increase or decrease in an existing service level (over and above the base budget).

Capital Improvement Budget - A plan for capital expenditures and the means of financing them, to be incurred each year over a fixed period of years, to meet capital needs arising from long-term work program. Included are expenditures made for land, building, permanent public works projects, major reconstruction or renovation of structures, and major landscaping or park improvements.

Capital Outlays - Expenditures for the acquisition of capital assets.

Carry-over Balance - Balance of funds brought forward from prior years.

CDBG - The Community Development Block Grant (CDBG) is a federal program for the development of housing and community projects. Funds are awarded to community based agencies on an annual basis to carry out these activities

City Charter - Legal authority approved by the voters of the City of Berkeley under the State of California Constitution establishing the government organization.

Community Agencies - Non-City agencies in Berkeley which provide public services with some financial assistance from the City. These monies may come either from the General Fund, CSBG or CDBG.

Contingency - Funds appropriated by the City Council for unforeseen needs.

Consultants - Fees paid to outside individuals who provide advice or services.

Debt Service - Actual cost of interest and principal on bond maturities as well as revenue anticipation notes.

Description - Contains a list of the typical activities of programs.

Department - An organizational unit comprised of divisions or programs. It is

GLOSSARY OF BUDGET TERMS

possible for a department to be comprised of only one division.

Discretionary Revenue - Money that the City Council has the authority to allocate for any purpose. Often refers to the General Fund, as opposed to Special Funds.

Division - A functional grouping of related activities within a department. There are usually several activities within a division.

Dual Appropriation - Revenue that is initially budgeted for receipt in one fund and subsequently transferred for expenditure in another fund.

Employee Benefits - The cost to the City for contribution to employee retirement, social security, health and workers' compensation programs.

Employee Years - The number of positions that full-time employees would occupy during a regular work period. For example, two half-time employees would constitute one employee year.

Encumbrance - Funds not yet expended and are delegated or set aside in anticipation of an expenditure in the form of a purchase order, contract, or other commitment, chargeable to an appropriation. These funds cease to be an encumbrance when paid.

Enterprise Fund - Established to finance and account for the operation and maintenance of facilities and services which are predominately self-supporting by user charges.

Expenditure - Designates the cost of goods delivered or services rendered, whether paid or unpaid. Where accounts are kept on the accrual or modified accrual basis of accounting, costs are recorded when goods are received or services rendered. Where accounts are kept on a cash basis, expenditures are recognized when the cash payments are made.

Fair Market Value - The value of a piece of real estate in the open market. Used to determine the assessed value of property for taxing purposes.

Fees - A charge to cover the cost of services (e.g., building inspection fee, zoning fee, etc.).

Fiscal Year - A twelve-month period of time to which the budget applies. For the City of Berkeley, this period is from July 1 through June 30.

Fixed Asset - A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000.

Fringe Benefits - Benefits to City employees, in addition to salaries, paid by the City. These benefits include social security, pensions, workers' compensation, unemployment compensation, life and health insurance.

Full Time Equivalency (FTE) - One or more employee positions totaling one full year of service or approximately 2080 hours a year.

Fund - A independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or

GLOSSARY OF BUDGET TERMS

other resources, together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

Fund Balance – Within a specific operating fund, the net of expenditures and revenues.

Funding Source – Identifies fund(s) that will provide resources for City expenditures.

Gas Tax Fund – This fund is required by State law to account for gas tax revenues received from the State and expended for construction and maintenance of City streets.

General Fund - The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use.

General Obligation Bond - A bond whose repayment is guaranteed by pledging all the assets and revenues of a government agency.

General Plan – The General Plan is a long-range planning document that provides the City a framework for action and the direction in which to focus that action. General Plan Elements are areas in which the City has elected to administer and manage the delivery of services to its community.

General Revenue - General sources of income the City collects and receives into the Treasury for public use (e.g., property tax). There are no restrictions as to the use of these monies - often referred to as Discretionary Revenue.

Grant - A contribution from one government unit to another, usually made for a specific purpose and time period.

Illiquid Reserve - Includes the portion of the reserve that represents amounts due to the general fund. For example, grant program expenditures fronted by the general fund represent grants receivable. When departments requests reimbursement for their program expenditures, the grant revenues will be used to reimburse the general fund.

Interfund Transfers - Monies appropriated from one fund to another fund. This is done to reimburse the fund for expenses or to finance the operation of the other fund.

InterDepartmental Charges - Departments charging to perform or provide specific services to other City departments on a cost for services basis. The services performed are charged to the using department.

Internal Service Funds – These are funds used to account for the financing of goods or services provided by one department or program to other departments or programs of the City on a cost-reimbursement basis.

Liquid Reserve - Refers to the portion of the general fund reserve that is available for use.

Lost Time - A measure used by departments to measure excessive absenteeism. It is derived by adding an employee's sick time, workers' compensation, and any other unpaid absences.

GLOSSARY OF BUDGET TERMS

Mandate (Mandated Services) – A legal requirement, usually imposed by State or Federal law. This term is used to refer to City services, which are provided to comply with State or Federal laws.

Materials, Supplies and Services -

Expenditures for materials, supplies and related services which are ordinarily consumed within a fiscal year and which are not included in department inventories.

Municipal Code - A book that contains City Council approved ordinances presently in effect. The Code defines City policies in various categories.

Objectives - Identifies the desired results of the activities of a program.

Operating Budget – A programmatic, financial, and organizational plan for furthering the goals of the City Council through departments of the City, which does not include capital improvement projects.

Operating Expenses – Expenses incurred as a result of day-to-day operations.

Ordinance - A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution. A law set forth by a government authority, specifically, a municipal regulation.

Performance Indicator – A performance indicator is a measurement designed by a reasoning process to determine whether or not a service objective has been met. It measures the effectiveness of achieving the objective or how well the objective has been accomplished.

PERS - Public Employees Retirement System. - A pension plan administered by the State of California for government agencies.

Personnel Expenditures - Salaries and wages paid to employees.

Program Revenues – Revenues received by a department as a result of the services or operations of that department (such as user fees), which are used to finance the related services or programs. Program Revenue is not discretionary (general-purpose) revenue.

Property Tax – California State Constitution Article XIII A provide that the combined maximum property tax rate on any given property equal 1% of its assessed value unless an additional amount has been approved by voters for special taxes or general obligation bonds. The County assesses properties, bills and collects these property taxes. The County remits the City's share, including all penalties and interest.

Property Transfer Tax – This tax is levied at a rate of \$1.50 per \$100 of the value of consideration of equity value transferred. The County collects the tax and the City receives the revenues. The City can use up to one third of the revenue for seismic retrofits. Revenues are dependent on how frequently the

GLOSSARY OF BUDGET TERMS

property is transferred and on the accrued value at the time of transfer.

Proposed Budget - The working document for the fiscal year under discussion.

Purchase Order - Authorizes the delivery of specific goods or services, and incurrence of debt for them.

Redevelopment Agency Fund - This fund accounts for the activities of the Redevelopment Agency of the City, which was created by the City Council and carry out redevelopment plans for designated areas of the City.

Refuse Fund – This fund accounts for the revenues and expenses related to refuse collection and solid waste disposal services.

Repairs and Maintenance - Expenditures for repairs and maintenance of all equipment and supplies, buildings, structures and grounds.

Reserve - An account used to earmark a portion of the fund balance as legally segregated for a specific use.

Resolution - A special order of the City Council that requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval.

Restricted Use Funds – Funds designated for use for a specific purpose.

Revenue Bonds - A type of bond usually issued to construct facilities. The bonds are repaid from revenue produced by the operation of those facilities.

Revenues - Amounts estimated to be available for appropriation during the fiscal year. Included are carry-over balances and new revenues.

Salary Savings - That percentage or dollar amount of salaries which can be expected to be unspent during the fiscal year due to vacancies and employees receiving less than the top-step pay of the classification.

Sales Tax - The City receives one percent of the 9.75% of taxes assessed on retail sales or leases of tangible personal property in the City.

Secured Taxes - Taxes levied on real properties in the City which are "secured" by liens on the properties.

Service Level – Indicates a project's effect on existing levels of service provision or identifies a new service to be provided to the public.

Special Assessment Fund - A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

Special District - Independent unit of local government generally organized to perform a single function.

Specialized Services - Services that are not otherwise categorized, such as

GLOSSARY OF BUDGET TERMS

title searches, police work for private parties, consultant fees, library materials, fringe benefits and loans.

Spending Limitation (Gann Limit) – Article XIII B of the California Constitution establishes a spending limitation on government agencies within California. The spending limit is a mandated calculation of how much the City is allowed to expend in one fiscal year. The amounts of appropriations subject to the limit are budgeted proceeds of taxes. The total of these budgeted revenues cannot exceed the total appropriations limit. Annually, local governments may increase the appropriate limit by a factor comprised of the change in population combined with the California inflation rate as determined by the State Finance Department.

Supplemental Assessment- An assessment of real property occurring after the real property lien date of January 1st of each year as a result of new construction or a change in ownership. The assessor determines the new value of the property based on current market values, and then calculates the difference between the new value and the old value set on January 1st.

Tax Levy - Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation of property.

Tax Rate - The amount of tax levied for each \$100 of assessed valuation.

Transient Occupancy Tax - A 12% tax is levied on charges for occupancy of hotel and motel rooms for stays of 30 days or less. The City's lodging

industry is largely dedicated to serving its industrial base.

Transportation - Transportation and travel-related expenses incurred in the performance of official City business.

Unfunded (Supplemental) Requests - An item for which funding is not included by the City Administrator due to financial limitations, not because the request lacks merit. The Council may act to include them in the final budget, which may require reordering of budget priorities.

Unfunded Liabilities - Unfunded liabilities are defined as identifiable obligations of an organization for which the organization does not have 100% of the funding (cash or other assets) set aside to cover the cost should all obligations become immediately due.

Utility Users Tax – A 7.5% tax is levied on utility billings for gas and electric and intra-state telephone services.

Year-End – This terms means as of June 30th (end of the fiscal year).



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