

PROPOSED FY 2027 & FY 2028 BIENNIAL BUDGET

BUDGET AND FINANCE POLICY
COMMITTEE

MAY 14, 2026



Situational Overview

- *Fiscal Context*
- *History of Structural Deficits*
- *Goal*
- *FY 27 & FY 28 Budget Development Process*
- *Program and Service Impacts*

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- *Expenditures by Categories*

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- *Expenditures by Account Type*
- *Expenditures by Categories*

Proposed FY 27 & FY 28 Staffing

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Situational Overview

Structural deficit and challenges in the General Fund and other funds (i.e., Parking, Marina, Capital Improvement)

Rising costs in personnel, pension, health care, and liability insurance

Labor Negotiations

Inflation

Reliance on one-time sources

Year-end results pending

Deferred maintenance and significant unfunded infrastructure needs.

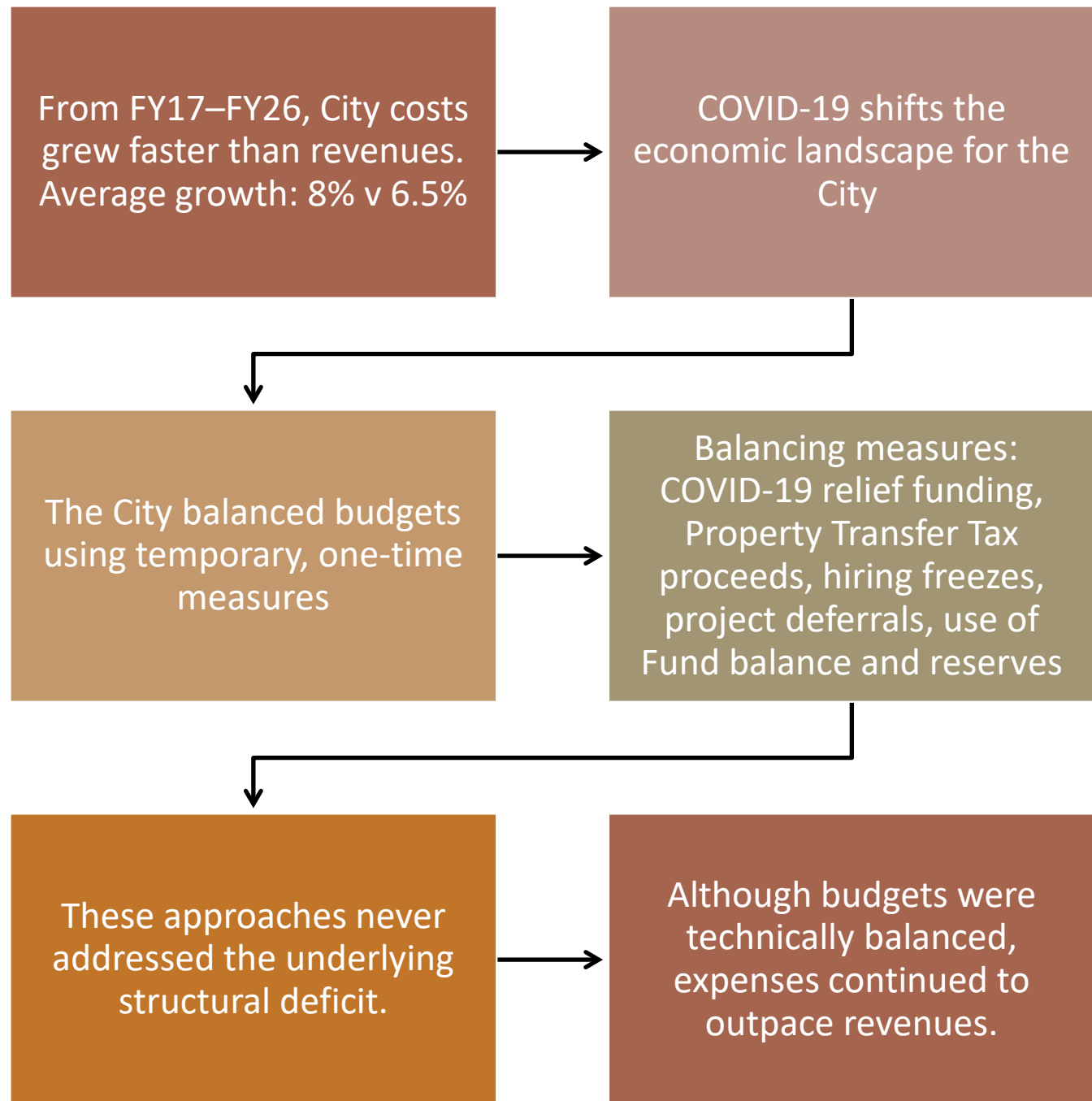
Increased service demands and community expectations

November 2026 ballot measures

State/federal revenue limitations, economic and political uncertainty

FISCAL CONTEXT – IMPACTS & UNKNOWNNS

Did we face deficits before? How did we avoid large scale reductions?



General Fund Budget Deficit History

Fiscal Year	Estimated Deficit	Resolving Measure
2018-2019	\$10 Million	Reset of Property Transfer Tax baseline, transfers from other funds increased, transfers to other funds decreased
2020-2021	\$40 Million	Hiring freeze, no capital investment, and use of \$11M reserves
2022	\$27 Million	Use of \$23M ARPA funds and deferment of large capital projects, equipment purchases and new projects
2023	\$22 Million	Use of Fund Balance and salary savings from vacancies
2024	\$12 Million	Use of Fund Balance and salary savings from vacancies
2025	\$17 Million	Use of Fund Balance, vacancy-related salary savings, use of Sec. 115 Trust and Workers Comp holiday
2026	\$29 Million	Increase in GF revenue, use of Sec. 115 Trust, Workers Comp fund, IT Cost Allocation, Small Sites Reallocation, freezing 45 vacant positions (deleted target salary savings)

FY 27 & FY 28 BUDGET DEVELOPMENT PROCESS

GF Baseline Budgeting Approach

- Based on actual expenditures and projected needs to align with service delivery
- Eliminate inefficiencies and replace outdated budgets
- Base planning on data-driven spending patterns and the real cost of services

The updated General Fund baseline for overtime, hourly, and non-personnel expenses reflects this approach.

Personnel assumptions

- Cost of Living Adjustment (COLA) for Miscellaneous (FY 2027 only, reflects current MOUs)
- No COLA in FY 2028 (subject to change depending on labor negotiations)
- Step and pay band increases for all eligible employees
- All Add Pays associated with employees and specific classifications
- Increases to all benefits, majority of increase from health and pension costs
- Vacant positions budgeted at Step 1
- Frozen positions (45 FTE) part of FY 2026 Mid-Biennial Budget Update not budgeted in FY 2027 and FY 2028

FY 27 & FY 28 BUDGET DEVELOPMENT PROCESS –cont.

Budget Balancing Framework

- GF deficit ranged from \$31.3M (FY 27) to \$29.5M (FY 28) after revenue and expenditure adjustments.
- Citywide effort: 10–12.5% GF reductions, other fund-specific fixes, and revenue ideas.
- Includes strategic cost shifts, non-departmental and other budget refinements, required debt-service support, and parking-fund stabilization.

Use of One-Time GF Resources

- \$2.1M in one-time funds used to smooth deficit.
- \$9.4 M used to sustain services (public safety and youth/adult programs) in FY27 until the outcome of a potential Nov. 2026 Sales Tax measure is known.
- \$0.5 M allocated to employees impacted by budget balancing plan.

FY 2028 Revenue Projection reflects Sales & Use Tax Measure

- Additional budget reductions will be needed if sales and use tax measure does not pass.

Now in the Proposed Budget phase of the Budget process

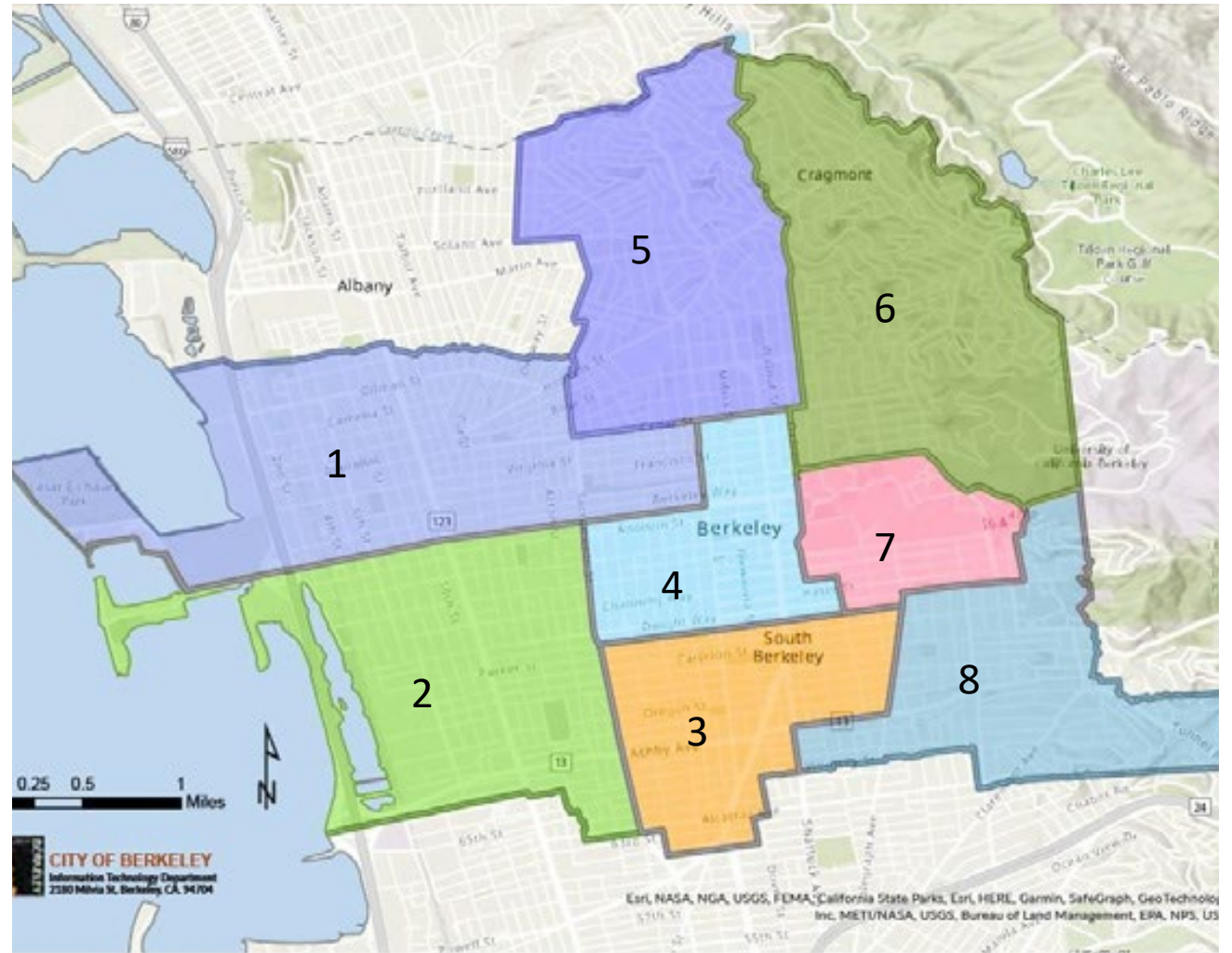
- Continued discussion between staff, Mayor and Council, labor, and the community.

General Fund – Budget Balancing Phase Recap

	FY 2027	FY 2028
Initial Estimate of General Fund Deficit	(\$32,256,300)	(\$33,206,801)
Additional Income From Revenue Projections	\$5,111,718	\$8,291,028
Revised Deficit after Revenue Projections	(\$27,144,582)	(\$24,915,773)
Adjustments to Revised Deficit		
1947 Center Street Debt Service	(\$ 1,630,454)	(\$ 1,623,581)
Parking Funds Stabilization	(\$ 1,050,938)	(\$ 1,050,938)
Adjustments to Non-Departmental	(\$ 1,523,365)	(\$ 1,942,666)
Total Deficit Before Use of One Time Resources	(\$31,349,339)	(\$29,532,958)
Use of One Time Resources	\$2,100,000	\$0
General Fund Deficit after Revenue and Expenditure Adjustments	(\$29,249,339)	(\$29,532,958)

The goal is a recurring, sustainable, structurally balanced budget

- Prioritize core services
- Reduce reliance on one-time / short-term budget balancing measures
- Match one-time resources to one-time needs
- Take proactive steps on the factors we can control
- Ensure long-term fiscal stability
- Pursue revenue enhancements and alternative funding sources, whenever feasible
- Live within our values and live within our means



Program, Service, and Staffing Impacts

Despite nearly \$30 million in General Fund reductions each year, along with reductions in several special funds, the City relied on its values and prioritized minimizing impacts to:

- *Core and essential services, including safety-net services*
- *Community wellbeing*
- *Service continuity and workforce stability*

At the same time, the City focused on:

- *Strengthening the City's long-term fiscal foundation*
- *Achieving a structurally balanced budget*

While the impacts of the balancing plan and Proposed Budget are significant, the City conducted due diligence to mitigate effects wherever possible.

Homelessness Services Overview – General Fund

- Resources continue to be allocated to support a comprehensive approach to addressing homelessness
- Funding provided for 2 of 3 motels in Biennial Budget (Beyond Horizon and Capri)

Proposed Budget Balancing Plan **Reductions**

- City share of outreach worker for DBA
- Seasonal Winter Shelter Program (inclement weather shelter is maintained)
- Social Services Specialist (Vacant)
- BACS STAIR Center

Proposed Budget Balancing Plan **Reallocations**

- Boss Step Up Housing (Measure U1)
- BACS STAIR Center (PLHA)

Measure U1 - Proposed Expenditures

Category	FY 2027	FY 2028
Personnel	\$2,084,923	\$2,150,123
Programs/Services		
Housing Trust Fund	\$1,855,000	\$2,500,000
1740 San Pablo (HTF project with previous U1 Commitment)	4,496,669	0
Ephesians Court (HTF project with previous U1 Commitment)	499,012	0
Capacity Building for Emerging Developers	200,000	200,000
BOSS Step Housing	806,136	768,848
Eviction Defense Center and EBCLC (HHCS and Rent Board)	800,000	800,000
Capri Motel Lease	645,069	0
Total	\$11,386,809	\$6,518,971

Through a combination of reoccurring revenue and fund balance, resources are deployed to support the production of affordable housing, maintaining shelter, supporting emerging developers, and anti displacement activities.

Public Safety Overview - Police



Proposed Budget Balancing Plan Reductions

- Sworn and nonsworn staffing reductions diminishes response to 9-1-1 calls for service and ability to proactively address crime. Increases workload, burnout, and negatively impacts hiring efforts.
- Dispatcher staffing reductions will slow 9-1-1 call-taking and impact reliability. *
- Sworn staffing reductions reduces / eliminates specialty units (Traffic, Community Services, Bicycle Team, and major Detective functions shrink or end) reducing proactive work, investigations, and community engagement. *
- Reduces overtime

Proposed Budget Balancing Plan Reallocations

- Shifts in contracts, software, training, uniforms/gear to special funds

* Use of 1x resources in FY 2027 to prevent elimination of 15 police officers / 6 dispatchers to maintain public safety response.

* FY 2028 revenue projection includes sales & use tax estimated revenue, if measure fails, reduction is needed during the FY 2028 Mid-Biennial Budget Update.

Public Safety Overview - Fire



*Use of 1x resources in FY 2027 to prevent closure of Fire Station 4 and elimination of nine FTEs.

*FY 2028 revenue projection includes sales & use tax estimated revenue, if measure fails, reduction is needed during the FY 2028 Mid-Biennial Budget Update.

Proposed Budget Balancing Plan Reductions

- Fire Station 4 closure slows response times and reduce reliability *
- Delays in project reviews, inspections, and special event permitting
- Ends Street Trauma Prevention, CERT instruction, and disaster preparedness training
- Diminished emergency medical services oversight
- Limited capacity to apply for and monitor grants

Proposed Budget Balancing Plan Reallocations to minimize further impact

- Cost shift some non-personnel contracts from General Fund to other appropriate funding sources
- Cost shift several position funding from General Fund to other appropriate funding sources
- Operational cost shifts reduces critical employee health and wellness programming and education

Health, Housing, & Community Services (HHCS) Overview

Proposed Budget Balancing Plan **Reductions and Reallocations**

- Mental Health & Crisis Response – Mental Health programs right sized after State funding changes and elimination of Mobile Crisis program
- Environmental & Public Health (PH) – Vector Control program eliminated, Heart to Heart program eliminated, Target Case Management and WIC program staffing adjusted, work and cost shifted to preserve services
- Housing & Community Services- Homeless program impacts, no funding extensions for Rising Sun and Supply Bank
- Special Funds & Grants – Loss of grant funding for Aging Services, Public Health, and stop of transfer from Measure GG (from Fire Department) resources allocated to PH Emergency Preparedness

Parks, Recreation, Waterfront Services Overview

Proposed Budget Balancing Plan Reductions

- Addressing GF and Marina Fund deficits and expiring T1 funding results in reduced capacity in recreation, maintenance, and capital project delivery.
- Fewer camps, afterschool slots, pool and community center hours, youth programs, and special events; Therapeutic Recreation ends.*
- Waterfront & capital: Reduced capacity to deliver projects, secure grants, oversee leases, and maintain marina operations.
- Non-personnel: Reduced fire fuel work, outreach and events, department training, and maintenance.

Proposed Budget Balancing Plan Reallocations

- Cost shifting **to other appropriate funds prevented deeper cuts**, but it also strains those funds and may lead to more reduced services, deferred projects, and increased backlog.

*Use of 1x resources in FY 2027 to prevent elimination of three recreation positions to preserve popular youth and adult recreation and other quality of life program.

*FY 2028 revenue projection includes sales & use tax estimated revenue, if measure fails, reduction is needed during the FY 2028 Mid-Biennial Budget Update.

Public Works Services Overview

Proposed Budget Balancing Plan Reductions

- Addresses GF deficit, along with deficits in other funds (Building Maintenance, Parking, CIP) by reduction of 15 FTEs.
- Focus on public safety, legal compliance, and preventing catastrophic infrastructure failure.
- Delays in repairs and facility work, especially for non-emergency work, and reduced support for special events.
- Non-personnel reductions: Cuts security services and defers parking meter upgrades, increasing long-term maintenance issues and revenue risks, and defers capital projects.

Proposed Budget Balancing Plan Reallocations

- Extensive cost shifting **to other appropriate funds prevented deeper cuts**, but it also strains those funds and may lead to more reduced services, deferred projects, and increased backlog.

Other Programs and Services Impacts

City Clerk

- Delay in the software version update for OnBase, reducing captioning costs, and cost shift Boardroom rental.
Elimination of Mobile Crisis Program

CMO

- Reduced communications, DEI work, civic arts, economic development, and administrative

Finance

- Reduced capacity for audits, collections, and system modernization

HR

- Shift to core and compliance-driven model, reduced proactive projects/programs, and employer branding.

IT

- Reduced support for digital infrastructure, deferred modernization projects.

Planning

- Cost shifts several non-personnel cost (mostly internal service charges) to appropriate enterprise funds

Other Impacts – Charter Offices

Mayor and Council

- Reduced overall budget by 12.5% for both fiscal years.

City Auditor

- Reduced training and employee access budget, cost shifting positions to other appropriate funding sources, savings from underfilled and positions on leave.

Office of the Director of Police Accountability

- Reduced overtime budget, conference and travel expenses, supplies, and miscellaneous services

Workforce Impacts

A Personnel-Driven Budget Limits Balancing Options. Choices Get Difficult.

- About 70% of the General Fund baseline budget was staffing, limiting the ability to close the deficit through non-personnel cuts. Other funding sources face similar constraints.
- Departments prioritized eliminating vacant positions and reallocations and only identifying filled positions as a last resort with focus on preserving core services and to support long-term fiscal health.
- The Proposed Budget includes a reduction of 164.33 FTEs (All Funds), of which, 150 FTEs from the Budget Balancing Plan: 45 vacant from FY 2026 plus 85 vacant and 20 filled for the biennial.
- A total of 33.0 FTEs (15 vacant, 18 filled) are preserved by allocating costs to the Sales & Use Tax. **In FY 2027, one-time resources ensure these positions are funded.**
- **In FY 2028, revenue includes projection of the Sales and Use Tax Measure.** In FY 2028, if measure does not pass, additional reductions will be required during the Mid-Biennial Budget Update, could end up with a cumulative reduction in force of 183 FTEs.

Proposed FY 27 & FY 28 – Summary of General Fund

General Fund Budget Status – FY 2027

Baseline - Revised Revenue - Budget Balancing - Proposed

	FY 2027 Baseline	FY 2027 Proposed	Variance	% Increase/Decrease
Revenues	\$297,181,421	\$314,898,507	\$17,717,086	6.0%
Personnel Expenditures	\$224,457,262	\$207,920,092	(\$16,537,170)	-7.4%
Non-Personnel Expenditures	\$104,980,459	\$105,997,195	\$1,016,736	1.0%
Total Expenditures	\$329,437,721	\$313,917,287	(\$15,520,434)	-4.7%
Surplus/(Deficit)	(\$32,256,300)	\$981,220*		

*Proposed surplus is subject to change as the budget is refined. Current estimates reflect a combination of revised revenue projections from 2.26.26, routine budget clean-up that occurs working with departments, added 1x GF resource to revenue, increased indirect cost charges, and budget balancing items

General Fund Budget Status – FY 2028

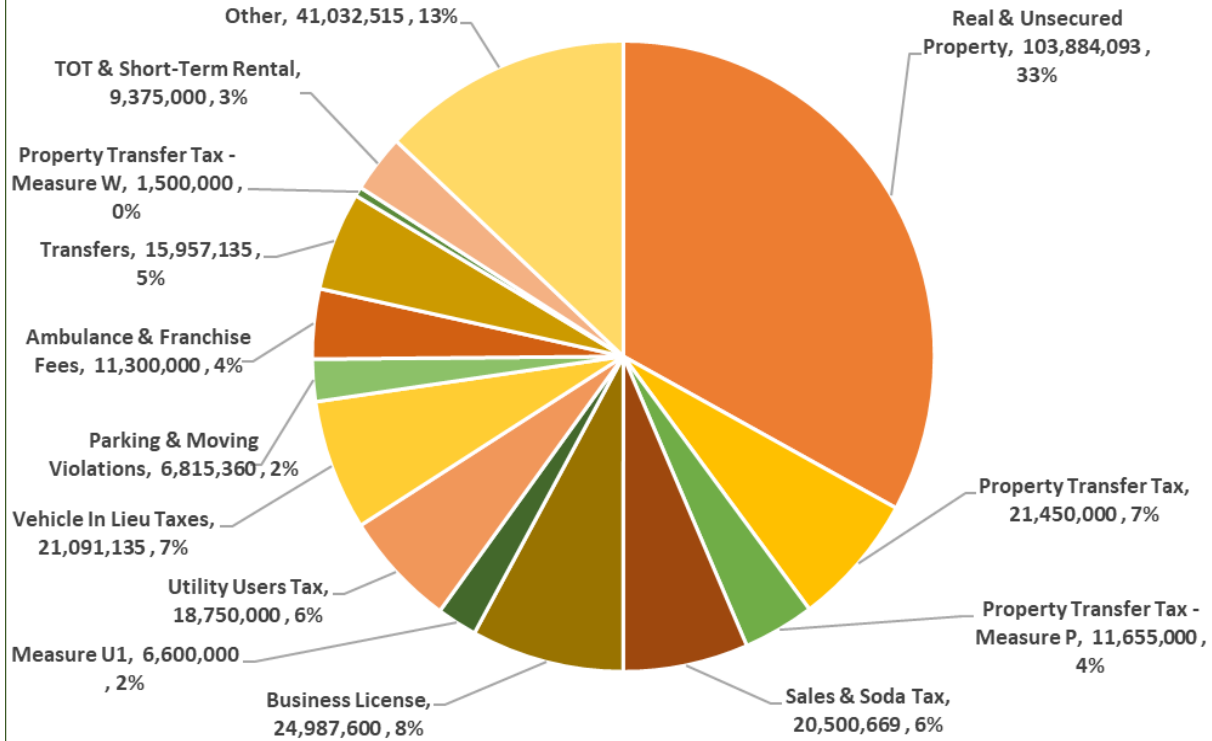
Baseline - Revised Revenue - Budget Balancing - Proposed

	FY 2028 Baseline	FY 2028 Proposed	Variance	% Increase/Decrease
Revenues	\$302,343,897	\$320,288,556	\$17,944,659	5.9%
Personnel Expenditures	\$229,407,084	\$212,945,750	(\$16,461,334)	-7.2%
Non-Personnel Expenditures	\$106,143,614	\$106,642,957	\$499,343	0.5%
Total Expenditures	\$335,550,698	\$319,588,707	(\$15,961,991)	-4.8%
Surplus/(Deficit)	(\$33,206,801)	\$699,849		

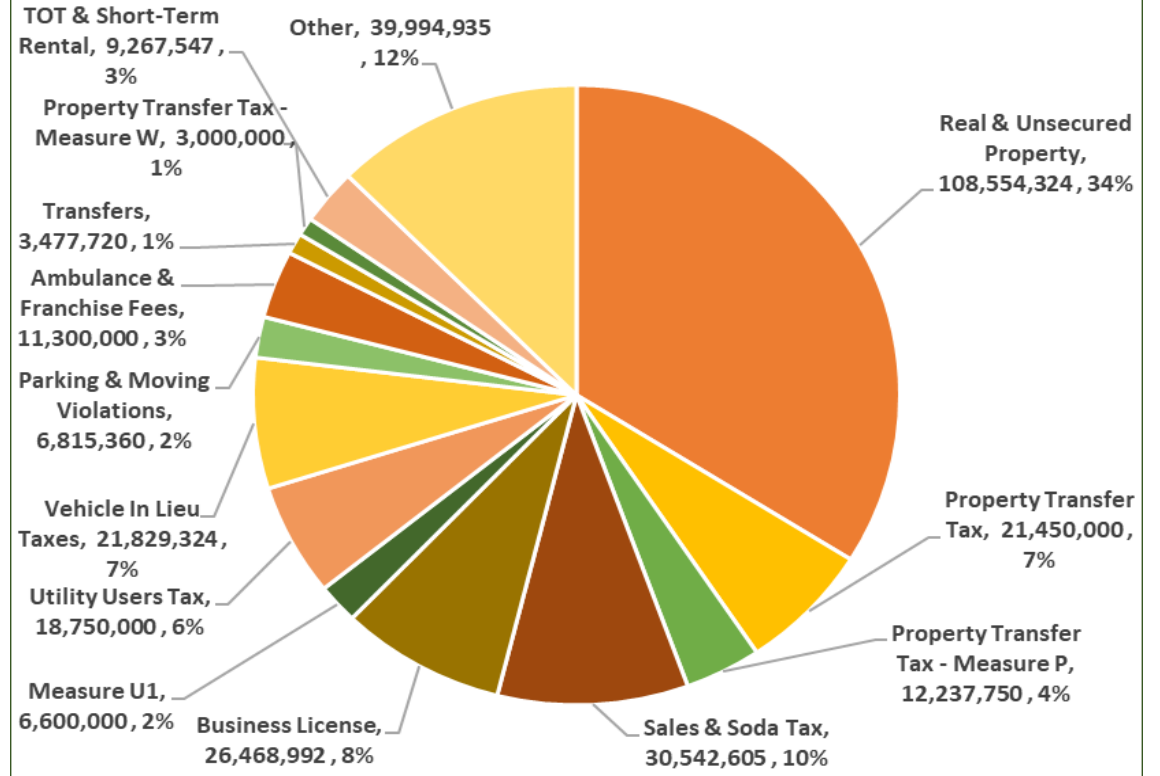
*Proposed surplus is combination of revised projection from 2.26.26, routine budgeting clean-up that occurs in the dept. entry and dept. head level, added 1x GF resource to revenue, increased indirect cost charges, and budget balancing items.

General Fund Revenue by Category

FY 2027 Proposed
\$314,898,507



FY 2028 Proposed
\$320,288,556



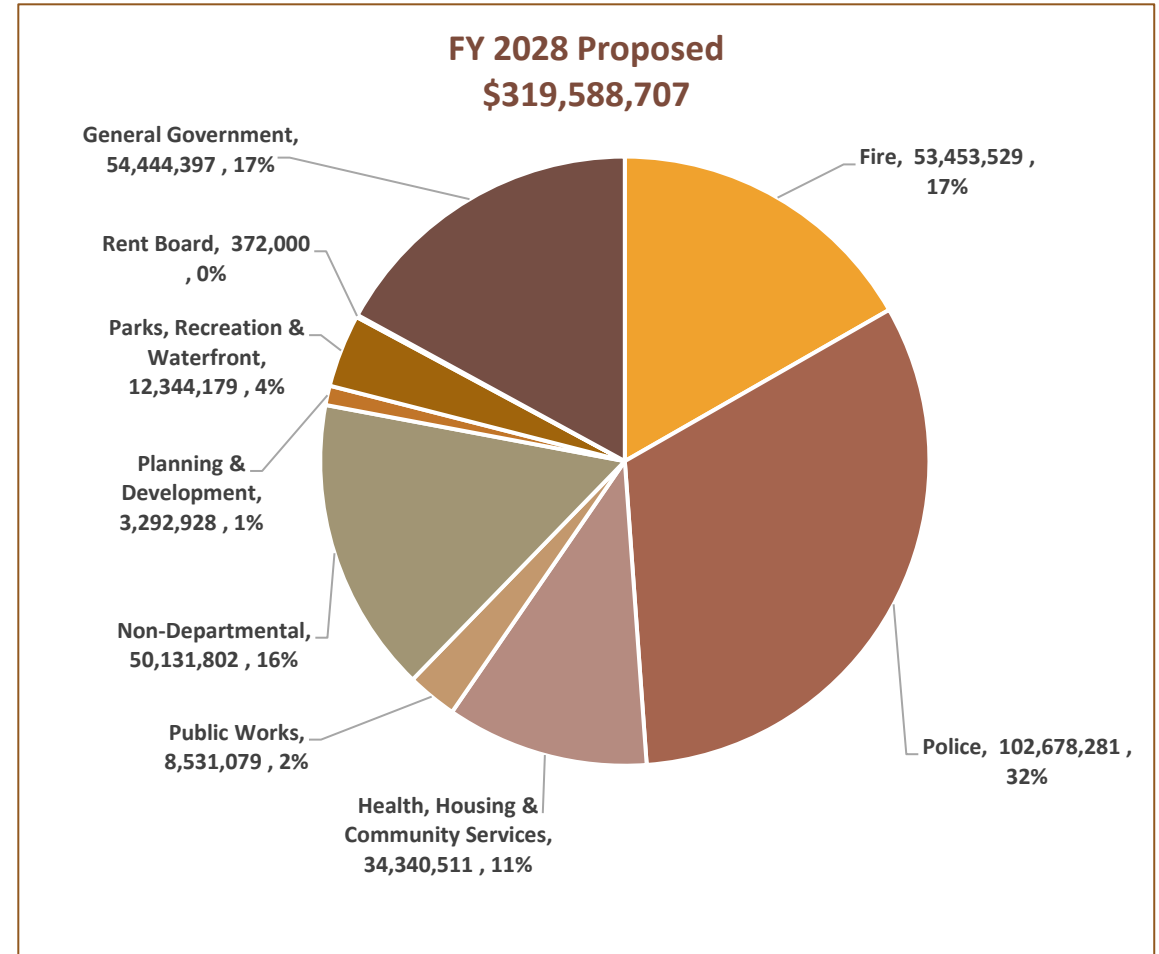
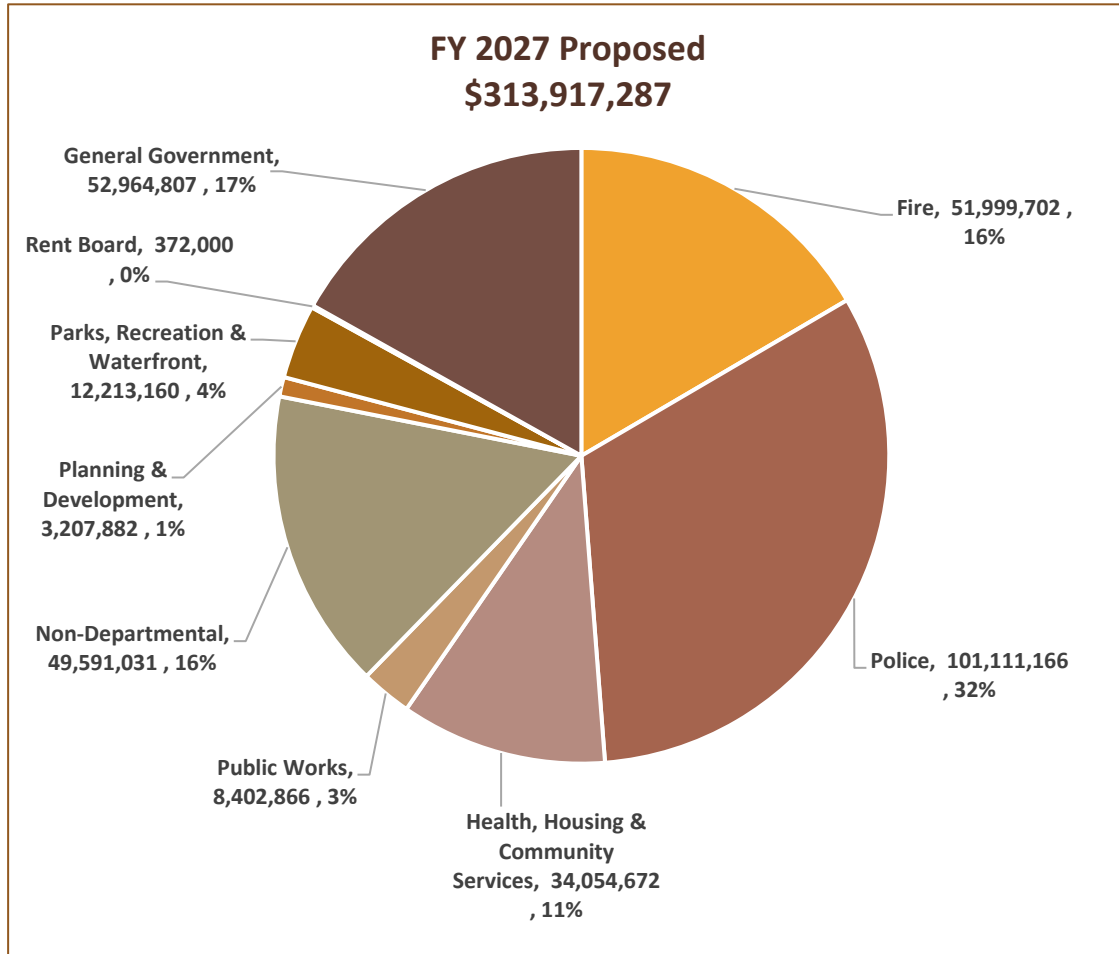
Summary of Proposed Expenditures by Department - General Fund

Department	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	FY 2028 Proposed
City Attorney	5,332,589	6,246,316	6,065,046	7,980,758	8,130,448
City Auditor	3,078,425	3,645,403	3,891,057	3,830,187	3,922,039
City Clerk*	2,114,865	4,376,568	3,044,270	3,715,090	3,763,483
City Manager**	15,438,698	17,809,090	18,030,151	13,936,928	14,442,713
Finance	7,188,353	7,846,983	9,544,384	9,114,584	9,373,892
Fire	48,392,171	56,027,166	49,496,048	51,999,702	53,453,529
Health, Housing & Community Services	36,867,755	35,398,157	32,957,312	34,054,672	34,340,511
Human Resources	3,819,103	4,624,136	4,696,613	4,661,434	4,858,855
Information Technology	1,077,796	1,147,360	1,580,760	965,062	965,062
Library	-	-	-	-	-
Mayor and Council	4,203,792	5,840,753	7,936,134	7,542,519	7,719,768
Non-Departmental	69,050,828	54,753,775	48,568,013	49,591,031	50,131,802
Office of the Director of Police					
Accountability	1,210,483	1,700,439	1,146,056	1,218,244	1,268,137
Planning & Development	3,153,666	4,280,922	3,731,131	3,207,882	3,292,928
Police	85,926,952	88,414,399	101,282,782	101,111,166	102,678,281
Parks, Recreation & Waterfront	12,640,006	11,671,705	11,826,297	12,213,160	12,344,179
Public Works	7,100,535	7,658,572	7,267,204	8,402,866	8,531,079
Rent Board	554,214	97,372	372,000	372,000	372,000
Grand Total	307,150,230	311,539,113	311,435,259	313,917,287	319,588,707

*City Clerk's FY 2028 budget includes election cost that does not occur in FY 2028. This resource will be used to address insurance cost increases

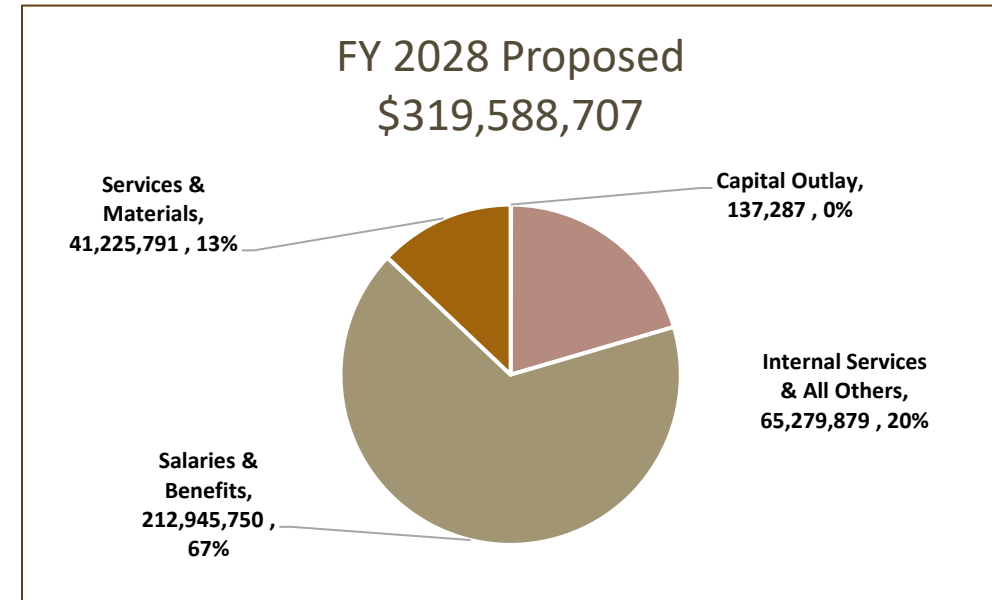
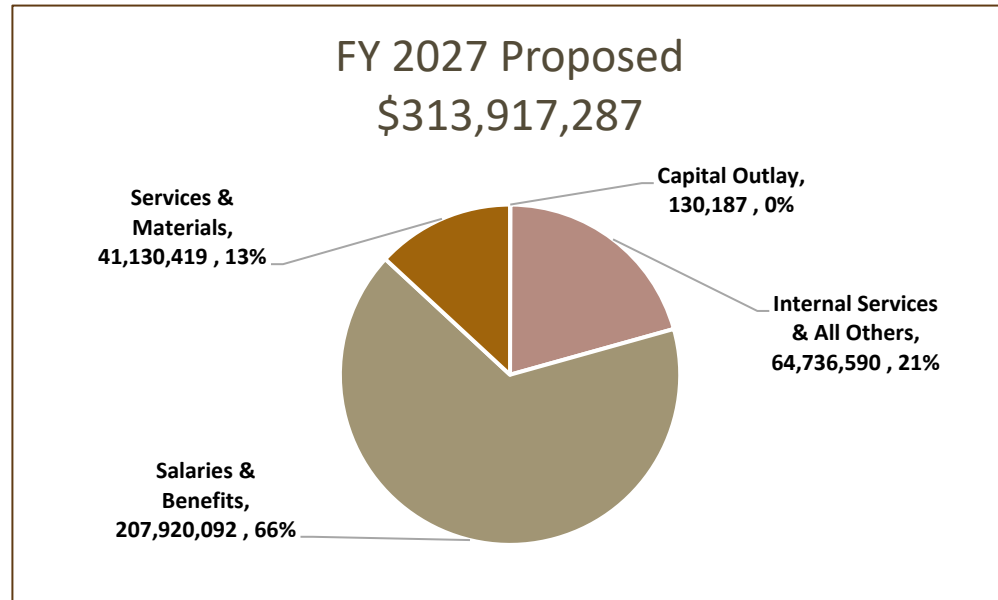
**City Manager's Office Animal Services budget moved to its own fund (Fund 115 – Animal Shelter Fund). CMO's FY 27 & FY 28 Proposed Budget reflects its budget balancing plan plus the Animal services move. Non-departmental partially increased due to a transfer out from CMO GF to Fund 115 Animal Shelter.

Proposed General Fund Expenditure by Department



Proposed General Fund Expenditures by Category

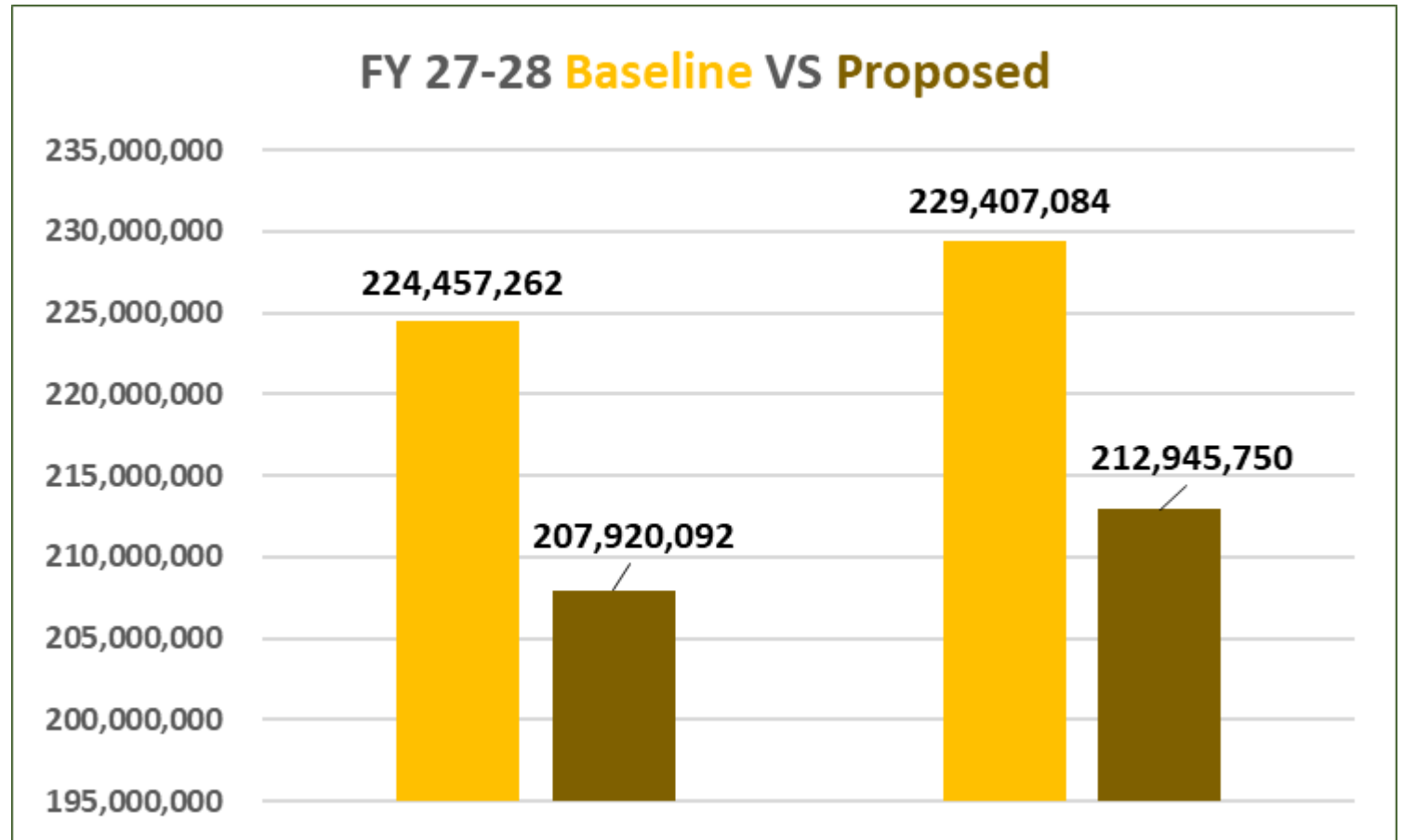
Category	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	FY 2028 Proposed
Capital Outlay	4,078,199	1,431,179	847,661	130,187	137,287
Internal Services & All Others	85,321,322	70,708,522	63,974,566	64,736,590	65,279,879
Salaries & Benefits	173,407,276	187,785,129	210,685,113	207,920,092	212,945,750
Services & Materials	44,343,432	51,614,283	35,927,919	41,130,419	41,225,791
Grand Total	307,150,230	311,539,113	311,435,259	313,917,287	319,588,707



- Salaries & Benefit represent 66% of the total General Fund budget in FY 2027 and 67% in FY 2028

General Fund Personnel Budget by Category

Balancing avoided major cost growth and achieved structural balance.



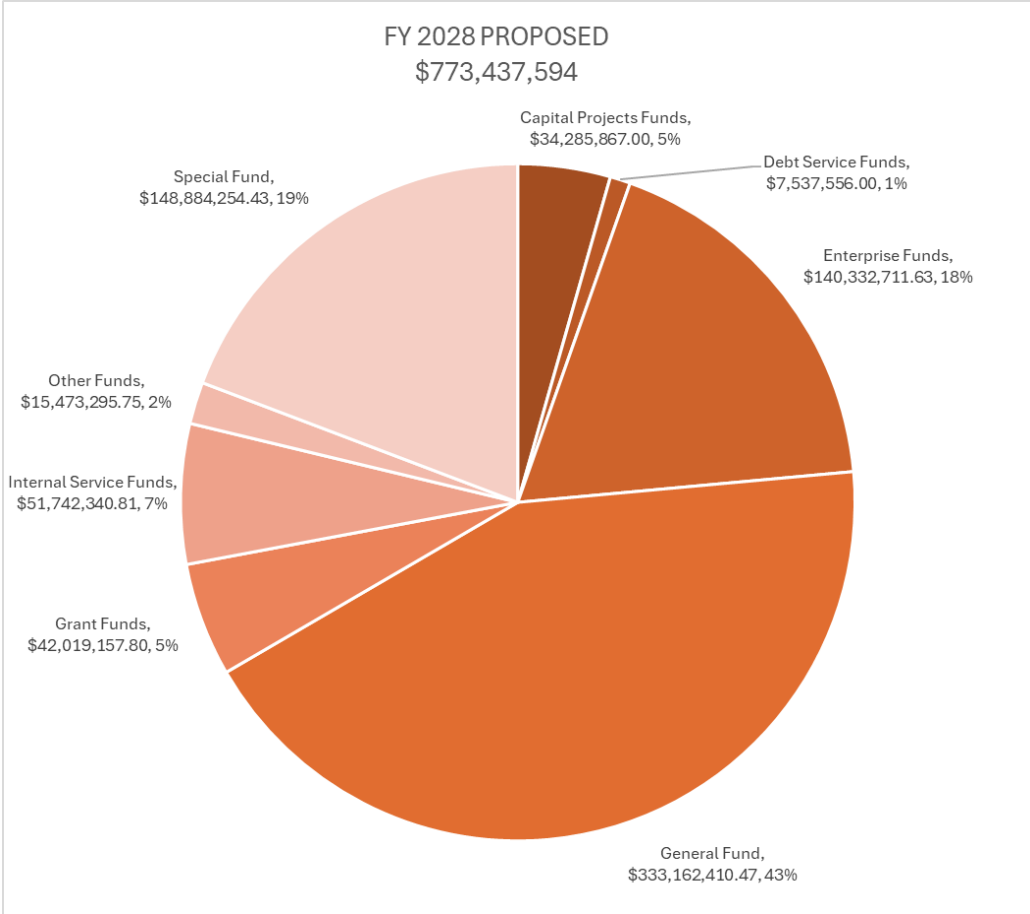
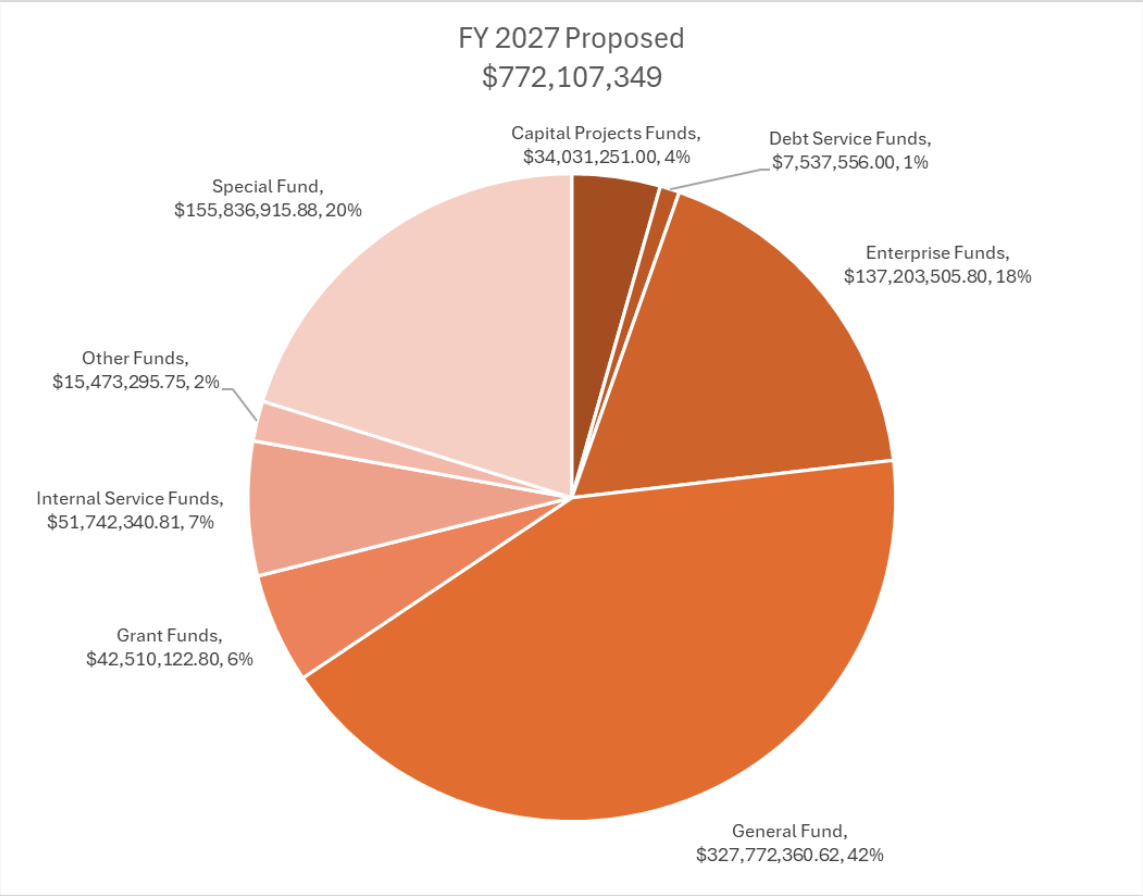
Proposed FY 27 & FY 28 – Summary of All Funds

Summary of Revenue – All Funds by Funding Source

Fund Type	2026 Adopted	2027 PROPOSED	2028 PROPOSED
Capital Projects Funds	\$34,323,934.00	\$34,031,251.00	\$34,285,867.00
Debt Service Funds	\$7,537,556.00	\$7,537,556.00	\$7,537,556.00
Enterprise Funds	\$134,831,492.77	\$137,203,505.80	\$140,332,711.63
General Funds*	\$324,209,113.17	\$327,772,360.62	\$333,162,410.47
Grant Funds	\$44,398,880.56	\$42,510,122.80	\$42,019,157.80
Internal Service Funds	\$51,742,340.81	\$51,742,340.81	\$51,742,340.81
Other Funds	\$15,473,295.75	\$15,473,295.75	\$15,473,295.75
Special Funds	\$152,614,598.08	\$155,836,915.88	\$148,884,254.43
Grand Total	\$765,131,211.14	\$772,107,348.66	\$773,437,593.89

*General Funds include Fund 011 and other discretionary funds (Funds 011 to 099) in the general fund family such as Payroll Deduction Trust and Measure U1.

Proposed All Funds Revenue by Funding Source

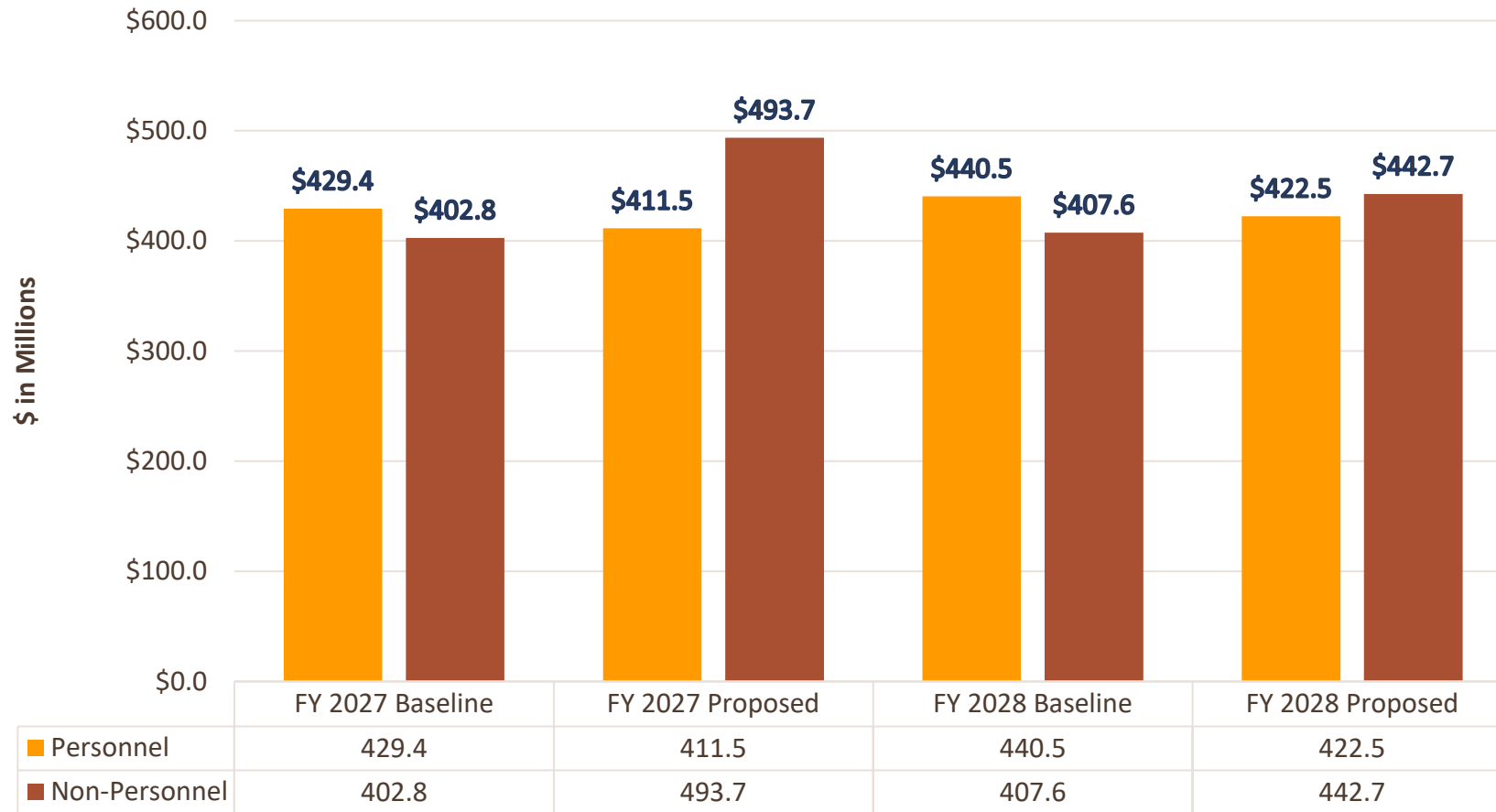


Summary of Expenditures by Department - All Funds

Department	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Proposed	FY 2028 Proposed
Mayor and Council	4,203,792	5,840,753	7,936,134	7,542,519	7,719,768
City Auditor	3,157,444	3,686,754	3,934,495	4,014,900	4,155,307
Rent Board	7,028,903	7,682,929	10,074,940	9,579,554	9,764,186
Office of the Director of Police Accountability	1,210,483	1,700,439	1,146,056	1,218,244	1,268,137
City Manager	22,096,549	25,266,724	23,399,636	23,081,446	23,038,965
Library	24,026,043	25,859,095	33,865,077	34,365,131	31,293,695
City Attorney	9,112,692	9,353,380	9,825,142	11,740,854	11,890,544
City Clerk	2,823,822	4,908,450	3,709,023	4,387,560	4,442,419
Finance	8,938,144	9,836,330	12,026,929	11,585,018	11,890,064
Human Resources	5,551,340	6,600,558	6,804,564	6,700,330	7,008,628
Information Technology	15,298,230	20,189,882	24,019,890	19,978,807	20,371,561
Health, Housing & Community Services	108,295,302	97,486,043	119,850,769	165,498,829	153,980,699
Parks, Recreation & Waterfront	48,266,958	59,806,044	52,502,355	52,169,781	49,722,942
Planning and Development	26,533,191	28,954,317	34,631,009	34,391,855	34,899,876
Public Works	149,296,617	168,988,224	187,063,884	234,458,957	213,420,904
Police	90,716,174	93,777,039	106,237,136	106,898,286	108,497,860
Fire	68,731,246	83,215,996	78,273,290	79,042,106	81,368,163
Non-Departmental	133,946,419	135,407,033	113,913,030	98,535,848	90,520,021
Grand Total	729,233,350	788,559,989	829,213,359	905,190,026	865,253,739

FY 2027 & FY 2028 All Funds Budget (Baseline vs Proposed)

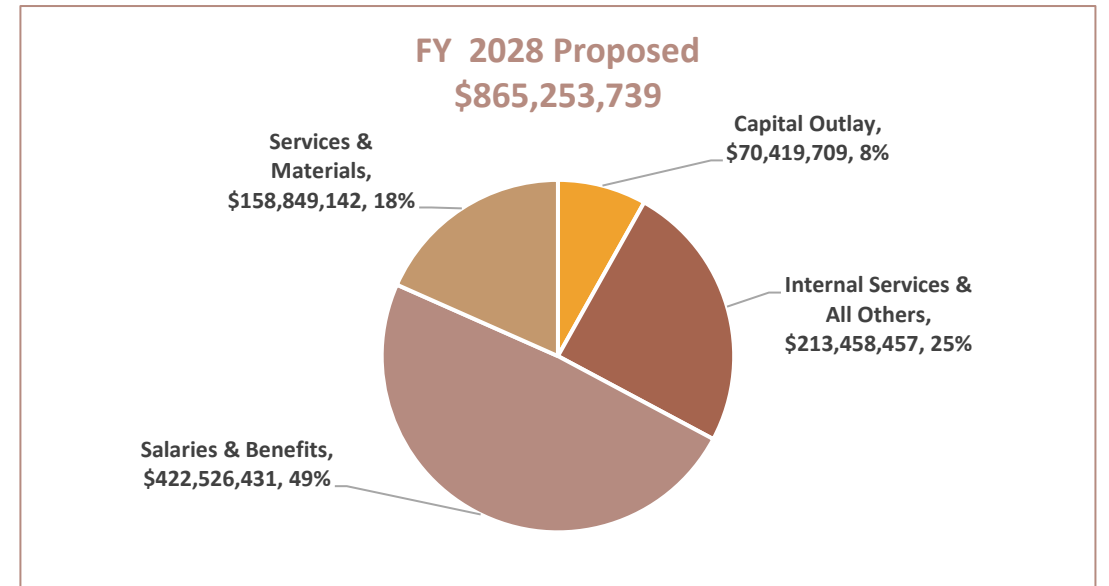
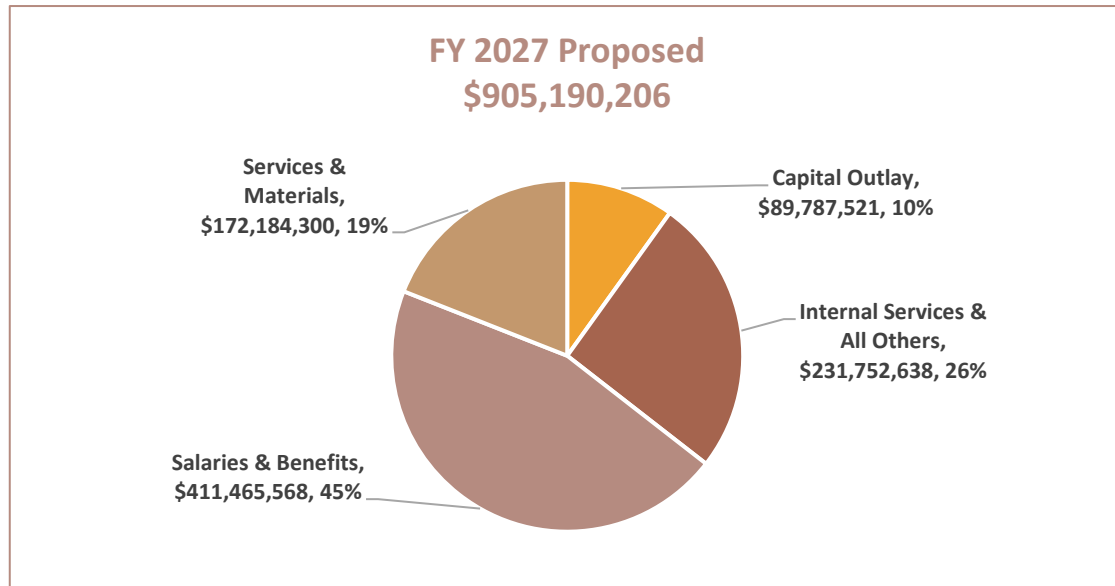
All Funds Proposed Budget
FY 2027 \$905.2 million, FY 2028 \$865.3 million



Personnel Non-Personnel

Proposed All Funds Expenditures by Category

Category	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Adopted	FY 2027 Proposed	FY 2028 Proposed
Capital Outlay	\$44,560,352	\$58,454,365	\$57,336,395	\$89,787,521	\$70,419,709
Internal Services & All Others	\$186,342,714	\$177,883,392	\$187,421,580	\$231,752,638	\$213,458,457
Salaries & Benefits	\$341,001,654	\$370,872,889	\$423,510,403	\$411,465,568	\$422,526,431
Services & Materials	\$157,328,630	\$181,349,343	\$160,944,981	\$172,184,300	\$158,849,142
Grand Total	\$729,233,350	\$788,559,989	\$829,213,359	\$905,190,026	\$865,253,739



Proposed FY 27 & FY 28 Staffing

FY 2027-2028 Proposed Staffing

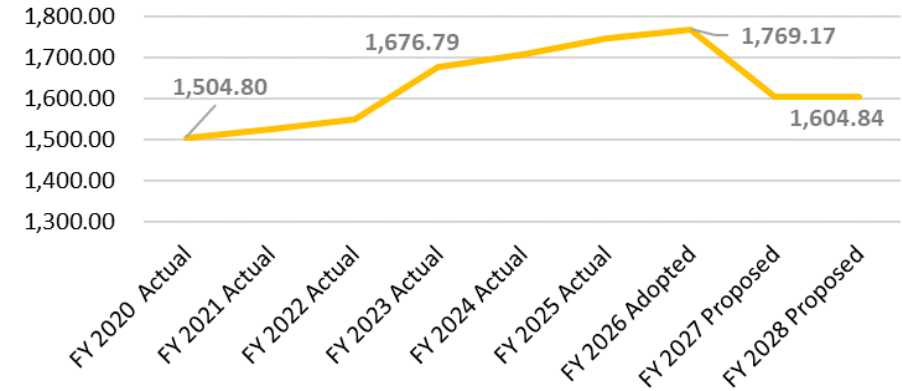
DEPARTMENT	FY 2027 Proposed			FY 2028 Proposed		
	Total FTE Count	General Fund	All Other Funds	Total FTE Count	General Fund	All Other Funds
City Attorney	19.00	19.00	0.00	19.00	19.00	0.00
City Auditor	15.75	14.83	0.92	15.75	14.69	1.06
City Clerk	9.00	8.43	0.57	9.00	8.43	0.57
City Manager	44.00	29.45	14.55	44.00	29.45	14.55
Finance	48.00	39.25	8.75	48.00	39.25	8.75
Fire Department	190.00	137.33	52.67	190.00	137.33	52.67
Health, Housing & Community Services	195.00	65.27	129.73	195.00	65.57	129.43
Human Resources	24.00	16.20	7.80	24.00	16.20	7.80
Information Technology	45.00	0.00	45.00	45.00	0.00	45.00
Library	131.05	0.00	131.05	131.05	0.00	131.05
Mayor and Council	23.00	23.00	0.00	23.00	23.00	0.00
Office of the Director of Police Accountability	4.00	4.00	0.00	4.00	4.00	0.00
Parks, Recreation & Waterfront	114.00	25.50	88.50	114.00	25.50	88.50
Planning & Development	105.04	11.86	93.18	105.04	11.86	93.18
Police Department	272.00	250.00	22.00	272.00	250.00	22.00
Public Works	337.00	18.79	318.21	337.00	18.79	318.21
Rent Board	29.00	0.50	28.50	29.00	0.50	28.50
Grand Total	1,604.84	663.41	941.43	1,604.84	663.57	941.27

- Full-Time Equivalent (FTE) of 1,604.84. Public Works, Police, HHCS, and Fire are the largest.
- General Fund pays for 663 FTE (41% of all positions) in FY 2027 and FY 2028.
- Other Funds account for 941 FTE (59% of all positions) in FY 2027 and FY 2028
- The Proposed Budget includes a reduction of 164.33 FTEs (All Funds), of which, 150 FTEs from the Budget Balancing Plan: 45 vacant from FY 2026 plus 85 vacant and 20 filled for the biennial.

Summary of Staffing by Department

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Adopted	FY 2027 Proposed	FY 2028 Proposed
City Attorney	15.00	15.00	15.00	17.00	17.00	20.00	20.00	19.00	19.00
City Auditor	13.50	13.75	13.50	14.75	15.75	15.75	15.75	15.75	15.75
City Clerk	10.00	10.00	10.00	10.00	10.00	10.00	10.00	9.00	9.00
City Manager	44.50	46.50	47.50	53.50	54.50	56.00	57.00	44.00	44.00
Finance	49.00	50.00	51.00	56.00	56.00	56.00	56.00	48.00	48.00
Fire Department	153.00	153.00	153.00	203.00	205.00	202.00	214.00	190.00	190.00
Health, Housing & Community Services	205.70	216.90	220.10	225.10	238.20	248.20	253.20	195.00	195.00
Human Resources	22.00	22.00	22.00	22.00	26.00	26.00	27.00	24.00	24.00
Information Technology	45.00	46.00	47.00	52.00	51.00	51.00	51.00	45.00	45.00
Library	111.10	111.10	114.85	114.85	118.60	133.05	131.18	131.05	131.05
Mayor and Council	15.00	15.00	15.00	19.00	19.00	23.00	23.00	23.00	23.00
Office of the Director of Police Accountability *	0.00	0.00	4.00	5.00	6.00	6.00	6.00	4.00	4.00
Parks, Recreation & Waterfront	102.75	104.25	107.25	113.00	113.00	113.00	114.00	114.00	114.00
Planning & Development	93.40	94.70	100.33	106.04	108.04	108.89	109.04	105.04	105.04
Police Department	279.00	279.00	281.00	302.00	302.00	302.00	302.00	272.00	272.00
Police Review Commission *	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Works	320.50	322.00	323.00	340.00	341.94	349.94	351.00	337.00	337.00
Rent Board	22.35	22.35	24.55	23.55	25.00	26.00	29.00	29.00	29.00
Full Time Equivalent Employee (FTE) Total	1,504.80	1,524.55	1,549.08	1,676.79	1,707.03	1,746.83	1,769.17	1,604.84	1,604.84

Full Time Equivalent Employee (FTE)
Total



Over-all staffing trend from FY 2020 to FY 2026 had a steady incline ranging from 1.28% to 8.24%.

FY 2027-2028 proposed staffing levels decreased by 9.29% (164.33 FTEs) compared with the FY 2026 adopted staffing level.

Reduction in Force (RIF) – 150 FTE cumulative reduction in General Fund (45 FTE in FY26 and 105 FTE in FY27-28).

* Police Review Commission has become the Office of the Director of Police Accountability in FY 2022.

Next Steps and Discussion

Next Steps | Illustrative Timeline

The planned action items noted below may be adjusted based on the actual budget process.

May 2026

May 14th and 28th

Budget and Finance Committee Meetings

May 19th

City Council Public Hearing re: Proposed Biennial Budget

June 2026

June 9th

Council meeting Public Hearing re: CIP

June 16th

Potential discussion at Council regarding Biennial Budget and CIP

June 23rd

Council Meeting to adopt FY 27/28 Biennial Budget and 5-year CIP

July 2026

July 1st

FY 27 begins and the adopted budget balancing measures take effect

July 2nd

Employees impacted by the adopted Budget receive Notice

Discussion of the Proposed FY 2027 and FY 2028 Biennial Budget

Thank you.