



Office of the City Manager

ACTION CALENDAR  
June 28, 2022

To: Honorable Mayor and Members of the City Council  
From: Dee Williams-Ridley, City Manager  
Submitted by: Sharon Friedrichsen, Budget Manager  
Subject: FY 2023 & FY 2024 Biennial Budget Adoption

RECOMMENDATION

Adopt a Resolution:

1. Adopting the FY 2023 & FY 2024 Biennial Budget as contained in the City Manager's FY 2023 & FY 2024 Proposed Biennial Budget that includes the Proposed Capital Budget, presented to Council on June 14, 2022, and as amended by subsequent Council action.
2. Authorizing the City Manager to provide applicable advances to selected community agencies receiving City funds in FY 2023, as reflected in Attachment 2 to the report, and as amended by subsequent Council action.

FISCAL IMPACTS OF RECOMMENDATION

The proposed City expenditure budget for all funds in FY 2023 is \$ 733,086,531 (gross appropriations) and \$ 616,642,121 (net appropriations). The General Fund (Funds 011-099) total is \$287,568,533 and the balance of \$445,517,998, including Measure P and U1 expenditures, and represents the other non-discretionary funds. This fiscal information will be reflected in a separate Annual Appropriation Ordinance on the City Council's agenda on June 28, 2022.

CURRENT SITUATION AND ITS EFFECTS

The development of the biennial budget for Fiscal Years 2023 and 2024 began in September 2021 with preparations leading to the inaugural use of the budget development module within the City's new financial system. Over the next several months, departments worked with the City Manager's Office to develop their baseline budget and funding requests, which were presented to the City's Budget and Finance Policy Committee and subsequently to the City Council as part of the Fiscal Years 2023 and 2024 ("FY 23 and FY 24") Proposed Budget. The City Council received the balanced FY 23 and FY 24 Proposed Budget, inclusive of the City Manager's funding recommendations, on May 31, 2022.

The FY 23 and FY 24 Proposed Budget includes the General Fund Budget, which represents the City's general-purpose revenues and discretionary spending on various citywide programs, projects and services. Proposed expenditures for FY 23 total \$263.3 million, decreasing to \$256.1 million in FY 24. The planned expenses are offset by revenues and various balancing strategies resulting in a balanced budget.

	Fiscal Year 2022 Adopted	Fiscal Year 2023 Proposed	Fiscal Year 2024 Proposed
All Revenues	236,066,707	263,409,219	245,077,313
Less Revenues*	(22,120,350)	(35,435,922)	(35,435,922)
<b>Baseline Revenues</b>	<b>213,946,357</b>	<b>227,973,297</b>	<b>209,641,391</b>
All Expenditures	234,754,491	247,131,978	249,539,772
Less Expenditures*	(20,808,520)	(17,940,382)	(17,735,757)
<b>Baseline Expenditures</b>	<b>213,945,971</b>	<b>229,191,596</b>	<b>231,804,015</b>
<i>Initial Baseline Projected Surplus/(Deficit)</i>		(1,218,299)	(22,162,624)
Recommended Tier 1 Funding		30,072,013	22,798,718
Supplement to Replenishing Reserves		3,000,000	1,500,000
<b>Revised Baseline* Expenditures</b>		<b>263,263,609</b>	<b>256,102,733</b>
<i>Balancing Strategies</i>		(35,364,529)	(46,482,839)
<b>Projected Surplus/(Deficit)</b>	<b>386</b>	<b>74,216</b>	<b>21,496</b>

\*Less Measure P and U1

The FY 23 and FY 24 Proposed Budget, including Tier 1 Funding Recommendations, addresses several Council priorities and fiscal policy objectives including:

- Continuation of core baseline services that restored funding for positions held vacant in FY 22, including 23 sworn officers within the Police Department, and continuation of the Homelessness Response Team and Downtown Street Team;

- Funding for the Reimagining Public Safety pilot program, including funding to establish the Diversity, Equity and Inclusion Unit within the City Manager's Office;
- Funding for staffing and operations across the organization to enhance revenues and leverage grant opportunities; to address additional health and public safety initiatives within Fire, HHCS, Parks, Recreation and Waterfront, Planning and Public Works; to support affordable housing of the BART sites and other redevelopment opportunities; to provide oversight of the encampment grant, Project RoomKey and other services for the unhoused; to advance climate change initiatives and to implement operational efficiencies;
- Funding of \$14.1 million and \$13.4 million respectively in each fiscal year toward capital projects intended to accomplish the following goals:
  - Address the deferral of funding in FY 21 toward capital needs;
  - Increase the baseline for Parks, Recreation and Waterfront;
  - Provide additional funding to Public Works for street paving;
  - Begin initial funding to increase the baseline for multi-year projects such as facilities deferred maintenance and accessibility improvements;
  - Tackle a variety of one-time critical public safety capital needs such as the Jail Control Panel Replacement project, the Waterfront piling project; the Telegraph/Channing Garage Elevator Repairs, and various traffic claiming and improvement projects; and
  - Enhance efficiencies and revenues through projects such as the Paperless Contracts Workflow System and business license system.
- Allocation of \$2.0 million to the Section 115 Trust in each fiscal year to address pension liabilities and an allocation of approximately \$5.0 million each fiscal year to replenish and build reserves.

#### ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

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

Sharon Friedrichsen, Budget Manager, City Manager's Office, 981-7000

#### Attachments:

- 1: Resolution: Adopting FY 2023 and FY 2024 Budget  
Exhibit A: FY 2023 and FY 2024 Proposed Budget (May 31, 2021)
- 2: Community Agency Contract Advances

RESOLUTION NO.

ADOPTING THE CITY OF BERKELEY BUDGET UPDATE FOR  
FISCAL YEAR 2023 and 2024

WHEREAS, on May 31, 2022, the City Manager presented to the City Council the Fiscal Year 2023 and Fiscal Year 2024 (“FY 2023 and FY 2024”) Proposed Budget; and

WHEREAS, the City Council held a series of meetings to consider the Proposed Budget Update, including public hearings held on May 31, 2022 and June 14, 2022; and

WHEREAS, members of the City Council presented recommended revisions to the Proposed Biennial Budget at the Council meeting on June 28, 2022; and

WHEREAS, in addition to formal budget adoption, City Council action is required to authorize advances for select community agencies receiving funds in FY 2023. The advances are to be equivalent to 25% of the agency’s allocation.

NOW THEREFORE, BE IT RESOLVED, that the Council of the City of Berkeley adopts the FY 2023 and FY 2024 Budget contained in the City Manager’s FY 2023 and FY 2024 Proposed Budget presented to Council on May 31, 2022 and as amended by subsequent Council action on June 28, 2022.

BE IT FURTHER RESOLVED that the appropriations constituting the FY 2023 Adopted Budget will be reflected in a separate FY 2023 Annual Appropriation Ordinance, as required by Charter.

BE IT FURTHER RESOLVED, that the City Manager is authorized to execute contracts and /or amendments, as necessary, to provide advances to selected community agencies receiving City funds in FY 2023.

BE IT FURTHER RESOLVED, that the City Manager is authorized to use the following invoicing/reporting system in contract administration, but maintains the discretion to amend these requirements depending on risk factors associated with past performance, the amount and type of funding an agency receives, and/or whether or not an agency is a new grantee:

Agencies receiving under \$50,000 in General Fund to provide the following services:

1. Drop-In services only with no intensive case management, meal programs, outreach programs, or recreation programs:
  - Statements of Expense are required quarterly and a General Ledger is required at fiscal year-end; and
  - An end-of-year narrative summary of accomplishments.
2. All other agencies receiving General Fund only:
  - Statements of Expense are required quarterly and a General Ledger is required at fiscal year-end; and
  - Program Reports are required semi-annually.
3. Agencies with State and/or Federal Funding:
  - Statements of Expense are required quarterly and a General Ledger is required at fiscal year-end; and
  - Program Reports are required quarterly.

BE IT FURTHER RESOLVED, that the City Manager is authorized to refuse to execute or amend a contract with any agency that has not provided required contract exhibits and documentation within 60 days of award of funding.

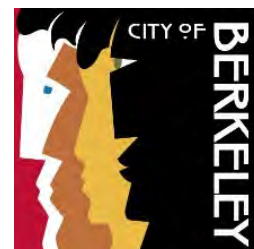
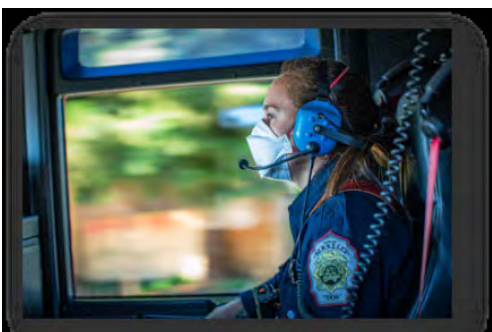
BE IT FURTHER RESOLVED, that the City Manager is authorized to execute other resultant agreement and amendments with other agencies relating to receipt and expenditure under CDBG or CSBG Program in accordance with the proposals for community agency funding approved through the budget process. A record copy of said contracts and any amendments are on file with the Office of the City Clerk.

Exhibits

Exhibit A: FY 2023 and FY 2024 Proposed Budget (May 31, 2021)



PROPOSED BUDGET FISCAL YEARS 2023-2024



CITY OF BERKELEY



Office of the City Manager

May 31, 2022

Honorable Mayor Jesse Arreguín and Members of the City Council:

The City Manager's Fiscal Years 2023 and 2024 Proposed Budget ("FY 23 and FY 24 Proposed Budget") for the City of Berkeley is submitted herein for your review and consideration. Over the course of the next several weeks, both the Budget and Finance Policy Committee and City Council will hold several meetings and public hearings on the contents of the Proposed Budget subsequent to adoption. The budget is anticipated to be adopted on June 28, 2022, prior to the statutory deadline of June 30, 2022.

As a result of the economic impact of the coronavirus pandemic, the Fiscal Year 2022 Budget was adopted for one fiscal year. The FY 23 and FY 24 Proposed Budget is characterized by the return to the development of a biennial budget. However, similar to FY 22, the FY 23 and FY 24 Proposed Budget continues to reflect the challenges associated with COVID-19 on operations and revenue.

### *Operating Factors and Challenges*

The department budget narratives contained within this document illustrate the ongoing impacts of the pandemic on operations. These narratives highlight the variety of strategies used by departments to continue to provide excellent service during the pandemic, including while adhering to social distancing protocols. Department narratives describe hybrid approaches delivering a combination of virtual and in-person services moving forward in order to enhance customer service, meet new service delivery expectations and improve operational efficiencies.

In addition to the pandemic, impacts to the provision of services and the implementation of programs and projects are compounded by staffing vacancies due to the phenomena known as the "Great Resignation" that both private and public sector organizations are facing. Another recent operational challenge relates to inflationary pressure increasing the cost and limiting the availability of various services and supplies. These factors are anticipated to continue into the next fiscal years and expenditures within the General Fund operating baseline budget reflect cost increases as well as anticipated savings from vacancies.

On the revenue-side, while revenues are projected to continue to improve, some General Fund revenues, such as sales and use tax and transient occupancy tax, still lag

in terms of pre-pandemic levels of performance. The City of Berkeley received federal funding under the American Rescue Plan Act (ARPA) of 2021 of approximately \$66.6 million, used in part to help offset revenue losses and balance FY 22. The Proposed Biennial Budget recommends deferring the partial use of remaining ARPA funds until FY 24 as part of a series of strategies to balance the General Fund baseline budget. Additional budget balancing strategies are outlined later within this transmittal.

### *Budget Strategies*

Consistent with prior years, the following budget strategies guided the development of the FY 23 and FY 24 Proposed Budget:

1. *Continue serving the community.* Public health and safety functions, as well as essential municipal services will be preserved to the maximum extent possible. In so doing, the City will make every effort to avoid service and workforce reductions.
2. *Live within our means.* Strive for long-term sustainability that aligns available resources with needs and the City's values that embrace a commitment to advancing racial and social equity, serving those who are most in need, and environmental sustainability.
3. *Identify expenditures that can be deferred.* Take a deferment first approach by thoroughly assessing expenditures with a special emphasis on large capital projects, equipment purchases, and new projects.
4. *Pursue other revenue and assistance.* Vigorously pursue cost recovery efforts, secure alternative sources of revenue, and be positioned to capitalize on federal and state assistance.
5. *Manage use of, and replenish, reserves.* In drawing on reserves, the City will adopt a long-term orientation to ensure that funds are available for the duration of the economic downturn. The City will look to its existing policies to ensure that any reserves that are utilized are restored when the economy improves.
6. *Be data-driven and transparent.* Budget decisions will be informed by data and be transparent. Staff will work collaboratively with the Budget and Finance Policy Committee with on-going communication and updates provided to the entire City Council.

### *Proposed All Funds Budget*

Table 1 below summarizes the Citywide Proposed (All Funds) Budget. The Proposed All Funds Revenue Budget decreases by \$2.8 million in FY 23 compare to FY 22, with further decline of approximately \$21.2 million in FY 24. However, as revenues decrease, planned expenditures grow by \$15.4 million in FY 23 over the FY 22 Adopted before decreasing to \$13.4 million in FY 24. Overall, either additional fund balance is required to meet operating costs and/or alternative sources of funding (fee increases,



grants/intergovernmental revenue and/or transfers from the General Fund) will be needed to balance in the outyears.

A detailed breakdown of the Proposed All Funds Revenue and Expenditure budgets that includes charts and graphs is provided in the Financial Summary section of the budget book. At this time, the General Fund Tier 1 Funding Recommendations have not been incorporated into the All Funds Summary.

**Table 1: Proposed FY 23 & 24 All Funds Summary**

	Fiscal Year 2022 Adopted	Fiscal Year 2023 Proposed	Fiscal Year 2024 Proposed
<b>Revenues</b>	595,202,825	592,431,444	571,408,571
<b>Expenditures</b>	675,601,287	691,022,346	677,564,222
<b>Proposed Use of Fund Balance</b>	78,398,462	98,590,902	106,155,651

*Staffing*

The City of Berkeley provides a variety of services and, as a service organization, the majority of the City’s expenses relate to staffing. Salary and benefit costs total \$339 million and make up approximately 49 percent of the citywide budget on an all-funds basis and \$166 million or 74 percent of the General Fund in FY 23. Authorized staffing levels increase by approximately 49 full-time equivalent positions (FTE) in FY 23 over the FY 22 Adopted. The increase is primarily attributable to a reorganization effort within the Fire Department that will result in more services to the community and a workforce that is better prepared and resilient to respond to the challenges the City will face in the coming decades. Overall, citywide staffing totals 1,735 in FY 23 and 1,737 in FY 24, excluding the additional positions included within the Tier 1 Funding Recommendations.

*Proposed General Fund Budget*

A portion of the All Funds budget includes the General Fund. The General Fund comprises general-purpose revenues, such as taxes, fines and fees, interest and other income that may be used to support general governmental operations. The FY 23 and FY 24 Proposed General Fund Budget is presented in Table 2 below.

The all revenues projection includes resources generated by Measure P (\$14.0 million) and Measure U1 (\$4.9 million). Council policy is to generally allocate Measure P and Measure U1 revenues to programs and services that address homelessness and support the expansion of affordable housing. Accordingly, the revenues and expenditure amounts for both Measure P and Measure U1 are removed from the Proposed General Fund Baseline Budget outlined below.

In addition, current policy recommends that any excess property transfer tax over the baseline be allocated to capital. Therefore, the \$16.5 million in Property Transfer Tax

revenues over the current baseline amount of \$12.5 million set by Council are also removed from the baseline revenue calculation.

**Table 2: Proposed FY 23 & 24 General Fund Summary**

	Fiscal Year 2022 Adopted	Fiscal Year 2023 Proposed	Fiscal Year 2024 Proposed
All Revenues	236,066,707	263,409,219	245,077,313
Less Revenues	(22,120,350)	(35,435,922)	(35,435,922)
<b>Baseline Revenues</b>	<b>213,946,357</b>	<b>229,006,665</b>	<b>209,641,391</b>
All Expenditures	234,754,491	247,131,978	249,539,772
Less Expenditures	(20,808,520)	(17,940,382)	(17,735,757)
<b>Baseline Expenditures</b>	<b>213,945,971</b>	<b>229,191,596</b>	<b>231,804,015</b>
<i>Initial Baseline Projected Surplus/(Deficit)</i>		<i>(1,218,299)</i>	<i>(22,162,624)</i>
<b>Recommended Tier 1 Funding-Operations</b>		<b>17,022,013</b>	<b>9,378,718</b>
<i>Balancing Strategies</i>		18,314,529	31,562,839
<b>Baseline Projected Surplus/(Deficit)</b>	<b>386</b>	<b>74,216</b>	<b>21,496</b>

#### *Tiered Funding Requests and Recommendations*

As part of the budget process, City departments requested additional General Fund support over the baseline budget. In addition, the City Council has approved various budget referrals to be considered as part of the budget adoption process. These requests have been prioritized using three tiers as noted below and are included within Appendix 2 of the budget book. Table 2 reflects the recommended funding for Tier 1 operational expenses in both fiscal years.

- Tier 1 includes items that are required to be paid (example debt service, other contractual obligations); federal or state mandated services; public safety; critical operational needs; critical infrastructure; revenue generating, grant funded or cost-share; and addresses climate initiatives,
- Tier 2 includes items that are considered to be Non-Critical Operational Needs that may be placed on hold or have existing funding, and
- Tier 3 includes items deemed to be Non-Urgent Operational Needs.

*General Fund Balanced Budget Strategies and Outcomes*

As reflected in Table 2 above, the General Fund baseline budget faces a shortfall once specialized revenues and expenditures are omitted. In addition to the imbalance between baseline revenues and expenditures, Tier 1 items are also recommended to be funded in both fiscal years. In order to achieve a balanced budget, several strategies are required as highlighted in Table 3 below.

**Table 3: FY 23 and FY 24 Recommended Budget Balancing Strategies**

Balancing Strategy	Fiscal Year 2023 Proposed (Millions)	Fiscal Year 2024 Proposed (Millions)
FY Excess Property Transfer Tax	12.2	5.1
FY 23 & 24 Increased Baseline (from \$12.5 M to \$18.0M)	5.5	5.5
Salary Savings	8.1	7.5
ARPA Deferral	(10.7)	10.7
One-Time Measure P for Nexus Programs	3.2	2.8
<b>Total Projected Savings Achieved (in millions)</b>	<b>18.3</b>	<b>31.6</b>

These strategies are largely predicated upon the use of the nearly \$27.4 million in FY 22 excess property transfer tax over the baseline revenue projection of \$12.5 million. Specifically, this additional revenue is anticipated to: (1) address operational shortfalls in FY 23 (\$12.2 million) and FY 24 (\$5.1 million); (2) replenish reserves (\$1.5 million) and (3) augment the biennial capital budget (\$8.6 million).

In addition, the FY 23 & FY 24 Proposed Budget recommends adjusting the current excess property transfer tax baseline of \$12.5 million to \$18.0 million, which allows these additional revenues (\$5.5 million) to be redirected toward the increased cost of operations. Based on current and projected vacancies, salary savings assume a citywide average vacancy rate of 5% and reflect additional savings by projecting that new positions recommended within Tier 1 will likely take 6 months, on average, to fill in FY 23 with some savings to account for attrition in FY 24. Together salary savings represent, on average, approximately \$7.8 million in each fiscal year.

As referenced previously in this transmittal, the Proposed Budget assumes the deferral of approximately \$11 million of ARPA funds for use in FY 24. The final budget strategy

recommends the use of Measure P for nexus programs typically funded through the General Fund, such as the funding to community agencies, and for limited Tier 1 items.

*Recommended Policy Changes*

This balancing approach requires a change in policy direction regarding the excess property transfer tax in FY 23 and FY 24. Specifically, Council policy currently sets the excess property transfer tax baseline at \$12.5 million each fiscal year. The proposed budget balancing approach requires two changes: (1) the baseline excess property transfer tax for operations increases by \$5.5 million in each fiscal year from \$12.5 million to \$18.0 million and (2) the excess property transfer tax over the baseline (now \$18.0 million) is allocated to both reserves and capital rather than entirely to capital.

*Funding for Unfunded Liabilities*

*Reserves:* The FY 21 budget required the use of \$11.4 million in reserves to balance the budget. Currently, \$6.6 million has been allocated to reserves, resulting in a remaining shortage of \$4.8 million. The FY 23 and FY 24 Proposed Baseline Budget currently includes a transfer to the Stability Reserve Fund (\$1.375 million) and the Catastrophic Reserve Fund (\$1.125 million) for each fiscal year. In addition to this annual contribution of \$2.5 million, it is recommended that \$1.5 million of excess property transfer tax from Fiscal Years 2022, 2023 and 2024 also be allocated to reserves for a total increase of \$4.5 million over the initial baseline. Together, the amount dedicated to reserves nears \$9.5 million, which replenishes the reserve by FY 23 and also begins to grow it by approximately \$5.0 million in FY 24 for future use.

*Pension:* On June 26, 2018, the City Council authorized the City Manager to establish an IRS Section 115 Pension Trust Fund (Trust) to be used to help fund pension obligations (the fund can be utilized to help smooth volatility from year to year fluctuations in annual required contributions). The FY 23 and FY 24 Proposed Budget includes annual funding of \$2 million to the Trust. The Trust balance, as of June 30, 2021, is \$12.8 million. In FY 21, the City realized a discount of approximately \$1.3 million from the prepayment of the required CalPERS unfunded liability and anticipates achieving a similar discount from the FY 22 repayment that will be used to increase the Trust balance.

*Capital:* The Proposed Budget also recommends the use of excess property transfer tax to address unfunded capital needs. Overall excess property transfer tax revenue is projected at nearly \$29.0 million annually in Fiscal Years 2023 and 2024. Of the \$29.0 million, \$18.0 million is recommended for operational needs and \$1.5 million for reserves, which leaves approximately \$9.5 million in each fiscal year for capital needs. However, approximately \$8.6 million is also available from the FY 22 excess property transfer tax, which is recommended to be allocated across both fiscal years to maximize funding for capital projects. This approach results in annual funding of approximately \$14.0 million in each respective fiscal year.

**Together these strategies enable a true “balanced” budget meaning that, from a technical perspective, revenues equal expenditures, and more importantly, from a priority and policy orientation, the proposed General Fund budget, inclusive of the Tier 1 Funding Recommendations located within Appendix 2, achieves progress toward a number of citywide objectives** including:

- Continuation of core baseline services that restored funding for positions held vacant in FY 2, including 23 sworn officers within the Police Department, and continuation of the Homelessness Response Team and Downtown Street Team;
- Funding for the Reimagining Public Safety pilot program, including funding to establish the Diversity, Equity and Inclusion Unit within the City Manager’s Office;
- Funding for staffing and operations across the organization to enhance revenues and leverage grant opportunities; to address additional public safety initiatives within Fire, Parks, Recreation and Waterfront, Planning and Public Works; to support affordable housing of the BART sites and other redevelopment opportunities; to provide oversight of the encampment grant, Project RoomKey and other services for the unhoused; to advance climate change initiatives and to implement operational efficiencies;
- Funding of \$14.1 million and \$13.4 million respectively in each fiscal year toward capital projects referenced within the Recommended Tier 1 Funding Requests located within Appendix 2 intended to accomplish the following goals:
  - Address the deferral of funding in FY 21 toward capital needs;
  - Increase the baseline for Parks, Recreation and Waterfront;
  - Provide additional funding to Public Works for street paving;
  - Begin initial funding to increase the baseline for multi-year projects such as facilities deferred maintenance and accessibility improvements;
  - Tackle a variety of one-time critical public safety capital needs such as the Jail Control Panel Replacement project, the Waterfront piling project; the Telegraph/Channing Garage Elevator Repairs, and various traffic claiming and improvement projects; and
  - Enhance efficiencies and revenues through projects such as the Paperless Contracts Workflow System and business license system.
- Allocation of \$4 million to the Section 115 Trust to address pension liabilities and an allocation of \$9.5 million to replenish and build reserves.

### *Conclusion*

The return to the preparation of the biennial budget proved to be challenging as revenues continue to rebound, but not reach pre-pandemic levels of performance; the



costs of providing services, particularly related to personnel expenditures, increased; and the need for funding to implement strategic priorities and Council initiatives such as Reimagining Public Safety, to enhance staffing, to fund operational improvements, and to support on-time special projects, various community enhancements, and capital projects, outpace available resources. However, the FY 23 and FY 24 Proposed Budget provides a myriad of strategies to be used in tandem to fund operations, including restoring FY 22 deferrals, and to address unfunded liabilities pertaining to pension and capital while replenishing reserves.

This document also marks the continuation of an ongoing public budget development process leading to budget adoption on June 28, 2022. Continued dialog, discussion and deliberations with both the Budget and Finance Policy Committee and the City Council will occur throughout June to pass an adopted biennial budget that allocates resources to achieve Council priorities, provide community enhancements and continue to deliver both core and new services.

#### *Acknowledgements*

The production of this budget is possible due to the professional and diligent efforts of the Finance Department and its Director Henry Oyekanmi in particular, and key individuals within my Office including staff within the Budget and Fiscal Management Division, led by Sharon Friedrichsen, Melissa McDonough for her unbounded energy to incorporate strategic planning and performance measures into the budget process and Deputy City Managers Paul Buddenhagen and LaTanya Bellow. Together they collaborated in finding solutions to balance the budget, to prioritize funding requests and to produce this comprehensive document. I would also like to commend the Department Directors and their staff for continuing to play an integral role in delivering services and managing their budgets so effectively.

I thank the various Department Directors, the City Auditor and Charter Officers and their collective staff for their cooperation during this budget process, including delivering high quality presentations to the Budget and Finance Policy Committee regarding the department's accomplishments, organizational challenges and funding needs. I also extend my appreciation to the members of the City's Budget and Finance Policy Committee whom have assisted staff in developing policy recommendations to address our unfunded needs the entire calendar year and during the critical budget development cycle in particular. Finally, I wish to acknowledge the City Council whose leadership in setting priorities and fiscally managing the organization provided the framework necessary to create this budget. I look forward to the forthcoming discussions and engaging with Council and the public in adopting this important document.

Respectfully Submitted,

Dee Williams-Ridley  
City Manager

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## BUDGET BOOK GUIDE

The purpose of the City of Berkeley's budget is to serve as a "blueprint" to communicate to the residents, businesses, and employees how the City's financial sources are planned in order to provide services to the community. As such, it is considered a working financial plan for the upcoming two fiscal years to guide the implementation of City policies, priorities, and programs. The budget includes both the operating costs to manage the City and provide daily services to the community as well as the capital investments or improvement projects that the City plans to implement over the next two fiscal years. Please note, throughout this document, Fiscal Year (FY) denotes July through June, and 23 and 24 is referred to as FY 23 and 24 respectively.

Below is a brief description of each of the major sections of the budget book:

- **Budget Message:** The budget message contains the 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. It also includes proposed strategies to balance the budget where revenues equal or exceed expenditures as well as recommended budget enhancement over the baseline budget.
- **Financial Summaries:** The financial summaries provide summary financial analyses and a summary of assumptions used in creating the Five-Year Forecasts.
- **General Fund:** The General Fund section includes summaries of expenditures and revenues for the General Fund.
- **Other Fund Forecasts:** This section provides the financial forecasts for the City's key non-General Fund operating funds.
- **Staffing:** This section includes detailed staffing information at the summary level, by department, and by funding source.
- **Department Budgets:** This section includes a department's mission statement, organizational structure, overview of core services, strategic plan priorities for FY 23 and 24, challenges, accomplishments, and significant changes from the prior year's budget.
- **Community Agencies:** Summary of the community-based organization funding process and the adopted allocation schedule for FY 23. (FY 24 baseline includes similar funding levels, although the organizations to be funded remains unknown at this time.)
- **Capital Improvement Program (CIP):** The CIP section consists of an overview of the CIP, funding sources, unfunded citywide capital infrastructure needs, and project categories. More detailed CIP information is available in the accompanying CIP book.

**CITY OF BERKELEY  
FY 2023 & 2024 PROPOSED BUDGET**

**ELECTED OFFICIALS**

**Mayor**

Jesse Arreguín

**Councilmembers**

Rashi Kesarwani (District 1)

Terry Taplin (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

LaTanya Bellow

Prepared by:

The City Manager's Office  
Office of Budget and Fiscal Management

Sharon Friedrichsen, Budget Manager  
Rama Murty, Senior Management Analyst  
Maricar Dupaya, Senior Management Analyst  
Michelle Rosete, Associate Management Analyst  
Emelita Bersonda, Accounting Office Specialist III

*Special thanks to Melissa McDonough, the Finance Department, Department Directors and their staff for their assistance and contributions in preparing this document.*





Mayor Jesse Arreguin



Councilmember Sophie Hahn



Councilmember Susan Wengraf



Councilmember Rashi Kesarwani



Councilmember Kate Harrison



Councilmember Rigel Robinson



Councilmember Terry Taplin



Councilmember Ben Bartlett



Councilmember Lori Droste



City Auditor Jenny Wong



City Manager Dee Williams-Ridley



# MISSION

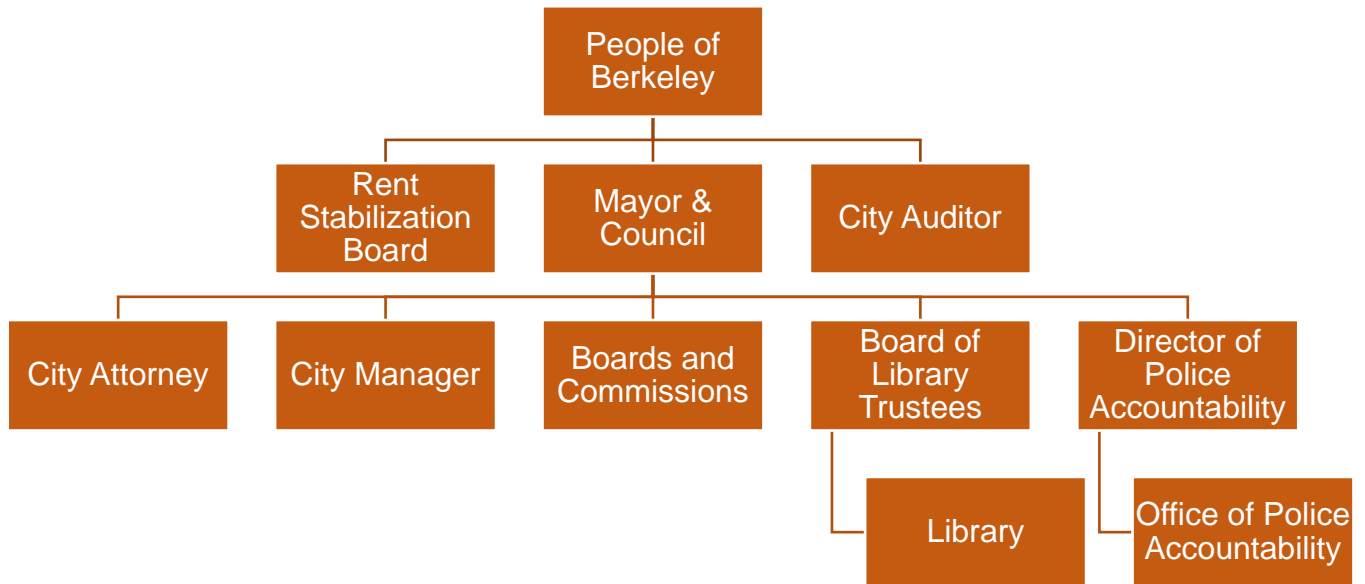
As City of Berkeley employees our mission is to provide quality service to our diverse community; promote an accessible, safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful, democratic participation; respond quickly and effectively to neighborhood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

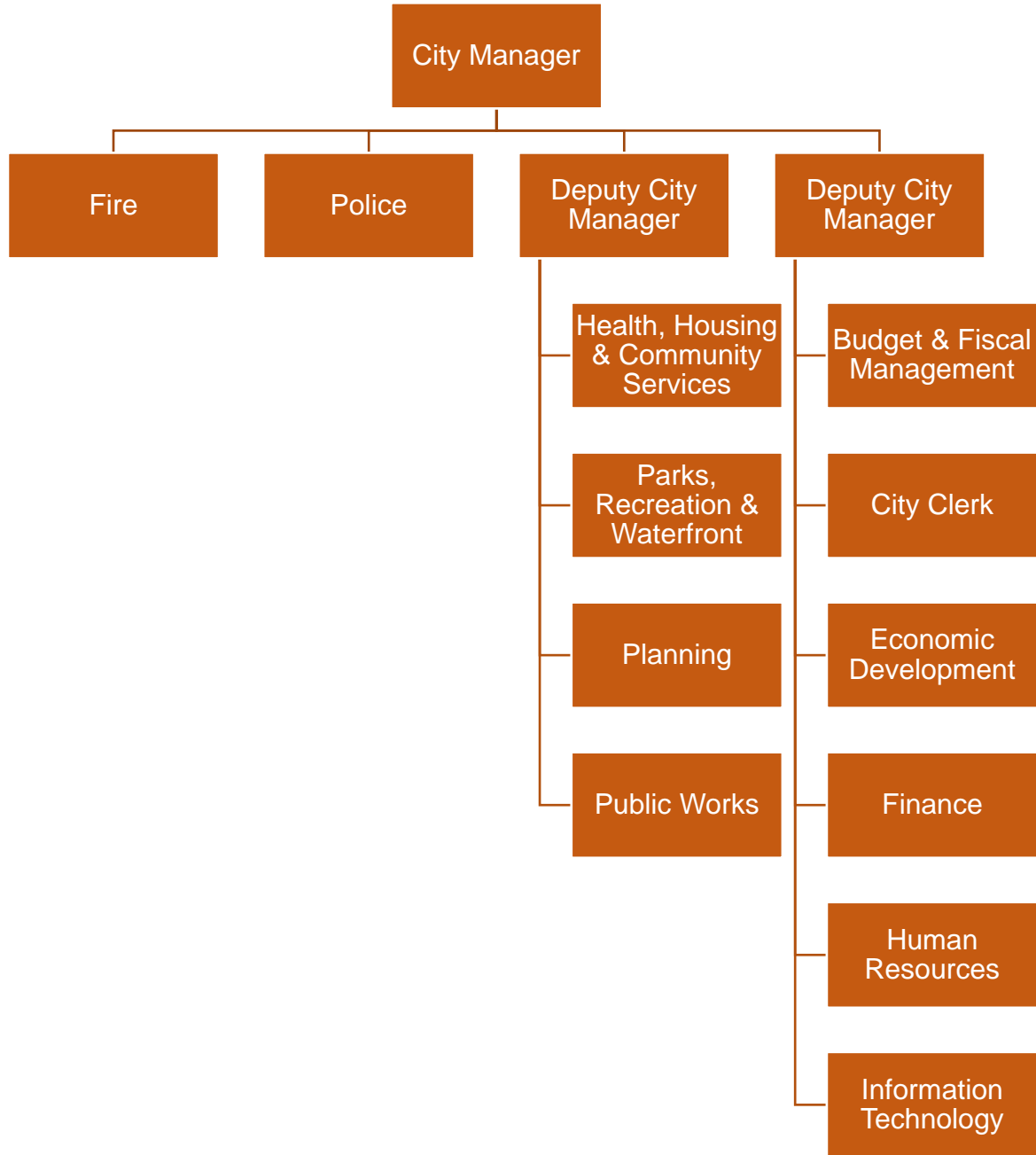
## ORGANIZATION CHART

The people of Berkeley are the highest level in the City’s organization chart. They directly elect the Mayor and the eight other members of the City Council, the members of the Rent Board, the members of the School Board, and the City Auditor.

The nine members of the City Council (eight elected by district and the mayor, elected at-large) appoint the members of the Board of Library Trustees and the members of the City’s Boards and Commissions. Boards and Commissions serve as advisory bodies to the Council, although some have quasi-judicial functions. Berkeley Housing Authority members are appointed by the Mayor and confirmed by the Council.

The Mayor and Council select and confirm the City Manager, who acts as a Chief Executive Officer for the rest of the City government. The City Manager is responsible for the administration of City services and programs, enforcement of the City’s Municipal Code and ordinances, and preparation of the annual budget. The Department directors are selected by the City Manager and confirmed by the City Council.





## FINANCIAL SUMMARIES

This section provides charts and tables of the City's budget. These summaries show the revenues and expenditures associated with the City's different funding sources, such as the General Fund, Special Revenue Funds, Grants, Capital Funds, Debt Service, Enterprise Funds, Internal Service Funds and Agency Funds. The charts illustrate revenues by funding source and expenditures by department.



## SUMMARY OF FY 2023 & FY 2024 PROPOSED BUDGET BY FUNDING SOURCE

Fund Description	Adopted FY 2022		Proposed FY 2023		Proposed FY 2024	
	Revenue <sup>(b)</sup>	Expenses	Revenue <sup>(b)</sup>	Expenses	Revenue <sup>(b)</sup>	Expenses
General Fund Discretionary*	236,066,707	234,754,491	263,409,219	247,131,978	245,077,313	249,539,772
Measure U1	5,120,350	6,446,014	5,120,350	6,784,542	5,120,350	6,816,963
GF - Stabilization Reserves	1,375,000	-	1,375,000	-	1,375,000	-
GF - Catastrophic Reserves	1,125,000	-	1,125,000	-	1,125,000	-
Special Revenue Funds						
Library - Tax <sup>(a)</sup>	21,776,603	25,037,858	23,909,768	24,433,766	24,386,523	24,695,785
Emergency Disabled Services (Measure E)	1,451,853	1,451,853	1,590,735	1,590,735	1,622,550	1,622,550
Paramedic Tax <sup>(a)</sup>	4,088,559	4,916,665	4,320,545	5,218,195	4,391,797	5,268,022
Playground Camp <sup>(a)</sup>	12,803,855	13,850,034	3,341,425	3,596,951	3,412,972	3,669,222
Gas/Sales Tax Street Improvement Funds <sup>(a)</sup>	12,738,525	15,711,594	17,761,587	23,281,269	16,906,189	19,132,216
CDBG <sup>(a)</sup>	4,437,743	4,576,057	4,437,743	4,882,923	4,437,743	4,923,840
Rental Housing Safety <sup>(a)</sup>	1,783,780	2,230,164	1,783,780	1,902,671	1,783,780	2,033,208
Parks Tax	15,366,468	14,402,630	16,863,663	15,966,197	17,199,496	16,331,645
Measure GG - Fire Preparation Tax	5,605,637	4,897,270	5,823,036	5,276,233	5,938,576	5,310,949
Street Light Assessment District <sup>(a)</sup>	2,240,939	2,671,488	2,240,939	3,312,730	2,240,939	3,301,154
PERS Savings	2,151,632	-	2,151,632	-	2,151,632	-
Health State Aid Realignment <sup>(a)</sup>	3,703,018	3,806,205	3,703,018	3,961,045	3,703,018	4,003,539
Mental Health State Aid Realignment <sup>(a)</sup>	2,710,000	3,182,564	2,710,000	4,061,702	2,710,000	4,178,676
Measure FF - Public Safety	12,750,000	12,750,000	8,604,000	8,160,000	8,776,080	8,323,200
Other Special Revenue Funds <sup>(a)</sup>	4,992,327	7,989,848	5,189,081	12,737,376	5,204,081	12,556,892
Grant Funds <sup>(a) (c)</sup>	59,521,981	81,244,159	25,882,939	57,065,819	25,899,755	45,771,257

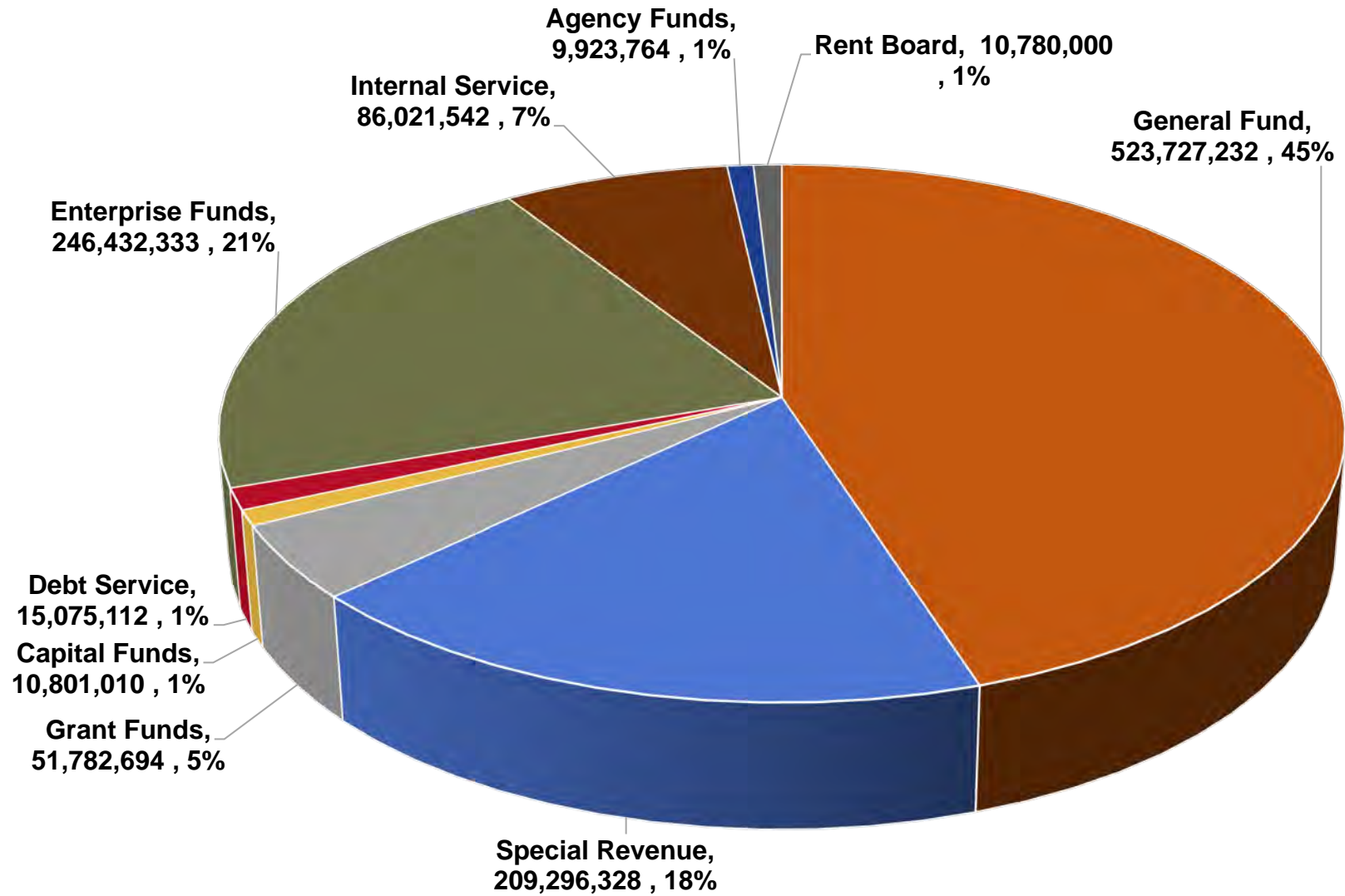
Fund Description	Adopted FY 2022		Proposed FY 2023		Proposed FY 2024	
	Revenue(b)	Expenses	Revenue(b)	Expenses	Revenue(b)	Expenses
<b>Capital Funds</b>						
Capital Improvement <sup>(a)</sup>	4,950,905				4,950,905	10,237,899
		8,393,901	4,950,905	11,112,302		
Phone System Replacement					449,408	449,408
	449,408	449,408	449,408	449,408		
FUND\$ Replacement <sup>(a)</sup>					-	3,249,509
	-	3,571,725	-	3,221,742		
PEG Access Facilities <sup>(a)</sup>					-	100,000
	-	100,000	-	100,000		
Park Acquisition Development					192	-
	192	-	192	-		
Measure T1 - Infrastructure & Facilities <sup>(b)</sup>					-	18,527,703
	-	12,816,854	-	17,858,315		
Measure O - Affordable Housing <sup>(b)</sup>					-	6,445,567
	-	6,445,567	-	6,445,567		
<b>Debt Service Funds <sup>(a)</sup></b>						
	7,537,556	9,804,404	7,537,556	9,804,404	7,537,556	9,804,404
<b>Enterprise Funds</b>						
Zero Waste <sup>(a)</sup>					46,767,263	59,250,480
	46,767,263	48,199,561	46,767,263	56,177,214		
Marina Operation <sup>(a)</sup>					6,650,211	8,091,455
	7,163,572	7,308,402	7,514,876	8,204,057		
Sewer <sup>(a)</sup>	24,986,977		24,986,977		24,986,977	32,765,777
		30,227,353		35,226,528		
Private Sewer Lateral					240,501	183,821
	240,501		240,501			
Clean Storm Water <sup>(a)</sup>		193,658		172,628		
	3,991,967	4,899,517	4,419,311	7,173,690	4,551,890	5,458,692
Permit Service Center <sup>(a)</sup>					19,709,270	22,075,108
	14,997,428	20,692,553	20,746,600	21,676,546		
Unified Program - Toxics					964,450	885,692
	964,450	821,845	964,450	877,919		
Off Street Parking <sup>(a)</sup>					5,091,895	6,939,757
	6,165,769	6,551,006	4,124,985	6,790,627		
Parking Meter <sup>(a)</sup>					9,712,789	10,398,188
	8,974,259	10,006,409	12,052,490	10,557,178		

Fund Description	Adopted FY 2022		Proposed FY 2023		Proposed FY 2024	
	Revenue <sup>(b)</sup>	Expenses	Revenue <sup>(b)</sup>	Expenses	Revenue <sup>(b)</sup>	Expenses
Building Management (1947 Center St.) <sup>(a)</sup>	2,969,817	3,434,440	2,969,817	3,832,731	2,969,817	3,889,708
Internal Service Funds						
Equipment Replacement <sup>(a)</sup>	4,754,926	5,906,134	4,754,926	6,676,989	4,754,926	6,473,770
Equipment Maintenance <sup>(a)</sup>	6,461,013	9,812,320	6,461,013	9,573,258	6,461,013	9,527,237
Building Maintenance <sup>(a)</sup>	3,821,039	4,463,546	3,821,039	4,798,308	3,821,039	4,815,297
Central Services <sup>(a)</sup>	225,000	385,483	225,000	391,386	225,000	394,486
Workers Compensation	9,046,720	6,593,924	9,046,720	6,440,039	9,046,720	6,469,976
Public Liability	3,895,888	3,843,932	3,895,888	3,797,298	3,895,888	3,811,342
IT Cost Allocation <sup>(a)</sup>	14,806,185	14,673,515	14,806,185	16,610,868	14,806,185	16,795,282
Successor Agency	-	57,120	-	57,120	-	57,120
Agency Funds						
Thousand Oaks Undergrounding	-	98,448	-	98,448	-	98,448
Measure H - School Tax	500,000	500,000	500,000	500,000	500,000	500,000
CFD No. 1 Disaster Fire Protection	2,048,940	2,048,940	2,048,940	1,362,705	2,048,940	573,905
CFD No. 1 Mello-Roos	-	2,823,820	-	2,824,802	-	2,825,468
Berkeley Tourism Business Improvement Dist.	181,125	181,125	181,125	181,125	181,125	181,125
Elmwood Business Improvement District	30,000	30,000	30,000	30,000	30,000	30,000
Solano Avenue Business Improvement District	25,000	25,000	25,000	25,000	25,000	25,000
Telegraph Business Improvement District	523,371	523,371	583,315	583,315	583,315	583,315

Fund Description	Adopted FY 2022		Proposed FY 2023		Proposed FY 2024	
	Revenue <sup>(b)</sup>	Expenses	Revenue <sup>(b)</sup>	Expenses	Revenue <sup>(b)</sup>	Expenses
North Shattuck Business Improvement District	210,363	210,363	210,363	210,363	210,363	210,363
Downtown Berkeley Property & Improvement Dist	1,313,214	1,313,214	1,383,139	1,383,139	1,383,139	1,383,139
Rent Stabilization Board <sup>(a) (d)</sup>	5,390,000	6,275,535	5,390,000	6,433,192	5,390,000	6,576,889
<b>Revenue &amp; Expenditure Totals:</b>	<b>595,202,825</b>	<b>673,601,287</b>	<b>592,431,444</b>	<b>691,022,346</b>	<b>571,408,571</b>	<b>677,564,222</b>

- Notes:**
- \*FY 2023 & FY 2024 General Fund numbers do include proposed Tier 1 funding recommendations
  - (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 23 & FY 24 grant revenues and expenditures will be adjusted to match once award amounts are known.
  - (d) Library and Rent Board figures for FY 23 & FY 24 are unofficial and have not been approved yet by the Board of Library Trustees or the Rent Stabilization Board

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**Revenue by Funding Source**  
**FY 2023 & FY 2024**  
**Biennial Budget**  
**\$1,163,840,015 (Two-Year Total)**  
**(Excludes the Use of Fund Balance)**





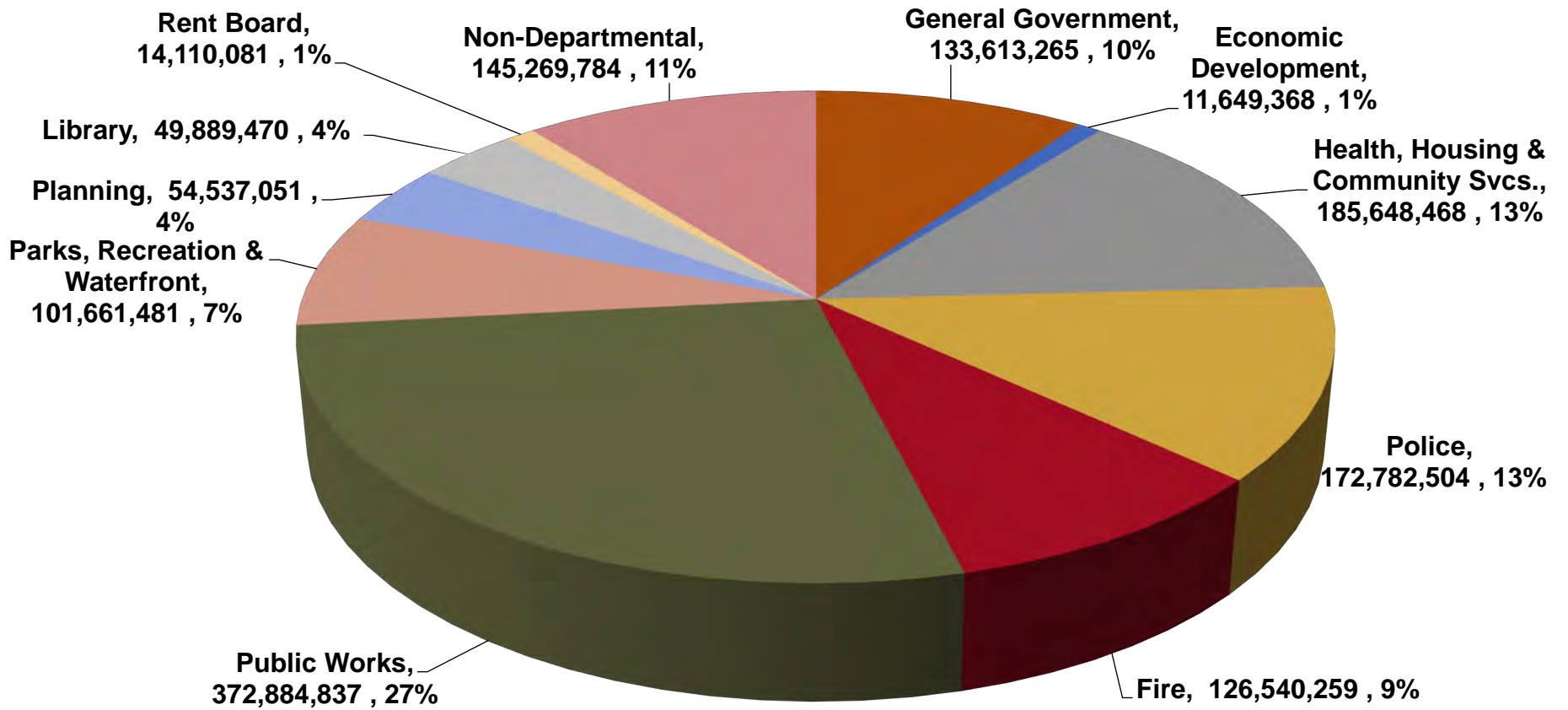
## SUMMARY OF EXPENDITURES BY DEPARTMENT – ALL FUNDS

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
Mayor & Council	2,081,536	2,525,920	2,708,844	3,096,559	4,025,131	4,074,793
Auditor	2,416,689	2,527,125	2,526,081	2,805,883	3,101,376	3,124,862
Police Review Commission <sup>(a)</sup>	741,202	775,701	741,700			
Office of the Director of Police Accountability				1,114,235	1,166,136	1,174,826
City Manager	7,622,595	8,104,984	8,432,572	8,770,554	9,311,361	9,516,504
Office of Economic Development	6,321,216	8,951,152	4,966,525	5,082,163	5,826,659	5,822,709
Information Technology	13,239,636	15,495,905	16,552,132	20,423,888	21,838,747	22,047,255
City Attorney	5,333,550	4,555,976	6,216,367	7,278,096	7,807,548	7,876,621
City Clerk	2,643,486	2,069,740	3,194,204	2,901,739	3,195,710	3,261,746
Finance	7,226,820	8,362,334	8,146,012	9,431,102	10,834,401	11,006,007
Human Resources	3,939,247	3,924,687	4,078,091	4,438,053	5,072,123	5,178,116
Health, Housing & Community Services	50,027,411	60,608,060	81,811,330	84,514,926	93,368,105	92,280,363
Police	69,567,103	79,762,713	79,395,632	77,807,443	85,597,767	87,184,737
Fire	42,992,558	48,213,947	49,891,701	60,351,430	63,233,225	63,307,034
Public Works	111,937,507	140,021,855	125,907,423	147,438,656	192,703,345	180,181,492
Parks, Recreation & Waterfront	31,595,977	43,593,445	60,795,051	52,979,556	50,228,611	51,432,870
Planning	18,325,495	21,595,429	21,687,691	25,252,729	27,009,121	27,527,930
Library	18,720,976	18,865,464	20,255,244	25,566,341	24,814,123	25,075,346
Rent Board	5,109,453	5,755,222	5,517,190	6,825,535	6,983,192	7,126,889

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
Non-Departmental <sup>(b)</sup>	84,752,912	56,913,626	79,186,118	127,522,399	74,905,663	70,364,121
<b>Total All Funds</b>	<b>484,595,369</b>	<b>532,623,287</b>	<b>582,009,906</b>	<b>673,601,287</b>	<b>691,022,345</b>	<b>677,564,222</b>

**Notes:**  
 \*FY 2023 & FY 2024 General Fund numbers do include proposed Tier 1 funding recommendations  
 (a) Police Review Commission has become the Office of the Director of Police Accountability in FY 22  
 (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.

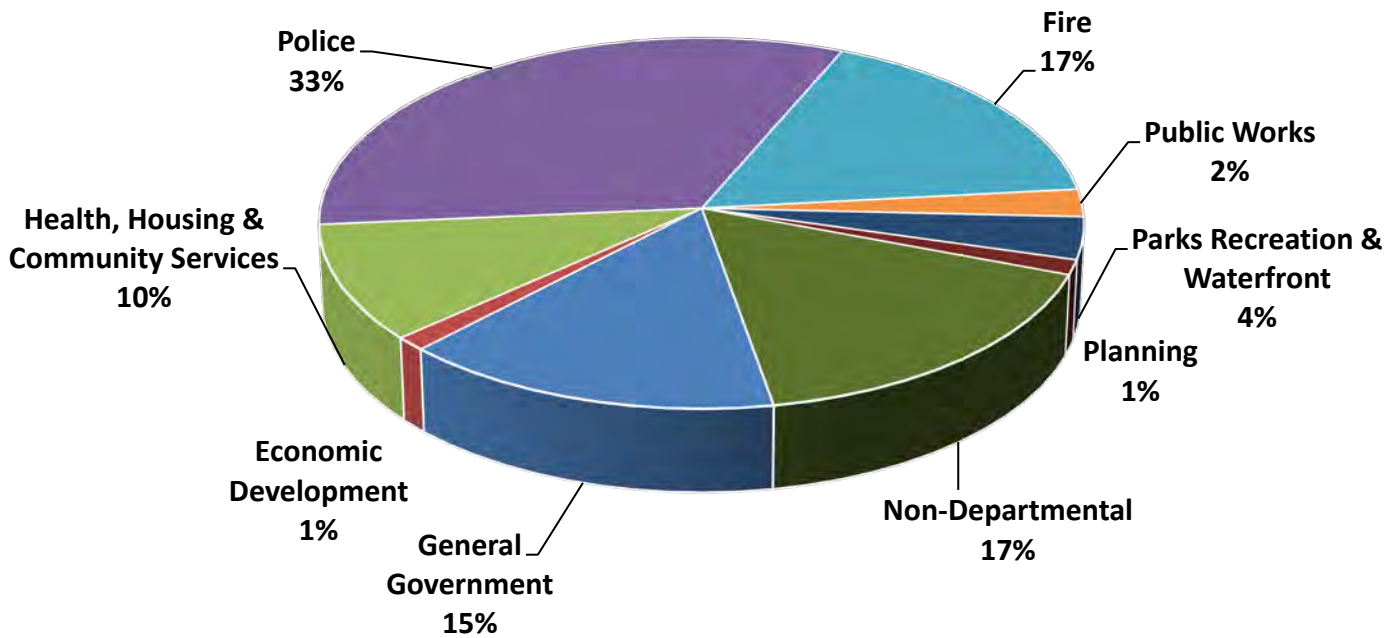
### All Funds Expenditures by Department FY 2023 & FY 2024 Biennial Budget \$1,368,586,567 (Two-Year Total)



## GENERAL FUND

The primary fund of the City, the General Fund, is used to account for all revenues and expenditures not legally restricted as to use. The General Fund includes general purpose revenues from business licenses, property, sales and transient occupancy taxes and other discretionary revenues. These revenues are considered discretionary (i.e. there is no restriction in their use by federal, state or local legislation) and may be spent on a variety of City services, program and projects at the discretion of the City Council. This section describes what the different City departments' share of the General Fund looks like, the diverse types of revenue that go into the General Fund, and the five-year forecast of General Fund revenue.

**General Fund Expenditures by Department  
FY 2023 & FY 2024 Proposed Biennial Budget  
\$496,671,750 (Two-Year Total)**



## SUMMARY OF EXPENDITURES BY DEPARTMENT – GENERAL FUND

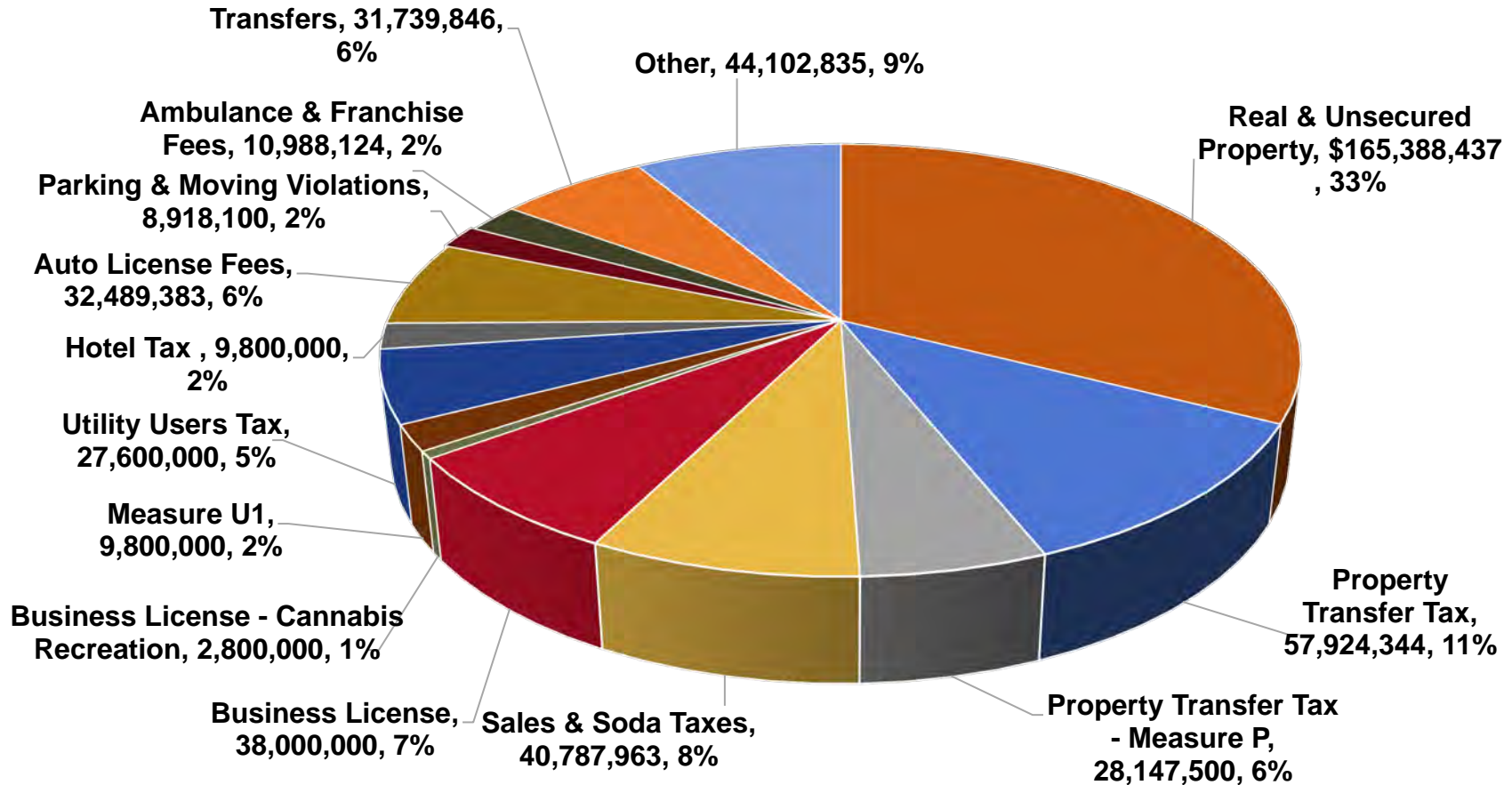
	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
Mayor & Council	2,081,536	2,525,920	2,708,844	3,096,559	4,025,131	4,074,793
Auditor	2,266,839	2,432,086	2,467,028	2,705,379	3,006,058	3,026,481
Police Review Commission	741,202	775,701	741,700			
Office of the Director of Police Accountability				1,114,235	1,166,136	1,174,826
City Manager	7,071,344	7,573,988	7,872,856	8,377,168	8,899,604	9,101,074
Office of Economic Development	2,820,609	5,855,850	2,488,081	2,535,186	3,011,403	3,015,427
Information Technology	1,525,916	1,396,627	1,330,730	1,526,760	1,526,760	1,526,760
City Attorney	2,181,489	2,217,772	2,762,048	3,434,164	4,010,250	4,065,279
City Clerk	2,643,486	2,069,740	2,832,552	2,396,737	2,684,842	2,747,927
Finance	5,474,314	6,596,629	6,682,935	7,041,962	8,431,482	8,550,063
Human Resources	2,045,393	2,270,953	2,318,029	2,407,724	3,112,412	3,166,581
Health, Housing & Community Services	19,186,176	27,809,295	25,566,360	23,455,690	25,265,310	25,429,537
Police	65,493,664	75,754,210	77,270,053	73,228,172	80,870,183	82,371,991
Fire	34,172,733	38,848,003	38,988,843	37,021,939	41,626,945	42,159,998
Public Works	4,691,231	4,729,001	5,499,277	4,742,625	5,993,903	5,886,935
Parks, Recreation & Waterfront	5,943,167	6,987,179	7,304,226	7,675,564	9,061,484	9,290,044
Planning	1,885,755	2,540,320	2,567,473	2,325,367	3,209,174	3,212,698
Rent Board	265,419					
Non-Departmental	51,972,083	27,414,646	29,995,640	51,669,260	41,230,901	40,739,358
<b>TOTAL</b>	<b>\$212,462,355</b>	<b>\$217,797,922</b>	<b>\$219,396,675</b>	<b>\$234,754,491</b>	<b>\$247,131,978</b>	<b>\$249,539,772</b>

## FY 2023 & FY 2024 PROPOSED GENERAL FUND REVENUES SUMMARY

	Actual Revenues FY 2019	Actual Revenues FY 2020	Actual Revenues FY 2021	Adopted FY 2022	Proposed FY 2023	Proposed FY 2024
Secured Property	\$59,178,773	\$63,192,678	\$68,166,155	\$71,382,000	\$75,664,920	\$78,691,517
Unsecured Property	2,878,275	3,164,168	3,448,412	2,625,000	3,516,000	3,516,000
Supplemental Taxes	2,174,903	2,334,597	2,249,517	2,000,000	2,000,000	2,000,000
Property Transfer Tax	19,952,981	22,095,507	21,469,955	12,500,000	12,500,000	12,500,000
Property Transfer Tax for Capital Improvements				8,500,000	16,462,172	16,462,172
Property Transfer Tax - Measure P	2,932,313	9,512,603	10,919,576	8,500,000	14,073,750	14,073,750
Sales Tax	18,663,550	17,557,539	15,792,305	18,287,215	19,016,546	19,790,997
Soda Tax	1,547,349	1,331,313	953,069	990,210	990,210	990,210
Business License	19,848,803	20,863,685	17,809,332	18,498,146	19,000,000	19,000,000
Business License - Cannabis Recreation	1,168,794	1,300,887	1,712,641	1,643,739	1,400,000	1,400,000
Measure U1	4,828,443	5,597,359	4,818,740	5,120,350	4,900,000	4,900,000
Utility Users Tax	13,973,744	13,475,915	13,892,200	13,000,000	13,800,000	13,800,000
Hotel Tax	7,995,188	6,387,495	2,292,480	2,173,500	4,900,000	4,900,000
Vehicle In-Lieu	12,540,784	13,356,044	14,380,453	14,959,837	15,926,168	16,563,215
Parking Fines	6,002,211	3,900,595	3,562,706	3,726,450	4,326,450	4,326,450
Moving Violations	177,824	200,894	131,756	132,600	132,600	132,600
Interest	4,334,404	6,702,564	5,917,722	4,462,320	6,000,000	6,000,000
Ambulance Fees	4,424,808	4,996,193	3,081,204	3,154,002	3,880,779	3,880,779

	Actual Revenues FY 2019	Actual Revenues FY 2020	Actual Revenues FY 2021	Adopted FY 2022	Proposed FY 2023	Proposed FY 2024
Franchise Fees	1,821,316	1,839,102	1,726,470	1,613,283	1,613,283	1,613,283
Other Revenue	18,662,025	20,074,732	18,522,747	15,443,132	15,951,418	16,151,417
Transfers	5,356,132	5,480,439	21,180,762	27,354,923	27,354,923	4,384,923
<b>TOTAL</b>	<b>\$208,462,620</b>	<b>\$223,364,309</b>	<b>\$232,028,202</b>	<b>\$236,066,707</b>	<b>\$263,409,219</b>	<b>\$245,077,313</b>

### FY 2023 & FY 2024 Proposed General Fund Revenues Summary





## GENERAL FUND REVENUES

The following chart shows projected General Fund revenues for FY 22 and the current projections for FY 23 through FY 26.

<b>5 YEARS PROJECTED GENERAL FUND REVENUES</b>						
	<b>FY 2022 Adopted</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Projected</b>	<b>FY 2024 Projected</b>	<b>FY 2025 Projected</b>	<b>FY 2026 Projected</b>
<b>Undesignated Revenues</b>						
Secured Property Taxes	71,382,000	71,382,000	75,664,920	78,691,517	83,019,550	87,585,625
Supplemental Taxes	2,000,000	2,000,000	2,000,000	2,000,000	2,110,000	2,226,050
Unsecured Property Taxes	2,625,000	3,637,247	3,516,000	3,516,000	3,709,380	3,913,396
Property Transfer Taxes	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000
Property Transfer Tax – Measure P	8,500,000	20,054,687	14,073,750	14,073,750	14,355,225	14,642,329
Sales Tax	18,287,215	17,686,255	19,016,546	19,790,997	20,186,817	20,590,553
Soda Tax	990,210	990,210	990,210	990,210	1,010,014	1,030,214
Utility Users Taxes	13,000,000	13,800,000	13,800,000	13,800,000	14,076,000	14,357,520
Transient Occupancy Taxes (TOT)	2,173,5004	4,200,000	5,000,000	5,200,000	5,304,000	5,410,080
Short-term Rentals	630,000	1,000,000	1,000,000	1,000,000	1,020,000	1,040,000
Business License Taxes	18,498,146	19,000,000	19,000,000	19,000,000	19,380,000	19,767,600
Recreational Cannabis	1,643,739	1,400,000	1,400,000	1,400,000	1,428,000	1,456,560
Measure U1	5,120,350	4,900,000	4,900,000	4,900,000	4,998,000	5,097,960
Other Taxes	2,593,155	2,631,441	2,631,441	2,631,441	2,684,070	2,737,751
Vehicle In Lieu Taxes	14,959,837	15,024,697	15,926,168	16,563,215	17,474,192	18,435,272
Parking Fines – Regular Collections	3,726,450	4,326,450	4,326,450	4,326,450	4,412,979	4,501,239
Parking Fines – Booting Collections	-	-	-	-	-	-
Moving Violations	132,600	132,600	132,600	132,600	135,252	137,957
Ambulance Fees	3,154,002	3,268,275	3,880,779	3,880,779	3,958,395	4,037,562
Interest Income	4,462,320	5,766,586	6,000,000	6,000,000	6,120,000	6,242,400
Franchise Fees	1,613,283	1,613,283	1,613,283	1,613,283	1,645,549	1,678,460
Other Revenues	6,729,977	6,729,977	6,729,977	6,729,977	6,864,577	7,001,868
Indirect cost reimbursements	5,490,000	5,490,000	5,490,000	5,490,000	5,599,800	5,711,796
Transfers	27,354,923	27,354,923	27,354,923	4,384,923	4,472,621	4,562,074
<b>Total Undesignated Revenues</b>	<b>227,566,707</b>	<b>244,888,631</b>	<b>246,947,047</b>	<b>228,615,141</b>	<b>236,464,420</b>	<b>244,664,667</b>
<b>Designated Revenues</b>						
Prop. Transfer Taxes for capital improvements	8,500,000	27,396,465	16,462,172	16,462,172	17,041,415	17,632,244
<b>Total Designated Revenues</b>	<b>8,500,000</b>	<b>27,396,465</b>	<b>16,462,172</b>	<b>16,462,172</b>	<b>17,041,415</b>	<b>17,632,244</b>
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>236,066,707</b>	<b>272,285,096</b>	<b>263,409,219</b>	<b>245,077,313</b>	<b>253,505,835</b>	<b>262,296,911</b>

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### SECURED PROPERTY TAX (\$2,058,646 MORE THAN FY 21 ACTUAL)

During the nine months of FY 22, Secured Property Tax revenues totaled \$46,074,107, which was \$2,058,646 or 4.68% more than the \$44,015,461 received for the same period in FY 21. The FY 22 Adopted Budget assumes a 4.72% increase for the year, while the County's Certification of Assessed Valuation reflects growth of 4.48%.

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### UNSECURED PROPERTY TAX (\$145,169 MORE THAN FY 21 ACTUAL)

During the nine months of FY 22, Unsecured Property Tax revenues totaled \$3,637,247, which was \$145,169 or 4.16% more than the \$3,492,078 in the same period in FY 21. The FY 22 Adopted Budget reflected a decline of 31.4%, while the County's Certification of Assessed Valuation reflected growth of 1.96% for FY 22. Staff increased the FY 22 Unsecured Property Tax revenue projection to \$3,637,247.

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### PROPERTY TRANSFER TAX (\$16,203,005 MORE THAN FY 21 ACTUAL)

During the nine months of FY 22, Property Transfer Tax totaled \$32,558,537, which was \$16,203,005 or 99.1% more than the \$16,355,532 received for the same period of FY 21. However, \$3,384,375 of that increase resulted from the late payment by the County of the May 2021 Property Transfer Taxes, which should have been received in FY 21. Staff increased the FY 22 projection of \$21,000,000 to \$39,896,465. However, please note the decline in the growth rate of Property Transfer Tax sales transactions in the third quarter of FY 22 in Table 2, which may be the first sign of a slowdown in the real estate market.

The primary reasons for the remaining \$12,818,630 (\$16,203,005-\$3,384,375) increase in Property Transfer Tax were (1) The dollar value of property sales increased by \$903.5 million or 84.3% during the nine months of FY 22, as illustrated in Table 1 below; (2) The number of property sales transactions increased by 134 or 18.9% during the nine months of FY 22, as illustrated in Table 2 below; and (3) Seismic rebates increased from \$524,200 in the nine months of FY 21 to \$773,216 for the same period in FY 22.

Table 1

In Million \$

Property Sales Under \$1.5 million	July	Aug	Sept	Oct	Nov	Dec	Subtotal Property Sales \$
FY 2022	\$179.7	\$194.3	\$209.9	204.5	252.9	200.2	\$1,241.5
FY 2021	74.0	115.0	106.4	129.7	139.0	118.4	682.5
Change	105.7	79.3	103.5	74.8	113.9	81.8	559.0
% Change	142.7%	69.0%	97.3%	57.7%	81.9%	69.1%	81.9%

Property Sales Under \$1.5 million	Jan	Feb	Mar	Apr	May	June	Nine-Month Property Sales \$
FY 2022	\$302.6	\$284.2	\$147.5				\$1,975.8
FY 2021	111.1	187.0	91.7				1,072.3
Change	191.5	97.2	55.8				903.5
% Change	172.4%	52.0%	60.9%				84.3%

Table 2

Property Transfer Transactions	Jul	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2022	114	84	74	104	120	116	612
FY 2021	50	82	73	86	93	87	471
Change	64	2	1	18	27	29	141
% Change	128.0%	2.4%	1.4%	20.9%	29.0%	33.3%	29.9%

Property Transfer Transactions	Jan	Feb	Mar	Apr	May	Jun	Nine-Month Total
FY 2022	62	65	105				844
FY 2021	53	74	112				710
Change	9	(9)	(7)				134
% Change	17.0%	(12.2)%	(6.3)%				18.9%

## MEASURE P-PROPERTY TRANSFER TAX (\$7,883,771 MORE THAN FY 21 ACTUAL)

In addition, \$14,670,038 in Measure P taxes (a tax which took effect on December 21, 2018) were collected during the nine months of FY 22, which was \$7,883,771 or 116.2% more than the \$6,786,267 collected during the same period of FY 21. The increase was a result of (1) 116.4% increase in the property sales amount in the nine months of FY 22 versus those for the same period

in FY 21, as reflected in the Table 3 below; (2) As reflected in Table 4, there was an 73.6% increase in the number of property sales transactions with a value of \$1.5 million or more; and (3) there were 10 property sales transactions with a value of \$10 million or more (average of \$19.7 million) in FY 22 versus one such transaction in FY 21 (\$12 million).

Staff increased the FY 22 projection of \$8,500,000 to \$20,054,687. However, please note the decline in the growth rate of Measure P property sales transactions in the third quarter of FY 22 in Table 4, which may be the first sign of a slowdown in the real estate market.

Table 3

Property Sales \$1.5 million+	Jul	Aug	Sept	Oct	Nov	Dec	Total
FY 2022	\$117.7	\$128.5	\$147.9	\$145.5	\$190.7	\$134.0	\$864.3
FY 2021	39.3	61.0	58.6	67.8	82.9	115.8	425.4
Change	78.4	65.8	89.3	77.7	107.8	18.2	438.9
% Change	199.8%	107.9%	152.4%	114.6%	130.0%	15.7%	103.2%

Property Sales \$1.5 million+	Jan	Feb	Mar	Apr	May	June	Total
FY 2022	\$234.7	\$253.7	\$115.9				1,468.6
FY 2021	55.2	149.3	48.7				678.6
Change	179.5	104.4	67.2				790.0
% Change	325.2%	69.9%	138.0%				116.4%

Table 4

Measure P Transactions	Jul	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2022	53	42	49	44	59	51	298
FY 2021	10	26	27	30	38	28	159
Change	43	16	22	14	21	23	139
% Change	430.0%	61.5%	81.5%	46.7%	55.3%	82.1%	87.4%

Measure P Transactions	Jan	Feb	Mar	Apr	May	Jun	Nine- Month Total
FY 2022	27	29	47				401
FY 2021	6	27	39				231
Change	21	2	8				170
% Change	350.0%	7.4%	20.5%				73.6%

## SALES TAX (\$1,787,555 MORE THAN FY 21 ACTUAL)

For the nine months of FY 22, Sales Tax revenue totaled \$13,885,146, which was \$1,787,555 or 14.8% more than the \$12,097,591 received for the same period of FY 21. The increase was consistent with the following revised projection made by the City's Sales Tax Consultant:

Sales Tax Category	Revenue Projection
General Retail	\$ 4,073,099
Food Products	4,698,212
Transportation	2,305,303
Construction	1,543,840
Business-to-business	1,564,308
Miscellaneous	607,268
Subtotal	14,792,030
County pool	3,960,607
State pool	2,378
County sharing	(937,751) <sup>1</sup>
CDTFA adm.	(131,009) <sup>2</sup>
<b>Total</b>	<b>\$17,686,255</b>

Staff decreased the FY 22 Sales Tax revenue projection to \$17,686,255, from \$18,287,215.

## UTILITY USERS TAXES (\$461,598 MORE THAN FY 21 ACTUAL)

Utility Users Tax (UUT) revenue for the nine months of FY 22 totaled \$10,835,311, which was \$461,598 or 4.45% more than the \$10,373,713 received for the same period in FY 21. This increase of \$461,598 resulted from the following:

### FY 22 Actual Nine Month Revenues and FY 21 Actual Nine Month Revenues

	FY2022	FY 2021	\$ Change	% Change
Telephone	\$ 1,020,843	\$ 1,111,712	\$ -90,869	-8.17%
Cable	782,504	740,462	42,042	5.68%
Cellular	1,125,805	1,132,378	- 6,573	-.58%
Electric	5,531,038	5,394,468	136,570	2.53%
Gas	2,375,122	1,994,693	380,429	19.07%
<b>Total</b>	<b>\$ 10,835,311</b>	<b>\$10,373,713</b>	<b>\$461,598</b>	<b>4.45%</b>

Staff increased the FY 22 UUT projection from \$13,000,000 to \$13,800,000.

<sup>1</sup>The Cities in Alameda County share 5% of their Bradley Burns sales taxes with the County.

<sup>2</sup>The California Department of Tax and Fee Administration (CDTFA) administrative fees are a percentage of taxes CDTFA charges to administer the sales tax program.

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### TRANSIENT OCCUPANCY TAX (\$2,037,957 MORE THAN FY 21 ACTUAL)

Transient Occupancy Tax (TOT) revenue for the nine of FY 22 totaled \$3,588,199, which was \$2,037,957 or 131.5% more than the \$1,550,242 received for the same period of FY 21. The increase in FY 22 was primarily attributable to an increase of 133.8% at the five largest hotels in Berkeley during the nine months of FY 22 (155.8% in the first quarter, 134.1% in the second quarter and 124.2% in the third quarter). Staff increased the FY 22 TOT projection from \$2,173,000 to \$4,200,000.

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### SHORT-TERM RENTALS (\$519,408 MORE THAN FY 21 ACTUAL)

Short-Term Rentals revenue for the nine of FY 22 totaled \$886,762 which was \$519,408 or 141.4% more than the \$367,359 received for the same period of FY 21. Based on the nine-month results, staff increased the FY 22 projection from \$630,000 to \$1,000,000.

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### BUSINESS LICENSE TAXES (\$2,229,714 LESS THAN FY 21 ACTUAL)

Business license Taxes (BLT) revenue for the nine months of FY 22 totaled \$11,267,370, which was \$2,229,714 or 16.5% less than the \$13,497,084 received for the same period of FY 21. This decline results from the timing of the processing and recording of the BLT remittances in the nine months of FY 22 versus the same period of FY 21. The FY 22 year-end total will exceed the \$18,498,146 reflected in the Adopted Budget, and staff increased the projection to \$19,000,000.

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### MEASURE U1 REVENUES (\$1,174,978 LESS THAN FY 21 ACTUAL)

Measure U1 revenue for the nine months of FY 22 totaled \$2,719,252, which was \$1,174,978 or 30.2% less than the \$3,894,230 received in the same period of FY 21. This decline results from the timing of the processing and recording of the U1 remittances in the nine months of FY 22 versus the same period of FY 21. The FY 22 year-end total will come in under the \$5,120,350 reflected in the Adopted Budget. Staff has lowered the projection to \$4,900,000.

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### VEHICLE IN LIEU TAXES (\$312,775 MORE THAN FY 21 ACTUAL)

Vehicle in Lieu Taxes (VLF) for the nine months of FY 22 totaled \$7,503,002, which was \$312,775 or 4.4% more than the \$7,190,227 received in the same period of FY 21. This increase is consistent with the County's Certification of Assessed Valuation, which reflects growth of 4.48%. Changes in VLF revenues are based on the growth in assessed values.

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### PARKING FINES (\$1,133,986 MORE THAN FY 21 ACTUAL)

Parking Fines revenue for the nine months of FY 22 totaled \$3,855,090, which was \$1,133,986 or 41.7% more than the \$2,721,104 received for the same period of FY 21. The primary reasons for the increase were a significant increase in ticket writing and a higher collection rate on outstanding citations.

During the nine months of FY 22, ticket writing increased from 84,711 or 11.2% in the nine months of FY 21 to 94,165 in the nine months of FY 22, as follows:

	July	August	Sept.	Oct	Nov	Dec	Subtotal
FY 2022	9,231	9,362	11,401	11,021	10,434	10,154	61,603
FY 2021	6,810	7,654	9,093	12,519	10,357	9,301	55,734
Difference	+2,421	+1,708	+2,308	-1,498	77	853	+5,869
% Difference	+35.6%	+22.3%	+25.4%	-12.0%	-.7%	9.2%	+10.5%

	Jan	Feb	Mar	Apr	May	Jun	Nine-Month Total
FY 2022	9,015	11,136	12,411				94,165
FY 2021	9,197	9,736	10,044				84,711
Difference	-182	+1,400	+2,367				+9,454
% Difference	+9.8%	+14.4%	+23.6%				+11.2%

Staff has increased the Parking Fines projection from \$3,726,450 to \$4,326,450.

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### AMBULANCE FEES (\$518,777 MORE THAN FY 21 ACTUAL)

Ambulance Fees revenue for the nine months of FY 22 totaled \$2,736,858, which was \$518,777 or 23.4% more than the \$2,218,081 received for the same period during FY 21. This increase was primarily due to an increase in the number of transports in FY 22. The City's Ambulance Fees vendor projects that the total number of transports for FY 22 will be 4,500, an increase of 400 over the 4,100 transports in FY 21.

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### INTEREST INCOME (\$1,108,230 MORE THAN FY 21 ACTUAL)

For the nine months of FY 22, interest income totaled \$4,800,122, which was \$1,108,230 or 30.0% more than the total of \$3,691,892 received for the same period in FY 21. This increase was primarily attributable to an increase in the proportion of the portfolio that was invested in long-term (i.e., one year or more) securities than in short-term securities (i.e., less than one year, which paid rates ranging from .01%-.25%), despite the decline in average interest rates. The City moved a significant portion of its short-term funds from its Fidelity money market fund, that paid a rate of .01% into other short-term alternatives, like Commercial Paper.

This increase of \$1,108,230 occurred despite the Fed's actions to keep short-term rates near zero, and the net interest rate earned by the City dropped from a range of .86%-1.17% during the nine months of FY 21, to a range of .91%-1.08% during the first half of FY 22, as follows:



	MONTHLY NET INTEREST RATE EARNED								
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
FY 2022	.91%	1.03%	1.06%	1.08%	1.02%	.96%	.94%	.95%	1.00%
FY 2021	1.17%	1.13%	1.14%	1.12%	1.16%	1.14%	1.02%	.94%	.86%

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### TRANSFERS (\$7,218,270 MORE THAN FY 21 ACTUAL)

Transfers from other funds for the nine months of FY 22 totaled \$20,516,193 which was \$7,218,270 or 54.3% more than the \$13,297,923 received for the same period in FY 21. This was primarily attributable to the Transfer of \$17,227,017 from the American Rescue Plan Fund in the nine months of FY 22, to recover from the impact of the COVID-19 pandemic, compared to the Transfer of \$5,175,000 from the Stabilization Reserve Fund and the \$3,375,000 from the Catastrophic Reserve Fund during the nine months of FY 21, to mitigate the negative impact of COVID-19. In addition, there was a one-time Shelter Plus Care County grant of \$1,600,000 received during the first half of FY 21.

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### OTHER REVENUES (\$2,314,752 LESS THAN FY 21 ACTUAL)

Other Revenues consists of licenses and permits; grants; preferential parking fees; general government charges for services; public safety charges for services; health charges for services; culture and recreation charges for services; rents and royalties; and other miscellaneous revenues that are not considered major.

Other Revenues for the nine months of FY 22 totaled \$5,585,280 which was \$2,314,752 or 29.3% less than the \$7,900,032 received for the same period of FY 21. This decrease resulted primarily from the FY 21 receipt of \$1,500,000 from the COVID Relief Program, and \$704,000 from the East Bay Community Foundation for the Berkeley Relief Fund, to finance grant payments to assist businesses and nonprofit organizations impacted by the COVID-19 pandemic.

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### CONCLUSION

In order to provide the most accurate projections possible, staff have incorporated three additional months of FY 22 actual revenues and new information regarding leading economic indicators into its forecast. However, future economic conditions remain difficult to predict and changes could substantially impact future revenues.

While most of the public health mandates regarding social distancing and vaccination requirements in public spaces have expired, virus mutation and community spread across large portions of the state continues, and future restrictions affecting local economic activity and the national economy as a whole remain a possibility.

Also, the risk of inflationary effects on the economy has become more acute since staff's mid-year projections. Consumer prices are rising at the fastest rates since the early 1980s. In response, the Federal Reserve Board has raised interest rates by the largest amount for a single increase in 20 years. It remains to be seen whether this is a temporary spike in prices or a longer-term

phenomenon. The influx of stimulus funds into the economy and the effects of the Russian invasion of Ukraine on energy prices are at least partially driving overall inflation. Absent additional federal legislation, the impact of federal stimulus will likely recede fairly quickly, but the availability of Russian oil and gas in the global market and the long-term impacts of its absence are difficult to predict at this time. Also, regardless of the proximate causes, inflation can become difficult to control, as rising consumer prices and wages begin to reinforce one another. If the Fed's responding interest rate increases are too tame, the inflationary spiral might continue unabated, and if too aggressive, could send the economy into a recession. The Fed's will have to try and balance its response so as not to tilt the balance either way.

Staff will continue to monitor the economic environment and update revenue projections as new information becomes available.

## OTHER FUND FORECASTS

This section summarizes other essential operating funds in the City, besides the General Fund. The following pages contain forecasts for the:

- Parks Tax Fund,
- Library Tax Fund,
- Camps Fund,
- Clean Storm Water Fund,
- Street Light Assessment District Fund,
- Permit Service Center Fund,
- Zero Waste Fund,
- Sanitary Sewer Fund,
- Off Street Parking Fund,
- Parking Meter Fund, and
- Marina Fund.

## 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. The City's Special Revenue/Grant Funds are the:
  - Parks Tax Fund,
  - Library Tax Fund, and
  - Camps Fund.
- **Special Assessment Funds** account for revenues and expenditures related to the financing of public improvements or services. The City's Special Assessment Funds are the:
  - Clean Storm Water Fund and
  - Streetlight Assessment District 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. The City's Enterprise Funds are the:
  - Permit Service Center Fund,
  - Zero Waste Fund,
  - Sanitary Sewer Fund,
  - Off-Street Parking Fund,
  - Parking Meter Fund, and
  - 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). For FY 23, the PIG increase of 7.55% was higher than the CPI increase of 4.99% and was used for all of the tax rate increases except for the Paramedic Tax, which is tied to the CPI. The City has no discretion in increasing revenues in these funds without voter approval. The impacts of the economy on some of these 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).

## CAMPS FUND

The Playground Camps Fund is a special revenue fund established to account for the revenue and expenses to operate and maintain the City’s resident camps and day camp, including Berkeley Tuolumne Camp (BTC), Echo Lake Camp, Cazadero Camp and Berkeley Day Camp. Revenues from these camps are expected to cover their operations, maintenance and capital costs, as well as scholarships for camp participants.

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### ANALYSIS OF CAMPS FUND

Since the Berkeley Tuolumne Camp (BTC) was destroyed in the Rim Fire in 2013, the Camps Fund has had a persistent structural deficit, as BTC revenue was no longer available to offset the losses in the City’s other camp programs at Echo Lake Camp, Berkeley Day Camp, and Cazadero Camp. In the years since the fire, staff have worked to improve the cost recovery of the Fund’s other camps and programs, but there continues to be a structural deficit of \$260,000/year. The Camps Fund is projected to remain solvent through the next budget cycle, but the structural deficit may exhaust fund balance by FY 25 depending on the performance of camp programs including the new Berkeley Tuolumne Camp.

## CAMPS FUND FORECAST

### *with* BERKELEY TUOLUMNE CAMP (BTC) PROJECT

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	2025 Projected
<b>Beginning Fund Balance</b>	<b>20,733,248</b>	<b>17,613,473</b>	<b>13,650,422</b>	<b>13,650,422</b>	<b>13,650,422</b>	<b>736,677</b>	<b>479,150</b>	<b>220,901</b>
<b>Revenues</b>								
Cazadero Rent	10,000	37,500	45,000	45,000	45,000	45,900	46,818	47,754
Cazadero Insurance	354,843		592,934	592,934	1,759,099	0	0	0
Echo Lake Registration	72,034	578,845	679,000	679,000	588,600	600,372	612,379	624,627
Echo Lake Donations	11,775							
Echo Lake Insurance								
Tuolumne Registration			1,477,702	1,477,702	1,232,114	2,085,793	2,127,508	2,170,059
Tuolumne Sales					15,000	37,500	38,250	39,015
Tuolumne Insurance	3,597,947	13,601,625	8,724,719	8,724,719	7,923,662	282,621	292,993	
Tuolumne Rentals								
Tuolumne Donations		74,266			345,902			
FEMA	0	567,858			193,770			
Catastrophic Reserve					2,700,000			
Day Camp Registration	59,641	315,075	249,500	249,500	283,567	289,239	295,024	300,924
ARPA Transfer In					1,035,000			
<b>Subtotal, Revenues</b>	<b>4,106,241</b>	<b>15,175,169</b>	<b>11,768,855</b>	<b>11,768,855</b>	<b>16,121,714</b>	<b>3,341,424</b>	<b>3,412,972</b>	<b>3,182,379</b>
<b>Expenditures</b>								
Personnel	954,500	721,276	1,461,564	1,461,564	1,415,172	1,939,848	1,979,309	1,720,042
Non-Personnel	368,483	110,411	888,470	1,013,611	1,006,551	1,659,103	1,691,913	1,725,751
Capital Projects	5,903,033	18,306,533	11,500,000	28,081,295	26,613,737	0	0	0
<b>Subtotal, Expenditures</b>	<b>7,226,016</b>	<b>19,138,220</b>	<b>13,850,034</b>	<b>30,556,470</b>	<b>29,035,460</b>	<b>3,598,951</b>	<b>3,671,222</b>	<b>3,445,793</b>
<b>Operating Income / (Loss)</b>	<b>(3,119,775)</b>	<b>(3,963,051)</b>	<b>(2,081,179)</b>	<b>(18,787,615)</b>	<b>(12,913,745)</b>	<b>(257,527)</b>	<b>(258,249)</b>	<b>(263,414)</b>
<b>Camps Fund Reserve Balance (with BTC Project)</b>	<b>17,613,473</b>	<b>13,650,422</b>	<b>11,569,243</b>	<b>(5,137,193)</b>	<b>736,677</b>	<b>479,150</b>	<b>220,901</b>	<b>(42,514)</b>
<b>Reserve Rate</b>	<b>429%</b>	<b>90%</b>	<b>98%</b>	<b>-32%</b>	<b>5%</b>	<b>14%</b>	<b>7%</b>	<b>-1%</b>

## Camps Fund Forecast Table | Assumptions

- Overall assumptions: Echo and Day Camp will run at regular capacity and BTC will reopen in summer 2022.
- Prior to the Rim Fire, the Camps Fund maintained a strong fund balance of close to \$1.5 million. BTC generated about \$550,000/year in net revenue for the Camps Fund, enabling the City to offset losses in other camps.
- Camps Fund programs now generally recover their costs, except for administrative personnel expenses. This is driving the structural deficit. If BTC increases occupancy beyond 75%, this will offset the structural deficit.
- The BTC rebuild project is expected to fully cover costs, (funded by insurance, FEMA and catastrophic loss).
- The BTC rebuild project is a \$54 million project funded by insurance, FEMA and the City's catastrophic loss reserve.
- Project revenue and expenditure is received and spent out of the Camps Fund.
- Projections assume Project is completed on schedule and within budget, with Camp reopening for the summer of 2022.
- The Cazadero dorm replacement project is expected to fully cover costs (funded by insurance).

### Revenues

1. BTC revenue figures assume 75% occupancy each year.
2. All revenue increases 2% per year starting in FY 23.
3. In FY 22, \$2.7 million revenue was added from catastrophic reserve for BTC.
4. A \$1.035 million American Rescue Plan Act (ARPA) payment in FY 22 funded the Echo Lake Americans with Disabilities Act (ADA) project (\$705,000), which had been deferred due to COVID-related budget balancing in FY 21; and offset \$330 thousand of COVID-related revenue losses.

### Expenditures

1. All expenditures escalate 2% per year starting in FY 25.

## 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.

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### ANALYSIS OF CLEAN STORM WATER FUND

Prior to FY 19, 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 fee is subject to an annual adjustment based on the Consumer Price Index in future years, up to 3% per year.

## CLEAN STORM WATER FUND FORECAST

	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Adopted	Revised	Projected	Proposed	Proposed	Projected
<b>Beginning Balance</b>	<b>2,812,874</b>	<b>5,617,025</b>	<b>7,568,154</b>	<b>7,568,154</b>	<b>7,568,154</b>	<b>8,765,037</b>	<b>6,010,658</b>	<b>5,103,855</b>
<b>Revenues</b>	<b>4,346,423</b>	<b>4,479,340</b>	<b>3,991,967</b>	<b>3,991,967</b>	<b>4,291,360</b>	<b>4,419,311</b>	<b>4,551,890</b>	<b>4,688,447</b>
Clean Storm Water Fees	4,010,814	4,175,384	3,991,967	3,991,967	4,290,593	4,419,311	4,551,890	4,688,447
Interest	41,901	1,437	0	0	767	0	0	0
University in Lieu (LRDP)	293,708	302,519	0	0	0	0	0	0
ARPA	0	0	0	0	0	0	0	0
<b>Expenditures</b>	<b>1,542,271</b>	<b>2,528,211</b>	<b>4,899,517</b>	<b>5,592,720</b>	<b>3,094,477</b>	<b>7,173,690</b>	<b>5,458,692</b>	<b>5,574,954</b>
Personnel	786,266	1,023,608	1,747,128	1,747,128	990,028	1,784,281	1,835,045	1,908,447
Non-Personnel	754,960	743,422	3,152,389	2,787,950	1,046,807	2,799,409	1,428,647	1,471,506
Capital Improvement Projects	1,045	761,181	0	1,057,642	1,057,642	2,590,000	2,195,000	2,195,000
<b>Annual Surplus/Shortfall</b>	<b>2,804,152</b>	<b>1,951,129</b>	<b>-907,550</b>	<b>-1,600,753</b>	<b>1,196,883</b>	<b>-2,754,379</b>	<b>-906,802</b>	<b>-886,507</b>
<b>Ending Balance</b>	<b>5,617,026</b>	<b>7,568,154</b>	<b>6,660,604</b>	<b>5,967,401</b>	<b>8,765,037</b>	<b>6,010,658</b>	<b>5,103,855</b>	<b>4,217,348</b>

### Clean Storm Water Fund Forecast Table | Assumptions

#### Revenues

- Projected Clean Storm Water fees include a 3% increase over the prior year.
- The University of California Long Range Development Plan (UC LRDP) agreement has changed. The LRDP will include other infrastructure near the University.

#### Expenditures

- Personnel excludes project expenditures, which are included in the CIP instead, as part of the project budget. FY 22 Projected includes vacancies throughout the year, but assumes positions will be filled during the remainder of the year.
- FY 22 Projected Non-personnel assumes all project budgets will be fully spent throughout the life of the project
- FY 23 Projected Non-personnel includes baseline program budgets for green-infrastructure, major repairs, and \$750,000 for the watershed management & master plan update, plus one-time \$600,000 for continuing Wildcat Canyon repairs. \$245,000 is contributed to information technology and roughly \$160,000 is for payment to the State Water Resources Control and to Alameda County Clean Water Program.
- FY 24 and FY 25 Project Non-personnel CIP is for baseline storm water program budgets.



## 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. Also, it is to be used for installation or construction of public lighting facilities. 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.

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## ANALYSIS OF STREET LIGHT ASSESSMENT DISTRICT FUND

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 Proposition 218 revenue increase provides additional revenue to support the program and maintain service levels. 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 assessments. In FY 22, Public Works initiated an annual capital improvement projects for the street light program. Accumulated fund balance is mostly due to compounding salary savings from freezing and vacant positions. As the work on the streetlight deferred maintenance and capital plan ramps up, frozen positions will be reassessed.

## STREET LIGHT ASSESSMENT FUND FORECAST

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
<b>Beginning Balance</b>	<b>1,770,822</b>	<b>1,864,463</b>	<b>2,069,532</b>	<b>2,069,532</b>	<b>2,069,532</b>	<b>1,912,756</b>	<b>840,965</b>	<b>-219,250</b>
<b>Revenues</b>	<b>1,933,921</b>	<b>1,956,354</b>	<b>2,240,939</b>	<b>2,240,939</b>	<b>2,024,962</b>	<b>2,240,939</b>	<b>2,240,939</b>	<b>2,212,731</b>
St Lt Assmt District 1982 and St Lt Maintenance and Improvement District 2018			2,240,939	2,240,939	2,024,505	2,240,939	2,240,939	2,212,231
Misc. Revenue (Damage to City Prop, Elec. St. Lt. Insp., Caltrans, Gain/Loss)								
Interest	6,518	444			457			500
<b>Expenditures</b>	<b>1,840,281</b>	<b>1,751,284</b>	<b>2,671,488</b>	<b>3,175,968</b>	<b>2,181,738</b>	<b>3,312,730</b>	<b>3,301,154</b>	<b>2,729,471</b>
Personnel	438,880	394,969	996,770	1,032,326	449,821	1,155,471	1,116,536	1,161,198
Non-Personnel	1,401,401	1,106,315	1,674,718	2,143,642	1,339,119	1,764,461	1,791,820	1,175,475
Capital Improvement Projects	0	250,000	0	0	392,798	392,798	392,798	392,798
<b>Annual Surplus/Shortfall</b>	<b>93,641</b>	<b>205,070</b>	<b>-430,549</b>	<b>-935,029</b>	<b>-156,776</b>	<b>-1,071,791</b>	<b>-1,060,215</b>	<b>-516,740</b>
<b>Ending Balance</b>	<b>1,864,463</b>	<b>2,069,532</b>	<b>1,638,983</b>	<b>1,134,503</b>	<b>1,912,756</b>	<b>840,965</b>	<b>-219,250</b>	<b>-735,990</b>

## Clean Storm Water Fund Forecast Table | Assumptions

## Revenues

- The majority of the revenue is received in December and again in late March through April through property taxes.
- The Streetlight Maintenance and Improvement District 2018 was approved and established in June 2018 with first billing in FY 19 County tax roll.
- FY 19 Actual, FY 20 and forward projected shows new assessment of \$500,000 annually plus 3% increase per year.
- FY 21 and forward projected shows an increase in the Street Light Assessment District 1982 plus 3% increase per year. The amount of increase will not exceed already approved ceiling.

## Expenditures

- FY 20 and forward Projected assumes 4% increase over previous year projected to evaluate the effects of possible personnel increases (such as steps, PERS, Worker's Comp, and other benefits) on the fund.
- FY 19 Actual, FY 20 and forward Projected shows a decrease in the Other Personnel due to IT cost shifting from personnel cost to interfund transfer out.
- Fund balance is mostly due to compounding salary savings from freezing of vacant positions. As the work on the streetlight deferred maintenance and capital plan ramps up, frozen positions will most likely be filled.

**Clean Storm Water Fund Forecast Table | Assumptions (continued)**

- Forecast budget shown here assumes full expenditure of salary/benefits, but salary savings are anticipated to cover fund balance overages in FY 26/27.
- Debt service payment to California Energy Commission for the LED loan ends in 2025.
- FY 21 and forward projected assumes 3% increase over previous years projects for CPI.
- FY 19 Actual, FY 20 and forward projected reflects the cost of the City Streetlight Capital Program based on the conditions assessment completed during the Proposition 218 process.

Historical Forecast Notes

- Street lighting special assessment district to be used for maintenance and/or servicing of existing and future public lighting facilities, and the installation or construction of public lighting for the maintenance of servicing thereof, including grading, cleaning, removal of debris, the installation of curbs and gutters, walls, sidewalks or paving or water, irrigation, drainage, or electrical facilities.

## 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.

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### ANALYSIS OF PERMIT SERVICE CENTER FUND

The fund is maintaining a positive fund balance over the next few years but is facing an annual operating shortfall. Projected revenues for FY 22 and future years are conservative estimates based on the delayed impact of the pandemic to development activity and an unpredictable economic recovery. In addition, conservative estimates have also been made for personnel expenses and will likely be adjusted downward to manage and prioritize programs in light of a quickly changing landscape and as revenue is actualized.

<b>PERMIT SERVICE CENTER FUND FORECAST</b>								
	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2022 Revised</b>	<b>FY 2022 Projected</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>	<b>FY 2025 Projected</b>
<b>Beginning Balance</b>	<b>12,643,651</b>	<b>15,416,133</b>	<b>18,739,183</b>	<b>18,739,183</b>	<b>18,739,183</b>	<b>20,053,729</b>	<b>19,123,783</b>	<b>16,757,945</b>
<b>Revenues</b>	<b>20,491,391</b>	<b>20,555,517</b>	<b>14,997,428</b>	<b>14,997,428</b>	<b>21,170,000</b>	<b>20,746,600</b>	<b>19,709,270</b>	<b>20,103,455</b>
Revenue from PSC	20,491,391	20,555,517	14,997,428	14,997,428	21,170,000	20,746,600	19,709,270	20,103,455
<b>Expenditures</b>	<b>17,718,909</b>	<b>17,232,467</b>	<b>20,692,553</b>	<b>22,959,285</b>	<b>19,855,454</b>	<b>21,676,546</b>	<b>22,075,108</b>	<b>22,299,965</b>
Personnel	12,209,283	12,277,996	14,640,738	14,562,409	13,902,269	14,967,765	15,341,683	15,801,933
Non-Personnel	5,509,626	4,954,471	6,051,815	8,396,876	5,953,185	6,708,781	6,733,425	6,498,032
<b>Annual Surplus/Shortfall</b>	<b>2,772,482</b>	<b>3,323,050</b>	<b>-5,695,125</b>	<b>-7,961,857</b>	<b>1,314,546</b>	<b>-929,946</b>	<b>-2,365,838</b>	<b>-2,196,510</b>
<b>Ending Balance</b>	<b>15,416,133</b>	<b>18,739,183</b>	<b>13,044,058</b>	<b>10,777,326</b>	<b>20,053,729</b>	<b>19,123,783</b>	<b>16,757,945</b>	<b>14,561,435</b>

**Permit Service Center Fund Forecast Table | Assumptions**

Revenues

- Revenue projections for FY22 are based on year to date Actuals; an estimated percentage of project valuation of large-, medium-, small-project applications submitted; and projects in final stages of permitting.
- Revenue projections for FY23-FY25 are based on: 1) FY22 projected revenues; 2) 7-10-year cyclical development pattern starting from last downturn; 3) land use permit applications submitted; 4) anticipated development activity with a 3% inflationary cost of project valuation, integrated with uncertainty in status of pandemic, labor shortages, supply chain challenges, and increase in CPI and inflation, all of which could impact development activity.

Expenditures

- Projected personnel expenditures are based on FY21 actual expenditures with 3% annual increase.
- Non-personnel expenditure based on FY21 budgeted expenditures with 3% annual increase.
- FY23 proposed non-personnel expenditure is based on FY21 Actuals, since FY22 will include paying backrent plus current rent due for 5th floor.
- FY23 and FY24, non-personnel expenditures are based on proposed baseline budget increases as part of the FY23 and FY24 budget submittal package and includes a rough estimate of \$500,000 for non-departmental non-personnel expense.
- Decrease in FY23 to FY24 Non-Personnel Expenses is due to a one-time training required in FY23 to stay abreast of CA Building Code Updates.

## SANITARY SEWER FUND

Sanitary sewer fees pay for the costs of operation, maintenance, rehabilitation and improvement of the City's sanitary sewer collection system and comply with requirements imposed by the Consent Decree entered into with the Environmental Protection Agency (EPA) in July 2014. 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 (e.g., East Bay Municipal Utilities District [EBMUD]).

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### ANALYSIS OF SANITARY SEWER FUND

Sanitary Sewer Fund Rate increases approved by City Council June, 2015 expired June 30, 2020. A Sanitary Sewer Master Plan is in progress to evaluate Sanitary Sewer construction and operations programs to determine if future rate increases may be necessary. Current drought conditions may negatively impact revenue collections depending upon the degree of water conservation achieved by City of Berkeley residents and Commercial businesses. The Sanitary Sewer Fund is an enterprise fund that fully supports the operating and capital cost of the Sanitary Sewer program. While projected to maintain a positive fund balance through FY 24, the fund is showing a structural deficit trend that started in FY 20 due to high capital costs, and without a rate adjustment will run negative by the end of FY 25.

## SANITARY SEWER FUND FORECAST

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
<b>Beginning Balance</b>	<b>26,027,896</b>	<b>25,918,159</b>	<b>34,927,908</b>	<b>34,927,908</b>	<b>34,927,908</b>	<b>29,537,706</b>	<b>19,307,514</b>	<b>11,463,076</b>
<b>Revenues</b>	<b>23,881,952</b>	<b>26,449,634</b>	<b>24,724,000</b>	<b>24,724,000</b>	<b>25,862,277</b>	<b>24,996,336</b>	<b>24,918,339</b>	<b>24,846,871</b>
Sewer Fees EBM	22,162,348	25,455,631	23,711,023	23,711,023	23,695,959	23,695,959	23,695,959	23,695,959
Connection Fees	1,365,653	957,672	750,000	750,000	1,812,039	1,000,000	1,000,000	1,000,000
Misc. Fees	6,412	7,235	5,000	5,000	5,000	5,000	5,000	5,000
Interest	347,539	29,096	257,977	257,977	349,279	295,377	217,380	145,912
<b>Expenditures</b>	<b>23,991,689</b>	<b>17,439,885</b>	<b>30,058,492</b>	<b>47,140,725</b>	<b>31,252,479</b>	<b>35,226,528</b>	<b>32,762,777</b>	<b>38,829,414</b>
Personnel	7,931,074	7,613,951	9,852,775	9,822,540	7,463,680	10,437,976	10,662,705	11,089,213
Non-Personnel	4,842,752	4,347,397	3,440,653	6,121,893	4,480,303	3,924,228	3,945,356	3,250,701
Capital Improvement Projects	11,217,863	5,478,537	16,765,064	31,196,292	19,308,496	20,864,324	18,154,716	24,489,500
<b>Annual Surplus/Shortfall</b>	<b>-109,737</b>	<b>9,009,749</b>	<b>-5,334,492</b>	<b>-22,416,725</b>	<b>-5,390,201</b>	<b>-10,230,192</b>	<b>-7,844,438</b>	<b>-13,982,543</b>
<b>Ending Balance</b>	<b>25,918,159</b>	<b>34,927,908</b>	<b>29,593,416</b>	<b>12,511,183</b>	<b>29,537,706</b>	<b>19,307,514</b>	<b>11,463,076</b>	<b>-2,519,467</b>

### Sanitary Sewer Fund Forecast Table | Assumptions

#### Revenues

- No rate increases implemented due to COVID-19.
- No future rate increases implemented until the completion of a Sanitary Sewer Master Plan (estimated 2023) and determination of potential impacts to fund.

#### Expenditures

- FY 23 personnel and forward includes a 4% increase over \*Projected\* (using 3-year average of FY20-22 actuals) to evaluate the effects of possible personnel increases (such as steps, PERS or Worker's Comp) on the fund.
- Projected Sewer Capital Improvement Plan reflects the estimated total progress payments, not the projected total to be encumbered.
- FY 22 Projected reflects the annual sewer program budget.
- FY 22 Projected reflects a 3% increase over the FY 21 Projected architectural and engineering services and miscellaneous professional services.



## ZERO WASTE FUND

The Zero Waste Fund supports 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.

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### ANALYSIS OF ZERO WASTE FUND

Rate increases to the Zero Waste Fund were last approved via the Proposition 218 process in May 2014, with the final scheduled rate increase effective in FY 19. A rate study was conducted in FY 22 to evaluate the current rate and any adjustments needed to sustain future Zero Waste Operations, including cost recovery for recycling collection and addressing capital needs at the Transfer Station. The fund maintains a positive fund balance but is projecting an annual operating shortfall over the next few years due to permitting and environmental review costs for the Transfer Station Replacement project.

## ZERO WASTE FUND FORECAST

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
<b>Beginning Balance</b>	<b>20,079,053</b>	<b>24,357,285</b>	<b>23,915,109</b>	<b>23,915,109</b>	<b>23,915,109</b>	<b>16,840,177</b>	<b>12,107,279</b>	<b>8,185,803</b>
<b>Revenues</b>	<b>48,383,847</b>	<b>44,817,257</b>	<b>46,767,263</b>	<b>46,767,263</b>	<b>46,551,220</b>	<b>47,968,396</b>	<b>49,313,084</b>	<b>50,696,443</b>
Residential Collection	16,443,956	15,631,961	15,715,836	15,715,836	16,056,908	16,538,615	17,034,774	17,545,817
Commercial Collection	17,993,460	16,132,053	16,600,482	16,600,482	16,870,145	17,376,249	17,897,536	18,434,462
Transfer Station	8,182,926	7,693,396	8,513,516	8,513,516	8,072,861	8,346,585	8,513,516	8,683,787
Franchise Fees	235,868	414,545	337,644	337,644	363,278	363,278	363,278	363,278
Recycling Fee	243,645	146,395	133,447	133,447	175,535	180,801	186,225	191,812
Recycling Food Waste	3,053,307	2,611,757	3,053,307	3,053,307	2,887,502	2,974,127	3,063,351	3,155,252
CoB Interdepartmental	1,144,732	1,256,940	1,144,732	1,144,732	1,171,087	1,206,220	1,242,406	1,279,678
Exempt Agencies	416,055	240,520	412,211	412,211	359,804	370,598	381,716	393,168
Misc. Revenue	669,898	689,691	856,088	856,088	594,100	611,923	630,281	649,190
<b>Expenditures</b>	<b>44,105,616</b>	<b>45,259,433</b>	<b>56,648,952</b>	<b>51,770,618</b>	<b>53,626,152</b>	<b>52,701,294</b>	<b>53,234,560</b>	<b>59,285,548</b>
Personnel	19,532,818	20,570,671	22,021,155	22,242,821	20,398,050	22,126,448	22,687,462	23,594,960
Non-Personnel	24,572,798	24,688,763	34,627,797	29,527,797	33,228,103	30,574,846	30,547,098	35,690,588
Capital Improvement Projects								
<b>Annual Surplus/Shortfall</b>	<b>4,278,232</b>	<b>-442,176</b>	<b>-9,881,689</b>	<b>-5,003,355</b>	<b>-7,074,932</b>	<b>-4,732,897</b>	<b>-3,921,476</b>	<b>-8,589,105</b>
<b>Ending Balance</b>	<b>24,357,285</b>	<b>23,915,109</b>	<b>14,033,419</b>	<b>18,911,753</b>	<b>16,840,177</b>	<b>12,107,279</b>	<b>8,185,803</b>	<b>-403,302</b>

## Zero Waste Fund Forecast Table | Assumptions

## Revenues

- Residential & Commercial Rate no increases through 2023. Rate Study in progress to determine rates for future years.
- Transfer Station fees have not been increased since FY 2010. FY 23 and forward assumes a 2% growth increase over the previous fiscal year.
- Commercial customers have been requesting collection fee waivers or service reductions due to impacts of COVID-19. Will need to revisit as the situation progresses.
- Franchise agreements extended indefinitely.
- Misc. Recycling in previous years included Material Sales & Food Waste Revenue, now includes revenue from the sale of scrap metal.
- CoB Interdepartmental and Exempt Agencies, FY 23 and forward assumes no increase over the previous fiscal year projected.

## Zero Waste Fund Forecast Table | Assumptions (continued)

### Expenditures

- FY 23 personnel and forward includes a 4% increase over Adopted to evaluate the effects of possible personnel increases (such as steps, PERS or Worker's Comp) on the fund.
- Contracts: a) Waste Management landfill - option for 5-year extension exercised through December, 2026. b) Recology - New contract extended through March 2025; annual increases equal to CPI c) New \$30 million CCC contract for recyclables processing through June, 2031. New \$50 million Ecology Center contract for residential curbside recycling through June 2031.
- Capital Improvements: Preliminary Transfer Station Redesign in progress.
- Recycling Facilities and Transfer Station Feasibility Study (pre CEQA) for replacement and integration completed FY 21.
- Strategic Plan to prepare City to reach Zero Waste Goal est. cost \$ 500,000, moved out to FY 23.
- CEQA (California Environmental Quality Act) process start November, 2022 budget est. cost \$ 4,000,000 - 5,000,000, est. completion date mid-2023.
- Complete final design & engineering plans for construction cost \$3,000,000-4,000,000, 2023.
- Geotechnical investigation, dependent on final design, \$750,000 to 1,000,000, mid-2023 to 2024.
- Construction start, budgetary estimated \$ 30,000,000 - 40,000,000 (based upon final design/construction plans) late 2023/early 2024. Expected completion date late 2025.

## OFF-STREET PARKING FUND

The Off-Street Parking Fund is an enterprise fund used for capital, operation, and maintenance of off-street parking facilities (garages). The City of Berkeley owns three garages (Center Street Garage, Oxford Garage, and Telegraph Channing Garage).

The rates for the garages follow the goBerkeley program which governs demand-responsive parking and Transportation Demand Management (TDM). The Off-Street Parking Fund pays back the debt service of 2016 Revenue Bond to fund the replacement of the Center Street Garage. The Center Street Garage Reconstruction project was completed in October 2018 and the grand opening in November 2018. The first full debt service payment for the revenue bond was made in FY 2020. The Off-Street Parking Garage Fund is required to have a 1.25 Debt Service Coverage Ratio.

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### ANALYSIS OF OFF-STREET PARKING FUND

In FY 19, the Center Street garage reopened with demand slow to return as the garage was closed due to construction for about two years. In FY 20, demand and revenue increased closer to staff projections until the March 2020 COVID-19 Pandemic shelter in place order. The impact of this event on the fund was immediate, severe, and is still ongoing. Annual revenues stayed flat in FY 20 compared to FY 19 due to ramped up activity at the Center Street Garage up until March 2020, but were severely down in FY 21 and FY 22 to 38%, and 74% respectively, compared to FY 19 levels. These revenue impacts have led to a depletion of fund balance as well as requiring \$1.9 million in General Fund support in FY 21 to pay for the Garage debt service and \$3.94 million in American Rescue Plan Act funds to be transferred in to sustain parking operations in FY 22. In FY 23, the fund is proposed to receive \$200,000 of American Rescue Plan Act funding.

Revenues are projected to recover to 100% of 2019 levels by FY 23, however, this puts the Center Street Garage four years behind planned revenue growth, and the fund balance will not have grown sufficient to fund the needed replacement of the Telegraph/Channing Mall & Garage Elevator unless other funding sources are identified.

## OFF-STREET PARKING FUND FORECAST

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
<b>Beginning Balance</b>	<b>2,235,776</b>	<b>-1,215,101</b>	<b>-356,678</b>	<b>-356,678</b>	<b>-356,678</b>	<b>657,193</b>	<b>-2,006,849</b>	<b>-3,904,989</b>
<b>Revenues</b>	<b>3,732,045</b>	<b>3,525,994</b>	<b>6,165,769</b>	<b>6,164,673</b>	<b>6,856,691</b>	<b>4,124,985</b>	<b>5,040,017</b>	<b>5,140,493</b>
Center Street Garage	2,155,054	1,102,701	1,199,750	1,199,750	1,786,964	2,296,960	3,246,715	3,311,649
Telegraph/Channing Garage & Mall	1,116,502	500,993	731,964	731,964	957,367	1,193,645	1,203,628	1,227,701
Oxford Garage	451,489	3,051	284,499	284,499	160,000	415,424	573,474	584,943
Surface Lots	9,000	9,000	9,556	8,460	12,360	18,956	16,200	16,200
1x Transfer-in for Debt Service Pmt from GF								
1x Transfer in from Rate Stabilization Fund								
American Rescue Plan Act Transfer			3,940,000	3,940,000	3,940,000	200,000		
<b>Expenditures</b>	<b>7,182,922</b>	<b>2,667,572</b>	<b>4,631,236</b>	<b>5,378,902</b>	<b>5,842,820</b>	<b>6,789,027</b>	<b>6,938,157</b>	<b>6,998,255</b>
Personnel	436,750	479,805	443,194	443,194	390,852	525,768	537,045	503,791
Non-Personnel	6,746,172	2,187,767	4,188,042	4,935,708	5,451,967	6,263,259	6,401,112	6,494,464
Capital Improvement Projects	0	0	0	0	0	0	0	0
<b>Annual Surplus/Shortfall</b>	<b>-3,450,877</b>	<b>858,423</b>	<b>1,534,533</b>	<b>785,771</b>	<b>1,013,871</b>	<b>-2,664,042</b>	<b>-1,898,140</b>	<b>-1,857,762</b>
<b>Ending Balance</b>	<b>-1,215,101</b>	<b>-356,678</b>	<b>1,177,855</b>	<b>429,093</b>	<b>657,193</b>	<b>-2,006,849</b>	<b>-3,904,989</b>	<b>-5,762,751</b>

## Off-Street Parking Fund Forecast Table | Assumptions

## Revenues

- Center Street Garage project a slow ramp up to 80% average monthly Pre-COVID revenue by June 2022, 90% in FY 23, 100% by FY 24.
- American Rescue Plan Act (ARPA) allocations were \$3.94 million in FY 22, \$200,000 for FY 23 (planned).

## Expenditures

- Assumes Off-Street Fund pays the debt service for the garage bond, resuming in FY 22 and ongoing.
- Telegraph Channing Garage/Mall Elevator replacement project (+\$3 million) is not planned here due to lack of available funding within the fund.

## PARKING METER FUND

Parking Meter revenue is generated through payments made by hourly parkers using “pay and display” parking meters and single space parking meters from the City’s eight parking meter routes. This enterprise fund provides the funding for the maintenance, collection, capital, and enforcement of parking meters. The Parking Meter Fund is the secondary surety in the Parking Revenue Bonds, Series 2016 (for the Center Street Garage Reconstruction Project).

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### ANALYSIS OF PARKING METER FUND

Prior to the COVID-19 pandemic, the Parking Meter Fund maintained a healthy fund balance, and averaged over \$10 million (2016-2019) in annual revenue. The COVID-driven impacts on the fund have been immediate, severe, and remain ongoing. FY 20-2022 annual revenues were down at 70%, 40%, and 75% respectively, compared to FY 19 levels, triggering a depletion of fund balance, as well as requiring \$3.2 million in General Fund support in FY 21 and \$4.34 million in American Rescue Plan Act funds to be transferred in to sustain parking operations in FY 22. Revenues are projected to recover to 94% of 2019 levels by FY 24, however, fund balance will not have grown sufficient to fund the needed replacement of citywide parking meters unless other fund sources are identified.

### PARKING METER FUND FORECAST

	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Adopted	Revised	Projected	Proposed	Proposed	Projected
<b>Beginning Balance</b>	<b>4,990,946</b>	<b>3,208,091</b>	<b>1,853,061</b>	<b>1,853,061</b>	<b>1,853,061</b>	<b>3,432,772</b>	<b>952,309</b>	<b>-2,708,867</b>
<b>Revenues</b>	<b>7,350,026</b>	<b>4,254,923</b>	<b>11,162,702</b>	<b>11,162,702</b>	<b>11,843,021</b>	<b>12,052,490</b>	<b>9,712,789</b>	<b>10,296,622</b>
Parking Metered	7,016,029	3,894,333	6,472,916	6,472,916	7,138,030	9,007,482	9,367,781	9,840,136
Point-to-Point Vehicle Share	307,505	354,643	344,991	344,991	344,991	344,991	344,991	414,882
All Other	26,492	5,947	4,795	4,795	20,000	17	17	41,604
American Rescue Plan Act Transfer			4,340,000	4,340,000	4,340,000	2,700,000	0	0
<b>Expenditures</b>	<b>9,132,881</b>	<b>5,609,953</b>	<b>10,006,409</b>	<b>10,006,409</b>	<b>10,263,310</b>	<b>14,532,954</b>	<b>13,373,964</b>	<b>10,726,177</b>
Personnel	5,019,203	2,608,923	5,450,176	5,450,176	4,883,321	5,703,425	5,841,955	6,152,680
Non-Personnel	4,113,678	3,001,029	4,556,233	4,556,233	5,039,989	4,829,529	4,532,009	4,573,497
Capital Improvement Projects	0	0	0	0	340,000	4,000,000	3,000,000	0
<b>Annual Surplus/Shortfall</b>	<b>-1,782,855</b>	<b>-1,355,030</b>	<b>1,156,293</b>	<b>1,156,293</b>	<b>1,579,711</b>	<b>-2,480,464</b>	<b>-3,661,175</b>	<b>-429,555</b>
<b>Ending Balance</b>	<b>3,208,091</b>	<b>1,853,061</b>	<b>3,009,354</b>	<b>3,009,354</b>	<b>3,432,772</b>	<b>952,309</b>	<b>-2,708,867</b>	<b>-3,138,422</b>

#### Parking Meter Fund Forecast Table | Assumptions

##### Revenues

- Berkeley Way Lot closed permanently June 2020.
- COVID-19 Shelter-at-Home from March 17, 2020.
- Meters shut-down during Shelter-at-Home, re-opened for business June 1, 2020. Enforcement restarted July 2020.
- FY 21 and FY 22 project a slow ramp up to 90% average monthly pre-COVID revenue by June 2022, 100% in FY 23.

##### Expenditures

- Assumes Police Department Parking Enforcement Officers and Police Department Non-personnel continue to be paid from the fund after resuming in FY 22.
- Parking Meter Replacement Project would begin FY 23 if funding available. Showing full impact if paid for by fund. \$3.5 million requested for General Fund/American Rescue Plan Act funds.
- Non-personnel expenses include annual \$1.75 million transfer out to General Fund, resuming in FY 22.



## PARKS TAX FUND

The Parks Tax 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.

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### ANALYSIS OF PARKS TAX FUND

The passage of Measure F in 2014 helped to stabilize the Parks Tax Fund, increased funding for capital to \$1 million/year, and established funding for minor maintenance (\$450,000). Following COVID-19, the Fund absorbed additional landscape costs from the Marina Fund and Sports Field Operations Fund, whose revenues were significantly impacted by COVID-19. Many capital projects that were planned and funded in prior years are now under construction or will be in FY 23-24. This swell in capital projects - along with Covid impacts - have decreased the fund balance, and reserves are projected to be close to 10% in FY23-27.

## PARKS TAX FUND FORECAST

Description / Account	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	2025 Projected
<b>Beginning Fund Balance</b>	<b>7,080,688</b>	<b>6,295,912</b>	<b>4,394,403</b>	<b>4,394,403</b>	<b>4,394,403</b>	<b>1,825,866</b>	<b>2,723,331</b>	<b>3,591,183</b>
<b>Revenues</b>								
Interest Investment Pool	72,290	1,254	2,000	2,000	200	2,000	2,000	4,000
Sidewalks								
Tax Revenue <sup>(1)</sup>	13,890,512	14,507,783	15,320,468	15,320,468	15,320,468	16,791,663	17,127,496	17,470,046
Lease Rents (various, misc.)	23,006	14,562	20,000	20,000	15,000	20,000	20,000	20,000
Other City Expense	0							
Misc. (Rental Insurance, Tree Donation, etc.)	13,123	6,498			0	0	0	0
Park & Rec Fees (pk reserv)	19,136	55,376	24,000	24,000	100,000	50,000	50,000	51,000
Park Bench Donation	7,500	0			36,766	0	0	0
Insurance Payments		148,707			50,000	0	0	0
<b>Subtotal, Revenues</b>	<b>14,025,567</b>	<b>14,734,180</b>	<b>15,366,468</b>	<b>15,366,468</b>	<b>15,522,434</b>	<b>16,863,663</b>	<b>17,199,496</b>	<b>17,545,046</b>
<b>Expenditures</b>								
Personnel	9,353,448	9,304,595	9,484,144	9,484,264	9,394,224	10,765,039	11,075,516	11,297,026
Non-Personnel	3,291,556	3,328,630	3,393,486	4,159,533	3,562,332	3,720,958	4,648,125	4,741,088
Minor Maintenance	969,195	410,646	450,000	646,072	646,072	450,000	450,000	460,000
Capital Projects	1,196,145	3,591,818	1,075,000	4,788,344	4,488,344	1,030,200	158,004	160,000
<b>Subtotal, Expenditures</b>	<b>14,810,344</b>	<b>16,635,688</b>	<b>14,402,630</b>	<b>19,078,212</b>	<b>18,090,971</b>	<b>15,966,197</b>	<b>16,331,645</b>	<b>16,658,114</b>
<b>Operating Income / (Loss)</b>	<b>(784,777)</b>	<b>(1,901,509)</b>	<b>963,838</b>	<b>(3,711,744)</b>	<b>(2,568,537)</b>	<b>897,466</b>	<b>867,851</b>	<b>886,932</b>
<b>Ending Fund Balance</b>	<b>6,295,912</b>	<b>4,394,403</b>	<b>5,358,241</b>	<b>682,658</b>	<b>1,825,866</b>	<b>2,723,331</b>	<b>3,591,183</b>	<b>4,478,115</b>
<b>Reserve Rate</b>	44.89%	29.82%	34.87%	4.44%	11.76%	16.15%	20.88%	25.52%

## Parks Tax Fund Forecast Table | Assumptions

- The passage of Measure F in 2014 helped to stabilize the Parks Tax Fund, increased funding for capital to \$1 million/year and established funding for minor maintenance (\$450,000).
- Following COVID, the fund absorbed additional landscape costs from the Marina Fund and Sports Field Operations Fund, whose revenues were significantly impacted by COVID.
- Many capital projects that were planned and funded in prior years are now under construction or will be in FY 23-24. This swell in capital projects - along with COVID impacts - have decreased the fund balance, and reserves are projected to be close to 10% in FY 23.

### Revenues

1. Tax revenue in FY 23 assumes a 7.55% increase based on the Personal Income Growth Rate for FY 23. The FY 23 tax rate will be officially set by Council on June 14, 2022. FY 24 & FY 25 assume a 2% increase.

### Expenditures

1. FY 23 & FY 24 Proposed Personnel include approved salary increases and assumed benefit increases.
2. Capital and minor maintenance increase 2% starting FY 25.
3. FY 23 Proposed does not include \$300,000 in FY 22 funds that will not be spent but will be spent in FY 23 and an additional \$65,000 in baseline capital that is planned for FY 23 and FY 24. These funds will be added to FY 23 & FY 24 prior to the Budget Adoption on June 28, 2022.

## MARINA FUND

The Berkeley Marina area (Waterfront) is part of San Francisco Bay and therefore, the property is owned by the State of California. The City holds the Waterfront in trust for the State and by law the Waterfront is required to be a self-supporting financial entity. Fees generated from vessels that berth at the Marina, commercial building and ground leases and special events provide the revenue that funds the operations at the Berkeley Waterfront, including University Avenue and the Bay Trail, from Frontage Road to Marina Boulevard; and all land, infrastructure and Marina waters west of Marina Blvd. There are 100 acres of open space and parks, streets and pathways, 1,000 berths in the Berkeley Marina, a large hotel, 3 restaurants, bait shop, commercial office building, the Adventure Playground, Shorebird Nature Center, the Berkeley Marine Center boatyard, a 4-lane public launch ramp, 9 restroom buildings, and 11 parking lots.

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### ANALYSIS OF MARINA FUND

The Marina Fund is projected to exhaust all reserves in the next budget cycle. The Fund has struggled with a structural deficit for many years, but since COVID-19, lease revenues from the hotel, restaurants and commercial tenants have plummeted and berth revenues have remained flat. Costs have continued to escalate, and infrastructure has continued to deteriorate. Unfunded infrastructure needs at the Waterfront now exceed \$146 million. Even with the planned \$1.15million in ARPA funds in FY23, there is an additional \$1.45 million needed to maintain Waterfront operations through FY24, and an ongoing structural deficit of \$1.2 million/year.

## MARINA FUND FORECAST

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
<b>Beginning Fund Balance</b>	<b>3,503,847</b>	<b>3,151,380</b>	<b>5,461,419</b>	<b>5,461,419</b>	<b>5,461,419</b>	<b>971,592</b>	<b>284,412</b>	<b>(1,150,834)</b>
<b>Revenues</b>								
Damage to City	396	18						
Short and Over	(1,078)	(112)			(20)	0	0	0
Interest Invest Pool	42,706	802	2,000	2,000	400	4,000	8,000	10,000
Marina Benches / Trees	3,400	0	6,800	6,800	17,000	6,800	6,800	6,800
Sewer Service/Marina	3,750	3,850	3,940	3,940	3,946	4,045	4,146	4,250
Live Aboard Fees	259,664	256,143	257,724	257,724	256,143	262,547	269,110	275,838
Launch Ramp	129,657	121,220	136,140	136,140	75,000	80,000	82,000	84,050
Dry Storage	105,928	105,671	103,969	103,969	105,671	108,313	111,021	113,797
Charter Boat Fees	113,012	66,935	56,506	56,506	80,000	82,000	84,050	86,151
Locker Rentals	9,523	20,773	51,666	51,666	20,773	21,292	21,824	22,370
EV Charging Stations	2,380	1,946			3,200	3,280	3,362	3,446
Miscellaneous	37,304	105,389			29,450	30,922	30,922	32,469
Fines & Penalties	76,835	64,319	72,225	72,225	64,319	64,319	64,319	64,319
Marina Leases	1,806,344	1,186,077	1,814,019	1,814,019	1,590,526	2,129,170	2,214,337	2,302,910
Berth Rentals	3,420,177	3,443,688	3,249,168	3,249,168	3,443,688	3,443,688	3,529,781	3,706,270
Special Event Parking	101,626	0			0	75,000	150,000	200,000
Playground Svc Fees	8,848	(605)	4,534	4,534	0	35,000	50,000	70,000
Nature Center Fees	9,240	0	4,735	4,735	0	15,000	25,000	40,000
Donations	284	0	146	146	0	1,500	1,538	1,576
Other Revenue	1,830	0			0	0	0	0
Misc. Fees		3,000,000						
Transfer from ARPA Fund			1,400,000	1,400,000	1,400,000	1,150,000		
<b>Subtotal, Revenues</b>	<b>6,131,825</b>	<b>8,376,115</b>	<b>7,163,572</b>	<b>7,163,572</b>	<b>7,090,097</b>	<b>7,516,876</b>	<b>6,656,210</b>	<b>7,024,245</b>
<b>Expenditures</b>								
Personnel	3,142,775	3,220,688	3,957,817	3,947,718	3,364,285	4,262,025	4,135,023	4,217,723
Non-Personnel (excludes debt svc & capital)		1,841,572	2,364,866	2,284,282	2,178,402	2,214,313	2,528,713	2,579,288
Capital Projects	782,038	345,016	350,000	5,671,065	5,371,065	650,000	350,000	350,000
Minor Maintenance	143,510	173,082	150,000	180,452	180,452	250,000	250,000	250,000
Principal Payment	180,579	188,059	197,546	197,546	197,546	305,391	319,346	333,212

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
Interest Payment	305,140	297,660	288,173	288,173	288,173	522,328	508,373	494,507
<b>Subtotal, Expenditures</b>	<b>6,484,292</b>	<b>6,066,076</b>	<b>7,308,402</b>	<b>12,569,235</b>	<b>11,579,924</b>	<b>8,204,057</b>	<b>8,091,455</b>	<b>8,224,730</b>
<b>Operating Income / (Loss)</b>	<b>(352,467)</b>	<b>2,310,039</b>	<b>(144,830)</b>	<b>(5,405,663)</b>	<b>(4,489,827)</b>	<b>(687,181)</b>	<b>(1,435,245)</b>	<b>(1,200,485)</b>
<b>Ending Fund Balance</b>	<b>3,151,381</b>	<b>5,461,419</b>	<b>5,316,589</b>	<b>55,756</b>	<b>971,592</b>	<b>284,412</b>	<b>(1,150,834)</b>	<b>(2,351,319)</b>
<b>Reserve Rate</b>	51%	65%	74%	1%	14%	4%	-17%	-33%

### Marina Fund Forecast Table | Assumptions

- FY 21 operating income appears high because \$3 million payment for Marina streets was received as revenue, but the \$3 million in capital spending on that project happens in FY 22. Actual operating loss is approx. -\$700,000 in FY 21.
- ARPA funding received in FY 22 (\$1.4 million) and planned in FY 23 (\$1.15 million) will generally carry the Marina Fund through FY 23. Approx. \$1.45 million is needed to keep the Fund solvent through FY 24. After that, there is a structural deficit of approx. \$1.2 million/year.
- Berth rentals expected to remain flat in FY 22 and FY 23; increase 2.5% in FY 24 with annual fee increases; and increase 5% in FY 25 after D&E dock replacement.
- Marina lease revenue estimated to begin recovery in FY 22, but not to return to baseline levels until FY 25.
- FY 22 Personnel figures are lower than budgeted due to vacant positions. Expected to resume full staffing levels in FY 23. FY 24 Personnel is reduced by 1 project-based FTE.
- Personnel and Non-Personnel escalate by 2% starting in FY 25.
- Starting in FY 223, assume additional \$342,000 in annual payments for \$5.5 million California Division of Boats and Waterways (DBAW) loan at 4.5% interest rate, 30-year term.
- Includes baseline of \$350,000/year in capital; \$250,000/year in minor maintenance.
- FY 23 Proposed does not include \$300,000 for pilings project. These funds will be added prior to the Budget Adoption.

## 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.

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## ANALYSIS OF FUND

The Library Tax Fund, although maintaining a positive fund balance over the next few years, is facing an annual operating shortfall (last occurrence was in FY 2008) as infrastructure maintenance and improvement projects are addressed and post-COVID-19 adjustments to delivery of library services are implemented. Commencing FY 22, reserves are lowered from \$1.5 million to \$1.25 million, reflecting approximately 6% of tax receipts as the basis of the reserves level is modified to a percentage of proposed adopted revenues from a fixed amount.



<b>LIBRARY TAX FUND FORECAST</b>								
	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2022 Projected	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Projected
<b>Beginning Balance</b>	<b>10,266,639</b>	<b>12,027,796</b>	<b>13,187,635</b>	<b>13,187,635</b>	<b>13,187,635</b>	<b>15,201,511</b>	<b>14,677,510</b>	<b>14,368,248</b>
<b>Revenues</b>	<b>20,487,115</b>	<b>20,715,377</b>	<b>21,845,999</b>	<b>21,845,999</b>	<b>22,005,105</b>	<b>23,909,768</b>	<b>24,386,523</b>	<b>23,592,995</b>
Library Services Tax	20,431,021	20,596,293	21,704,603	21,704,603	21,863,709	23,837,768	24,314,523	23,520,995
Fines & Fees	26,477	17,688	40,000	40,000	40,000	40,000	40,000	40,000
Miscellaneous and Interest	29,617	101,396	101,396	101,396	101,396	32,000	32,000	32,000
<b>Expenditures</b>	<b>18,725,958</b>	<b>19,555,538</b>	<b>25,037,858</b>	<b>25,152,383</b>	<b>19,991,228</b>	<b>24,433,769</b>	<b>24,695,785</b>	<b>25,684,233</b>
Personnel	13,352,627	12,972,590	15,931,595	15,931,595	12,725,924	17,491,479	17,453,498	17,818,568
Non-Personnel	4,669,368	4,145,856	5,786,263	5,900,788	5,894,676	6,097,290	6,097,287	6,116,665
Capital Improvement Projects	703,964	2,437,092	3,320,000	3,320,000	1,370,629	845,000	1,145,000	1,749,000
<b>Annual Surplus/Shortfall</b>	<b>1,761,157</b>	<b>1,159,839</b>	<b>-3,191,859</b>	<b>-3,306,384</b>	<b>2,013,877</b>	<b>-524,001</b>	<b>-309,262</b>	<b>-2,091,238</b>

**Library Tax Fund Forecast Table | Assumptions**

Revenues

- FY 19 - FY 21, Beginning Balance includes reserves of \$1.5 million.
- FY 22 - FY 23, Beginning Balance includes proposed reserves of \$1.25 million.
- FY 24 - FY 25, Beginning Balance includes proposed reserves of \$1.36 million.
- FY 21, the Library Services Tax was unmodified from the prior year as recommended to the City Council by the Board of Library Trustees, Resolution No. R20-018 on June 3, 2020.

Expenditures

- September 2020, the Director of Library Services position was filled. Prior, the Director position had been vacated in September 2017. April 2021, the Deputy Director position was vacated.
- FY 22, Library budgets for Social Services Specialist to address providing on-site instant response for people experiencing mental health and or other immediate related needs while on Library premises.
- FY 23 and beyond, Library plans to greatly reduce the vacancy rate and adding staff will increase actual personnel expenditures and costs associated with maintaining a nourishing work environment.

**Library Tax Fund Forecast Table | Assumptions (continued)**

- FY 24/25, Library plans to establish a permanent CIP fund to actively show how we will cover repairing and maintaining both tangible and intangible infrastructures.
- FY 20 and FY 21, execution of the Central Library interior renovation capital improvement project.
- FY 22, planned execution of the Central Library exterior stucco restoration and water sealing capital improvement project.
- FY 23 and FY 24, projects execution of other deferred capital improvement projects including Central Library A/C units replacement and reroofing. Other project anticipated relate to IT infrastructure such as the website and longer-term needs assessment.
- FY 22, library materials increased to over \$330,000 to meet heightened demand for electronic materials.

## STAFFING

This section includes a summary of Citywide staffing by department; by detailed position by department that reflects the number and type of positions and by funding source. The FY 2023 Proposed Budget reflects 1,735 full-time equivalent (FTE) positions, an increase of approximately 75 positions compared to the FY 2022 Adopted Budget. The increase in staffing levels are primarily attributed to the Fire Department (49 FTE) and Public Works (14 FTE). Proposed staffing in FY 2024 reflects a modest increase to 1,737 FTE. As illustrated in the tables below, the portion of staff allocated to the General Fund is approximately 688 positions, or 40%, of total FTE count while all other funds represent 1,057, or 60%, of the remaining positions. The ratio between the General Fund and all other funds remains constant in FY 24.

**STAFFING TABLE 1:  
POSITION SUMMARY BY DEPARTMENT-5 YEAR TREND**

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>CITY ATTORNEY'S OFFICE</b>						
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Deputy City Attorney III	6.00	7.00	7.00	7.00	7.00	7.00
Legal Office Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Paralegal	2.00	2.00	2.00	2.00	2.00	2.00
Senior Legal Secretary	2.00	3.00	3.00	3.00	3.00	3.00
<b>TOTAL CITY ATTORNEY</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>CITY AUDITOR'S OFFICE</b>						
Accounting Office Specialist III	1.50	1.50	1.75	1.50	1.75	1.75
Accounting Technician	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Audit Manager	1.00	1.00	1.00	1.00	1.00	1.00
Auditor I	1.00	1.00	1.00	1.00	1.00	1.00
Auditor II	3.00	3.00	3.00	2.00	3.00	3.00
City Auditor	1.00	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	1.00
Senior Auditor	2.00	2.00	2.00	3.00	3.00	3.00
<b>TOTAL CITY AUDITOR'S OFFICE</b>	<b>13.50</b>	<b>13.50</b>	<b>13.75</b>	<b>13.50</b>	<b>14.75</b>	<b>14.75</b>
<b>CITY CLERK'S OFFICE</b>						
Assistant City Clerk	3.00	3.00	3.00	3.00	3.00	3.00
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist II	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist III	2.00	2.00	2.00	2.00	2.00	2.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(CITY CLERK'S OFFICE CONTINUED)</b>						
Records Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Records Manager	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL CITY CLERK'S OFFICE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**CITY MANAGER'S OFFICE**

Accounting Office Specialist III	0.00	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	1.00	1.00	1.00
Administrative Hearing Examiner	1.00	1.00	1.00	1.00	1.00	1.00
Animal Control Officer	4.00	4.00	4.00	4.00	4.00	4.00
Animal Services Assistant	3.50	3.50	3.50	3.50	3.50	3.50
Animal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.00	0.00	0.00	0.00	0.00	0.00
Assistant to the City Manager	2.00	3.00	3.00	3.00	3.00	3.00
Associate Management Analyst	2.00	2.00	3.00	2.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer II	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist I	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist II	0.00	1.00	2.00	1.00	1.00	1.00
Deputy City Manager	2.00	2.00	2.00	2.00	2.00	2.00
Digital Communications Coordinator	1.00	1.00	1.00	3.00	3.00	3.00
Health Services Program Specialist	0.00	0.00	0.00	1.00	0.00	0.00
Homeless Services Coordinator	0.00	0.00	0.00	0.00	1.00	1.00
Office Specialist II	2.00	2.00	2.00	1.00	1.00	1.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00	1.00
Registered Veterinary Technician	1.00	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	1.00
Senior Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	4.00	5.00	5.00	5.00	5.00	5.00
Social Services Specialist	0.00	0.00	0.00	1.00	2.00	2.00

<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>35.50</b>	<b>37.50</b>	<b>39.50</b>	<b>40.50</b>	<b>40.50</b>	<b>40.50</b>
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**OFFICE OF ECONOMIC DEVELOPMENT**

Assistant Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00
Civic Arts Coordinator	1.00	1.00	1.00	1.00	3.00	3.00
Community Development Project Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Economic Development Project Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
Manager of Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00	1.00

<b>TOTAL OFFICE OF ECONOMIC DEVELOPMENT</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>
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	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>FINANCE DEPARTMENT</b>						
Accountant I	1.00	1.00	1.00	1.00	1.00	1.00
Accountant II	2.00	3.00	3.00	3.00	3.00	3.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist II	6.00	6.00	6.00	7.00	7.00	7.00
Accounting Office Specialist III	4.00	4.00	4.00	4.00	4.00	4.00
Accounting Office Specialist Supv	3.00	3.00	3.00	3.00	3.00	3.00
Accounting Technician	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00	1.00
Contract Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist II	5.00	5.00	5.00	5.00	5.00	5.00
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director of Finance	0.00	0.00	0.00	0.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00	1.00	1.00
Field Representative	2.00	2.00	2.00	2.00	2.00	2.00
General Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	0.00	0.00	1.00	1.00	1.00	1.00
Mail Services Aide	1.00	1.00	1.00	1.00	1.00	1.00
Revenue Collection Manager	2.00	1.00	1.00	1.00	1.00	1.00
Revenue Development Specialist I	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Development Specialist II	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Development Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00	2.00
Senior Buyer	2.00	2.00	2.00	2.00	2.00	2.00
Senior Field Representative	1.00	1.00	1.00	1.00	1.00	1.00
Senior Systems Analyst	0.00	0.00	0.00	0.00	1.00	1.00
Systems Accountant	1.00	1.00	1.00	1.00	1.00	1.00
Treasury Manager	0.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FINANCE DEPARTMENT</b>	<b>48.00</b>	<b>49.00</b>	<b>50.00</b>	<b>51.00</b>	<b>53.00</b>	<b>53.00</b>

**FIRE DEPARTMENT**

Accounting Office Specialist II	0.00	0.00	0.00	0.00	1.00	1.00
Accounting Office Specialist III	5.00	4.00	4.00	4.00	3.00	3.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	2.00	2.00	2.00	2.00	4.00	4.00
Assistant Management Analyst	0.00	1.00	1.00	1.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Communications Specialist	0.00	0.00	0.00	0.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(FIRE DEPARTMENT CONTINUED)</b>						
Emergency Services Advisor	0.00	0.00	0.00	0.00	1.00	1.00
Emergency Services Coordinator	2.00	3.00	3.00	3.00	3.00	3.00
Fire and Life-Safety Plans Examiner	2.00	2.00	2.00	2.00	2.00	2.00
Fire Apparatus Operator	33.00	33.00	33.00	33.00	33.00	33.00
Fire Captain I/II	29.00	31.00	31.00	31.00	33.00	33.00
Fire Chief	1.00	1.00	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Fire Prevention Inspector (Sworn)	1.00	1.00	1.00	1.00	8.00	8.00
Fire Prevention Inspector (Civilian)	2.00	2.00	2.00	2.00	2.00	2.00
Firefighter	55.00	54.00	54.00	54.00	57.00	57.00
Limited Term Emergency Medical Technician	0.00	0.00	0.00	0.00	12.00	12.00
Office Specialist II	1.00	2.00	2.00	2.00	2.00	2.00
Office Specialist III	1.00	1.00	1.00	1.00	2.00	2.00
Paramedic Supervisor I	6.00	6.00	6.00	6.00	8.00	8.00
Single Function Emergency Medical Technician	0.00	0.00	0.00	0.00	18.00	18.00
<b>TOTAL FIRE DEPARTMENT</b>	<b>149.00</b>	<b>153.00</b>	<b>153.00</b>	<b>153.00</b>	<b>202.00</b>	<b>202.00</b>

## HEALTH, HOUSING & COMMUNITY SERVICES

### Career Employees:

Accounting Office Specialist III	3.00	3.00	3.00	3.00	3.00	3.00
Accounting Office Specialist Supervisor	0.00	0.00	0.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	0.00	0.00	0.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Manager of Mental Health	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	3.00	4.00	6.00	6.00	5.00	5.00
Assistant Mental Health Clinician	3.00	3.00	3.00	3.00	2.00	2.00
Associate Management Analyst	6.00	6.00	5.00	5.00	7.00	7.00
Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00
Behavioral Health Clinician I	3.00	3.00	5.00	6.00	8.00	8.00
Behavioral Health Clinician II	21.30	24.30	25.50	24.50	26.00	26.00
Building Inspector I (Cert)	1.00	1.00	1.00	1.00	1.00	1.00
Community Development Project Coordinator	4.00	5.00	6.00	6.00	6.00	6.00
Community Health Worker	1.60	1.00	1.00	1.00	1.00	1.00
Community Health Worker Specialist	10.00	10.00	10.00	10.00	9.00	9.00
Community Service Specialist I	5.50	5.50	6.50	4.50	3.00	3.00
Community Services Specialist II	5.00	6.00	8.00	8.00	10.00	10.00
Community Services Specialist III	3.00	4.00	4.00	6.00	5.00	5.00
Deputy Director of Health, Housing & Community Services	1.00	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	1.00
Employment Program Administrator	1.00	1.00	1.00	0.00	0.00	0.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(HEALTH, HOUSING &amp; COMMUNITY SERVICES CONTINUED)</b>						
Environmental Health Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Epidemiologist	1.00	1.00	1.00	3.00	3.00	3.00
Health Nutrition Program Coordinator	1.00	1.00	1.00	1.00	2.00	2.00
Health Officer (Certified)	1.00	1.00	1.00	1.00	1.00	1.00
Health Services Program Specialist	7.00	7.00	8.00	8.00	9.00	9.00
Health Services Supervisor	2.00	2.00	2.00	1.00	1.00	1.00
Homeless Services Coordinator	1.00	1.00	1.00	1.00	0.00	0.00
Manager of Aging Services	1.00	1.00	1.00	1.00	1.00	1.00
Manager of Environmental Health	1.00	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	1.00
Manager of Mental Health Services	1.00	1.00	1.00	1.00	1.00	1.00
Manager of Public Health Services	1.00	1.00	1.00	1.00	1.00	1.00
Manager, Family Health & Nursing Services	1.00	0.00	0.00	0.00	0.00	0.00
Mealsite Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Clinical Supervisor	5.00	6.00	7.00	8.00	8.40	8.40
Mental Health Nurse	0.00	0.00	4.50	5.20	3.50	3.50
Mental Health Program Supervisor	4.00	4.00	4.00	4.00	4.00	4.00
Mid-Level Practitioner	1.10	1.10	1.10	1.10	0.60	0.60
Mini Bus Driver	2.00	2.00	2.00	2.00	2.00	2.00
Nutritionist	0.50	0.50	0.50	0.50	1.50	1.50
Office Specialist II	20.00	20.00	19.00	18.00	18.00	18.00
Office Specialist III	4.00	4.00	4.00	4.00	4.00	4.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
PPHP Deputy Health Officer	0.00	0.00	0.00	0.00	1.00	1.00
Psychiatrist	1.50	1.50	2.00	2.75	1.75	1.75
Public Health Nurse	9.65	8.75	8.75	9.00	7.00	7.00
Registered Environmental Health Specialist	6.00	6.00	6.00	6.00	6.00	6.00
Registered Nurse	4.00	5.50	2.00	2.00	1.80	1.80
Senior Behavioral Health Clinician	4.00	4.00	4.00	4.00	4.00	4.00
Senior Citizen Center Director	2.00	2.00	2.00	2.00	2.00	2.00
Senior Community Development Project Coordinator	1.00	1.00	1.00	1.00	2.00	2.00
Senior Community Health Specialist	4.00	4.00	4.00	4.00	4.00	4.00
Senior Environmental Health Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Senior Health Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00
Senior Health Services Program Specialist	4.80	4.80	4.80	4.80	5.80	5.80
Senior Management Analyst	1.00	1.00	2.00	3.00	4.00	4.00
Senior Service Assistant	3.75	4.75	4.75	4.75	4.75	4.75
Social Services Specialist	8.00	11.00	11.00	11.00	10.00	10.00
Supervising Mental Health Nurse	0.00	0.00	0.00	0.00	1.00	1.00
Supervising Psychiatrist	1.00	1.00	1.00	1.00	1.00	1.00
Supervising Public Health Nurse	1.00	2.00	2.00	2.00	2.00	2.00
Transportation Services Coordinator	0.00	1.00	0.50	1.00	1.00	1.00
Vector Control Technician	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Career Employees</b>	<b>192.70</b>	<b>205.70</b>	<b>216.90</b>	<b>220.10</b>	<b>222.10</b>	<b>222.10</b>



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(HEALTH, HOUSING &amp; COMMUNITY SERVICES CONTINUED)</b>						
<b>Hourly Employees:</b>						
Intern	2.00	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	2.00
Mid-Level Practitioner	3.50	3.50	3.50	3.50	3.50	3.50
Mini Bus Driver	0.20	0.20	0.20	0.20	0.20	0.20
Physician	0.20	0.20	0.20	0.20	0.20	0.20
Psychiatrist II & III	0.48	0.48	0.48	0.48	0.48	0.48
Public Health Program Physician	0.00	0.00	0.00	0.00	0.00	0.00
Registered Environmental Health Specialist	0.40	0.40	0.40	0.40	0.40	0.40
Senior Nutrition Program Supervisor	0.43	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	0.46
Senior Service Aide	3.88	3.88	3.88	3.88	3.88	3.88
Senior Service Assistant	0.91	0.91	0.91	0.91	0.91	0.91
Youth Enrollee Intern	26.02	26.02	26.02	26.02	26.02	26.02
<b>Total Hourly Employees</b>	<b>40.48</b>	<b>40.48</b>	<b>40.48</b>	<b>40.48</b>	<b>40.48</b>	<b>40.48</b>
<b>TOTAL HEALTH, HOUSING &amp; COMMUNITY SERVICES</b>	<b>233.18</b>	<b>246.18</b>	<b>257.38</b>	<b>260.58</b>	<b>262.58</b>	<b>262.58</b>
<b>HUMAN RESOURCES</b>						
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Analyst	0.00	1.00	1.00	1.00	1.00	1.00
Associate Human Resources Analyst	4.00	4.00	4.00	4.00	4.00	4.00
Director of Human Resources	1.00	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	1.00
Employee Relations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	3.00	4.00	4.00	4.00	4.00	4.00
Information Systems Support Technician	1.00	1.00	1.00	1.00	1.00	1.00
Occupational Health & Safety Officer	1.00	1.00	1.00	1.00	1.00	1.00
Occupational Health & Safety Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist II	3.00	2.00	2.00	2.00	2.00	2.00
Office Specialist III	1.00	0.00	0.00	0.00	0.00	0.00
Senior Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Training Officer	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL HUMAN RESOURCES</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b>INFORMATION TECHNOLOGY</b>						
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Applications Programmer/Analyst I	0.50	0.00	0.00	1.00	2.00	2.00
Applications Programmer/Analyst II	13.00	14.00	14.00	14.00	14.00	14.00
Associate Management Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Customer Service Specialist III	9.00	9.00	9.00	9.00	9.00	9.00
Customer Service Manager	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	1.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(INFORMATION TECHNOLOGY CONTINUED)</b>						
Database Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Director of Information Technology	1.00	1.00	1.00	1.00	1.00	1.00
Information Security Manager	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Manager	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	5.00	5.00	4.00	4.00	4.00	4.00
Information Systems Support Technician	2.00	2.00	2.00	2.00	3.00	3.00
Senior Information Systems Specialist	3.00	3.00	4.00	4.00	3.00	3.00
Senior Management Analyst	0.00	1.00	1.00	1.00	1.00	1.00
Senior Systems Analyst	4.00	4.00	5.00	5.00	5.00	5.00
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>44.50</b>	<b>45.00</b>	<b>46.00</b>	<b>47.00</b>	<b>48.00</b>	<b>48.00</b>

## LIBRARY SERVICES

### Career Employees:

Accounting Office Specialist III	2.00	1.00	1.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Analyst	0.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	3.00	3.00	3.00	2.00	2.00
Associate Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Associate Management Analyst	0.00	0.00	0.00	1.00	1.00	1.00
Building Maintenance Mechanic	1.00	2.00	2.00	2.00	2.00	2.00
Building Maintenance Supervisor	1.00	0.00	0.00	0.00	0.00	0.00
Circulation Services Manager	1.00	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	1.00
Director of Library Services	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	3.00	3.00	3.00	3.00	3.00	3.00
Librarian I/II	21.30	21.30	21.30	22.30	22.30	22.30
Library Aide	14.00	13.00	13.00	13.50	14.00	14.00
Library Assistant	14.25	14.25	14.25	14.25	14.25	14.25
Library Info Systems Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Library Literacy Program Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Library Services Manager	2.00	2.00	2.00	2.00	2.00	2.00
Library Specialist I	3.00	3.00	3.00	3.00	3.00	3.00
Library Specialist II	13.55	13.55	13.55	13.80	13.80	13.80
Mail Services Aide	1.80	2.00	2.00	2.00	2.00	2.00
Office Specialist II	1.00	0.00	0.00	0.00	0.00	0.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Librarian	3.00	3.00	3.00	3.00	3.00	3.00
Social Services Specialist	0.00	0.00	0.00	1.00	1.00	1.00
Supervising Librarian	8.00	8.00	8.00	8.00	8.00	8.00
Supervising Library Assistant	9.00	9.00	9.00	9.00	9.00	9.00
Tool Lending Specialist	2.25	3.00	3.00	3.00	3.00	3.00
<b>Total Career Employees</b>	<b>111.15</b>	<b>111.10</b>	<b>111.10</b>	<b>114.85</b>	<b>114.35</b>	<b>114.35</b>
<b>Hourly Employees:</b>						
Library Aides	0.75	0.75	0.75	0.75	0.75	0.75

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(LIBRARY SERVICES CONTINUED)</b>						
Library Page	4.20	4.20	4.20	0.00	0.00	0.00
Youth Enrollees						
<b>Total Hourly Employees</b>	4.95	4.95	4.95	0.75	0.75	0.75
<b>TOTAL LIBRARY SERVICES</b>	<b>116.10</b>	<b>116.05</b>	<b>116.05</b>	<b>115.60</b>	<b>115.10</b>	<b>115.10</b>

**MAYOR & COUNCIL**

Assistant to Mayor	3.00	3.00	3.00	3.00	3.00	3.00
Legislative Aides	9.00	12.00	12.00	12.00	12.00	12.00
<b>TOTAL MAYOR AND COUNCIL</b>	<b>12.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

**OFFICE OF THE DIRECTOR OF POLICE ACCOUNTABILITY\***

Director of Police Accountability	0.00	0.00	0.00	1.00	1.00	1.00
Office Specialist III	0.00	0.00	0.00	1.00	1.00	1.00
Police Review Commission Officer	0.00	0.00	0.00	1.00	1.00	1.00
PRC Investigator	0.00	0.00	0.00	1.00	1.00	1.00
<b>TOTAL OFFICE OF THE DIRECTOR OF POLICE ACCOUNTABILITY</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**PARKS RECREATION & WATERFRONT****Career Employees:**

Accounting Office Specialist II	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist III	2.00	2.00	2.00	2.00	2.00	2.00
Accounting Office Specialist Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Aquatics Facilities Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Aquatics Specialist II	0.50	0.50	0.50	0.50	0.00	0.00
Assistant Aquatics Coordinator	0.00	0.00	0.00	0.00	1.00	1.00
Assistant Civil Engineer (Reg)	1.00	1.00	1.00	2.00	2.00	2.00
Assistant Management Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Recreation Coordinator	4.00	5.00	6.00	6.00	7.00	7.00
Associate Civil Engineer	2.00	2.00	2.00	3.00	3.00	3.00
Associate Management Analyst	0.00	0.00	1.00	1.00	1.00	1.00
Building Maintenance Mechanic	9.00	9.00	9.00	9.00	9.00	9.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Camps Manager	0.75	1.00	1.00	2.00	2.00	2.00
Capital Improvements Program Manager	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director of Parks Recreation & Waterfront	1.00	1.00	1.00	1.00	1.00	1.00
Director of Parks & Waterfront	1.00	1.00	1.00	1.00	1.00	1.00
Forestry Climber	4.00	4.00	4.00	4.00	4.00	4.00
Forestry Climber Supervisor	1.00	1.00	1.00	1.00	1.00	1.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(PARKS, RECREATION &amp; WATERFRONT CONTINUED)</b>						
Forestry Technician	1.00	1.00	1.00	1.00	1.00	1.00
Landscape Equipment Operator	4.00	4.00	4.00	4.00	4.00	4.00
Landscape Gardener	15.00	15.00	15.00	15.00	16.00	16.00
Landscape Gardener Supervisor	5.00	5.00	5.00	5.00	5.00	5.00
Marina Assistant	3.00	2.00	3.00	3.00	3.00	3.00
Office Specialist II	3.00	3.00	2.00	2.00	4.00	4.00
Parks Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Recreation & Youth Svcs Manager	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Activity Leader	8.25	7.25	5.75	5.75	3.75	3.75
Recreation Coordinator	5.00	5.00	6.00	6.00	5.00	5.00
Recreation Program Supervisor	3.00	3.00	3.00	3.00	3.00	3.00
Rosarian	1.00	1.00	1.00	1.00	1.00	1.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Forestry Climber	3.00	3.00	3.00	3.00	3.00	3.00
Senior Forestry Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Groundskeeper	1.00	1.00	1.00	1.00	1.00	1.00
Senior Landscape Gardener	3.00	3.00	3.00	3.00	4.00	4.00
Senior Landscape Gardener Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Sports Official	2.00	2.00	2.00	2.00	2.00	2.00
Supervising Civil Engineer	1.00	1.00	1.00	1.00	2.00	2.00
Waterfront Manager	1.00	1.00	1.00	1.00	1.00	1.00
Waterfront Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Career Employees</b>	<b>103.50</b>	<b>102.75</b>	<b>104.25</b>	<b>107.25</b>	<b>110.75</b>	<b>110.75</b>
<b>Hourly Employees:</b>						
Aquatics Specialist I	2.22	2.22	2.22	2.22	2.22	2.22
Aquatics Specialist II	4.02	4.02	4.02	4.02	4.02	4.02
Assistant Aquatics Coordinator	0.78	0.78	0.78	0.78	0.78	0.78
Camp Maintenance Mechanic	0.39	0.39	0.39	0.39	0.39	0.39
Camp Medical Staff Member	2.42	2.42	2.42	2.42	2.42	2.42
Camp Staff Leader	2.70	2.70	2.70	2.70	2.70	2.70
Camp Staff Member	2.62	2.62	2.62	2.62	2.62	2.62
Camp Staff Supervisor	1.07	1.07	1.07	1.07	1.07	1.07
Cashier Attendant	0.16	0.16	0.16	0.16	0.16	0.16
Groundskeeper	0.73	0.73	0.73	0.73	0.73	0.73
Office Specialist II	0.19	0.19	0.19	0.19	0.19	0.19
Playground Lead Trainee	8.90	8.90	8.90	8.90	8.90	8.90
Recreation Activity Leader	22.12	22.12	22.12	22.12	22.12	22.12
Senior Aquatics Specialist	0.79	0.79	0.79	0.79	0.79	0.79
Sports Field Monitor	0.95	0.95	0.95	0.95	0.95	0.95
Sports Official	2.27	2.27	2.27	2.27	2.27	2.27
Vegetation Reduction Supervisor	0.29	0.29	0.29	0.29	0.29	0.29
<b>Total Hourly Employees</b>	<b>52.62</b>	<b>52.62</b>	<b>52.62</b>	<b>52.62</b>	<b>52.62</b>	<b>52.62</b>
<b>TOTAL PARKS REC &amp; WATERFRONT</b>	<b>156.12</b>	<b>155.37</b>	<b>156.87</b>	<b>159.87</b>	<b>163.37</b>	<b>163.37</b>

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>PLANNING &amp; DEVELOPMENT DEPARTMENT</b>						
<b>Career Employees:</b>						
Accounting Office Specialist II	1.00	1.00	1.00	1.00	3.00	3.00
Accounting Office Specialist III	3.00	3.00	3.00	3.00	3.00	3.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	0.00	0.00	0.00	0.00
Assistant Building & Safety Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	2.00	1.00	2.00	2.00	2.00
Assistant Inspector	0.00	0.00	0.00	0.00	0.00	1.00
Assistant Planner	6.00	6.00	6.00	6.00	7.00	7.00
Associate Management Analyst	3.00	3.00	3.00	3.00	3.00	3.00
Associate Planner	6.00	6.00	6.00	5.00	5.00	5.00
Building and Safety Manager	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector I (certified)	2.00	2.00	2.00	4.00	2.00	2.00
Building Inspector II	1.00	0.00	0.00	0.00	0.00	0.00
Building Inspector II (certified)	6.00	6.00	6.00	7.00	6.00	6.00
Building Plans Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Building Plans Examiner	3.00	4.00	4.00	2.00	2.94	2.94
Community Services Specialist I	1.60	2.20	1.60	1.35	2.00	2.00
Community Services Specialist II	0.00	0.00	2.75	3.75	3.75	3.75
Community Services Specialist III	2.70	2.70	2.85	2.85	2.80	2.80
Deputy Director of Planning	0.00	0.00	0.00	0.00	1.00	1.00
Director of Planning	1.00	1.00	1.00	1.00	1.00	1.00
Energy Program Manager	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Inspector	1.00	1.00	1.00	0.00	0.00	0.00
Hazardous Material Manager	1.00	1.00	1.00	1.00	1.00	1.00
Hazardous Material Specialist I	1.00	0.00	0.00	0.00	1.00	1.00
Hazardous Material Specialist II	3.00	4.00	4.00	4.00	3.00	3.00
Housing Inspector I	0.00	0.00	0.00	0.00	1.00	1.00
Housing Inspector II	0.00	0.00	0.00	0.00	0.00	1.00
Housing Inspector (Certified)	3.00	5.00	5.00	6.00	2.00	2.00
Housing Inspector Supervisor	1.00	1.00	1.00	2.00	2.00	2.00
Land Use Planning Manager	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist II	5.50	6.50	7.50	7.50	7.75	7.75
Office Specialist III	2.00	2.00	2.00	3.00	3.00	3.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Permit Center Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Permit Specialist	4.00	4.00	4.00	4.00	4.00	4.00
Planning Technician	2.00	2.00	2.00	4.00	3.00	3.00
Principal Planner	4.00	4.00	4.00	4.00	4.00	4.00
Resilient Buildings Program Manager	0.00	1.00	1.00	0.88	0.80	0.80
Senior Building Inspector	2.00	2.00	2.00	2.00	2.00	2.00
Senior Building Plans Engineer	2.00	2.00	2.00	2.00	2.00	2.00
Senior Building Plans Examiner	0.00	2.00	2.00	2.00	2.00	2.00
Senior Housing Inspector	0.00	0.00	0.00	0.00	1.00	1.00
Senior Permit Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Senior Planner	3.00	5.00	5.00	5.00	6.00	6.00
Supervising Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Career Employees</b>	<b>84.80</b>	<b>93.40</b>	<b>94.70</b>	<b>100.33</b>	<b>101.04</b>	<b>103.04</b>

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(PLANNING &amp; DEVELOPMENT DEPARTMENT CONTINUED)</b>						
<b>Hourly Employees:</b>						
Intern	10.00	10.00	10.00	10.00	10.00	10.00
<b>TOTAL PLANNING DEPARTMENT</b>	<b>94.80</b>	<b>103.40</b>	<b>104.70</b>	<b>110.33</b>	<b>111.04</b>	<b>113.04</b>

**POLICE DEPARTMENT****Career Employees:**

Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00
Community Service Officer	15.00	19.00	19.00	21.00	21.00	21.00
Community Service Officer Supervisor	4.00	4.00	4.00	4.00	4.00	4.00
Crime Analyst	1.00	1.00	1.00	1.00	3.00	3.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist II	5.00	5.00	5.00	5.00	5.00	5.00

**(POLICE DEPARTMENT CONTINUED)**

Office Specialist III	5.00	6.00	6.00	6.00	6.00	6.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Parking Enforcement Manager	1.00	1.00	1.00	1.00	1.00	1.00
Parking Enforcement Officer	21.00	21.00	21.00	21.00	21.00	21.00
Parking Enforcement Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Police Captain	4.00	4.00	4.00	4.00	4.00	4.00
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	9.00	9.00	9.00	9.00	9.00	9.00
Police Officer*	137.00	137.00	136.00	135.00	135.00	135.00
Police Sergeant	30.00	30.00	31.00	32.00	32.00	32.00
Public Safety Dispatcher I & II	28.00	28.00	28.00	28.00	28.00	28.00
Supervising Public Safety Dispatcher	4.00	4.00	4.00	4.00	4.00	4.00
<b>Total Career Employees</b>	<b>274.00</b>	<b>279.00</b>	<b>279.00</b>	<b>281.00</b>	<b>283.00</b>	<b>283.00</b>

**Hourly Employees:**

Juvenile Bureau Counselor	0.50	0.50	0.50	0.50	0.50	0.50
Police Aide	2.00	2.00	2.00	2.00	2.00	2.00
School Crossing Guard	3.70	3.70	3.70	4.70	4.70	4.70
<b>Total Hourly Employees:</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>	<b>7.20</b>	<b>7.20</b>	<b>7.20</b>

<b>TOTAL POLICE DEPARTMENT</b>	<b>280.20</b>	<b>285.20</b>	<b>285.20</b>	<b>288.20</b>	<b>290.20</b>	<b>290.20</b>
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**POLICE REVIEW COMMISSION\***

Office Specialist III	1.00	1.00	1.00	0.00	0.00	0.00
Police Review Commission Officer	1.00	1.00	1.00	0.00	0.00	0.00
PRC Investigator	1.00	1.00	1.00	0.00	0.00	0.00

<b>TOTAL POLICE REVIEW COMMISSION</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>PUBLIC WORKS</b>						
Accounting Office Specialist II	1.00	1.00	1.00	1.00	2.00	2.00
Accounting Office Specialist III	5.00	5.00	5.00	5.00	4.00	4.00
Accounting Office Specialist Supervisor	0.00	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	2.00	2.00	2.00	2.00
Architect	1.00	0.00	0.00	0.00	0.00	0.00
Assistant Architect	1.00	0.00	0.00	0.00	0.00	0.00
Assistant Civil Engineer (Reg)	4.00	6.00	5.00	5.00	5.00	5.00
Assistant Management Analyst	5.00	5.00	5.00	5.00	6.00	6.00
Assistant Planner	1.00	2.00	2.00	2.00	2.00	2.00
Assistant Public Works Engineer	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Traffic Engineer	1.00	2.00	2.00	2.00	2.00	2.00
Associate Civil Engineer	7.00	8.00	10.00	10.00	9.00	9.00
Associate Management Analyst	3.00	4.00	4.00	4.00	5.00	5.00
Associate Planner	1.60	2.00	2.00	2.00	3.00	3.00
Associate Traffic Engineer	1.00	2.00	2.00	2.00	2.00	2.00
Building Maintenance Mechanic	5.00	6.00	5.00	5.00	5.00	5.00
Building Maintenance Mechanic Trainee	0.00	0.00	0.00	0.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Chief of Party	2.00	2.00	2.00	2.00	2.00	2.00
Communications Technician	3.00	3.00	3.00	3.00	3.00	3.00
Community Development Project Coord.	1.00	1.00	1.00	1.00	1.00	1.00
Concrete Finisher	3.00	3.00	3.00	3.00	3.00	3.00
Construction Equipment Operator	3.00	3.00	3.00	3.00	3.00	3.00
Container Maintenance Welder	2.00	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	1.00
Deputy Director of Public Works Reg	0.00	0.00	0.00	0.00	1.00	1.00
Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00
Disability Services Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Drafting Aide	1.00	1.00	1.00	1.00	0.00	0.00
Drafting Technician	2.00	1.00	1.00	1.00	1.00	1.00
Electrical Parts Technician	1.00	1.00	1.00	1.00	0.00	0.00
Electrician	7.00	7.00	7.00	7.00	7.00	7.00
Engineering Inspector	7.00	8.00	8.00	9.00	9.00	9.00
Environmental Compliance Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Equipment Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Field Representative	1.00	3.00	3.00	3.00	7.00	7.00
Janitor	7.00	7.00	7.00	7.00	7.00	7.00
Janitor Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Junior Public Works Engineer	0.00	1.00	1.00	1.00	3.00	3.00
Laborer	20.00	21.00	21.00	21.00	20.00	20.00
Lead Communication Technician	1.00	1.00	1.00	1.00	1.00	1.00
Lead Electrician	3.00	3.00	3.00	3.00	3.00	3.00
Manager of Engineering	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic	8.00	8.00	8.00	8.00	8.00	8.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>(PUBLIC WORKS CONTINUED)</b>						
Mechanic Lead	1.00	1.00	1.00	1.00	1.00	1.00
Mechanic Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Mechanical Sweeper Operator	5.00	5.00	5.00	5.00	5.00	5.00
Occupational Health & Safety Officer	0.00	0.50	1.00	1.00	1.00	1.00
Office Specialist II	3.00	3.00	3.00	3.00	5.00	5.00
Office Specialist III	3.00	4.00	4.00	4.00	3.00	3.00
Parking Meter Maint & Collection Suprv	1.00	1.00	1.00	1.00	1.00	1.00
Parking Meter Maintenance Worker	6.00	6.00	6.00	6.00	6.00	6.00
Parking Meter Mechanic	5.00	5.00	5.00	5.00	5.00	5.00
Parking Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Operations Manager	2.00	2.00	2.00	2.00	2.00	2.00
Public Works Supervisor	6.00	6.00	6.00	5.00	6.00	6.00
Recycling Program Manager	1.00	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	2.00	1.00	1.00	2.00	3.00	3.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00	0.00
Senior Drafting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Senior Electrical Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Engineering Inspector	0.00	1.00	1.00	0.00	0.00	0.00
Senior Equipment Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	3.00	4.00	4.00	4.00	4.00	4.00
Senior Planner	1.00	2.00	2.00	2.00	2.00	2.00
Senior Public Works Supervisor	2.00	2.00	2.00	3.00	3.00	3.00
Senior Solid Waste Supervisor	2.00	2.00	2.00	2.00	2.00	2.00
Service Technician	4.00	4.00	4.00	4.00	4.00	4.00
Sewer Maintenance Assistant Supervisor	7.00	7.00	7.00	7.00	7.00	7.00
Skilled Laborer	15.00	17.00	17.00	17.00	21.00	21.00
Solid Waste Loader Operator	2.00	2.00	2.00	2.00	2.00	2.00
Solid Waste Supervisor	3.00	4.00	4.00	4.00	4.00	4.00
Solid Waste Truck Driver	33.00	33.00	33.00	33.00	33.00	33.00
Solid Waste Worker	34.00	36.00	36.00	36.00	36.00	36.00
Solid Waste/Recycling Manager	1.00	1.00	1.00	1.00	1.00	1.00
Supervising Civil Engineer	4.00	4.00	4.00	4.00	4.00	4.00
Supervising Traffic Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00	1.00	1.00	1.00
Tractor Trailer Driver	6.00	7.00	7.00	7.00	7.00	7.00
Traffic Engineering Assistant	2.00	1.00	1.00	1.00	1.00	1.00
Traffic Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Maintenance Worker I	3.00	3.00	3.00	3.00	4.00	4.00
Traffic Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	2.00
Transportation Manager	1.00	1.00	1.00	1.00	0.00	0.00
Warehouse Operations Specialist	1.00	0.00	1.00	1.00	1.00	1.00
Weighmaster	3.00	4.00	4.00	4.00	4.00	4.00
Welder Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL PUBLIC WORKS</b>	<b>300.60</b>	<b>320.50</b>	<b>322.00</b>	<b>323.00</b>	<b>337.00</b>	<b>337.00</b>



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>RENT STABILIZATION BOARD</b>						
Accounting Office Specialist III	1.00	1.00	1.00	0.00	1.00	1.00
Associate Management Analyst	2.75	2.75	1.00	1.00	1.00	1.00
Associate Planner	0.00	0.00	0.00	1.00	1.00	1.00
Community Services Specialist II	5.80	5.80	6.00	7.00	7.00	7.00
Community Services Specialist III	0.00	0.00	0.80	1.80	0.80	0.80
Deputy Director Rent Stabilization Program	1.00	1.00	1.00	1.00	0.00	0.00
General Counsel	0.00	0.00	0.00	1.00	1.00	1.00
Executive Director Rent Board	1.00	1.00	1.00	1.00	1.00	1.00
Hearing Examiner	2.00	2.00	0.00	0.00	0.00	0.00
Legal Secretary	0.00	0.00	0.80	1.00	1.00	1.00
Office Specialist II	3.80	3.80	4.00	4.00	4.00	4.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00	1.00
Senior Hearing Examiner	0.00	0.00	1.00	1.00	1.00	1.00
Senior Legal Secretary	1.00	1.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	0.00	0.75	0.75	0.75	0.75
Senior Planner	0.00	0.00	1.00	1.00	1.00	1.00
Staff Attorney II	2.00	2.00	2.00	2.00	2.00	2.00
Staff Attorney III	1.00	1.00	1.00	0.00	0.00	0.00
<b>TOTAL RENT STABILIZATION BOARD</b>	<b>22.35</b>	<b>22.35</b>	<b>22.35</b>	<b>24.55</b>	<b>23.55</b>	<b>23.55</b>

<b>TOTAL AUTHORIZED FTEs</b>	<b>1,559.85</b>	<b>1,619.05</b>	<b>1,638.80</b>	<b>1,660.13</b>	<b>1,735.09</b>	<b>1,737.09</b>
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\*Police Review Commission has become the Office of the Director of Police Accountability in FY 2022.

**STAFFING TABLE 2:**

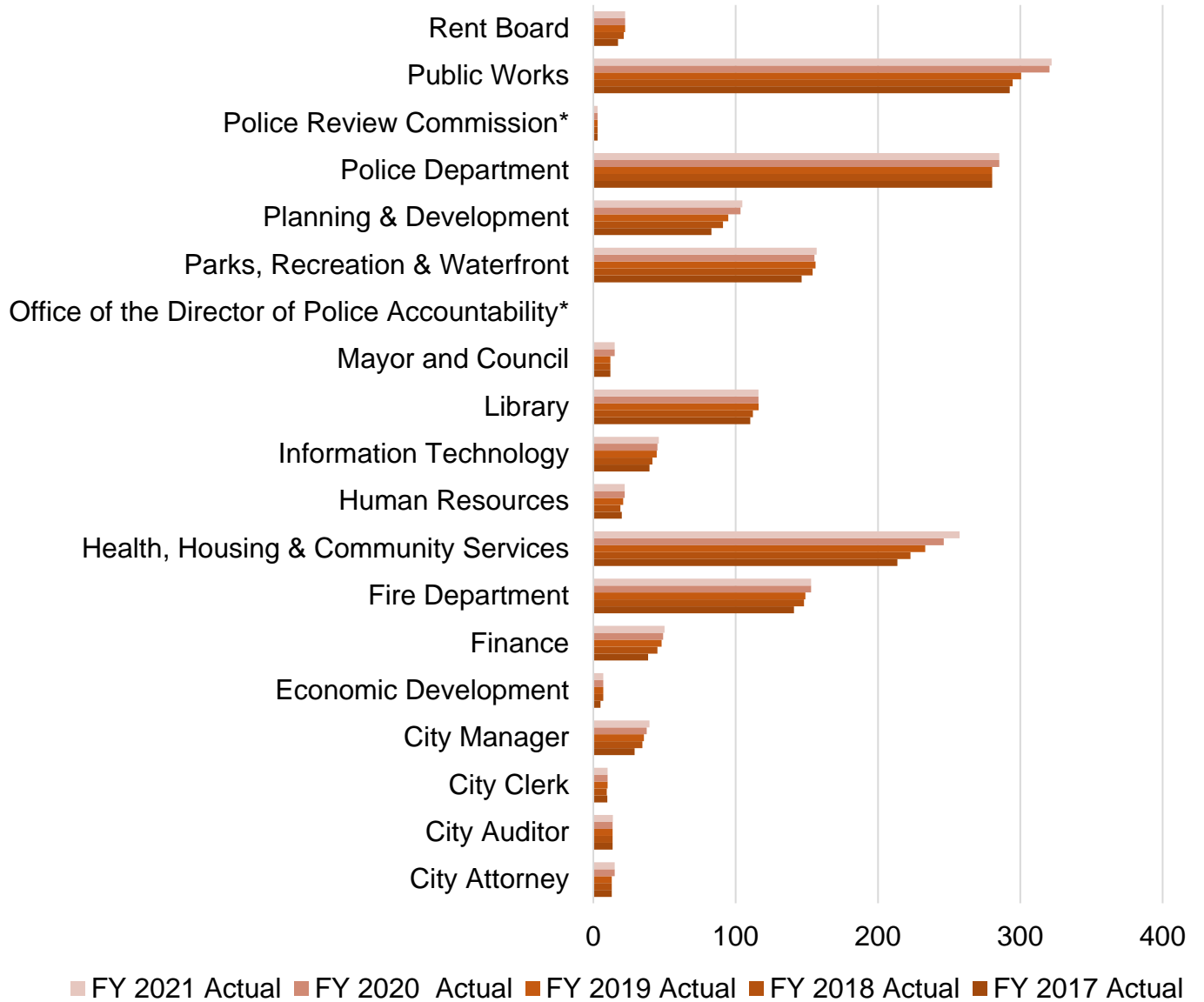
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
City Attorney	13.00	13.00	13.00	15.00	15.00	15.00	15.00	15.00
City Auditor	13.50	13.50	13.50	13.50	13.75	13.50	14.75	14.75
City Clerk	9.78	9.47	10.00	10.00	10.00	10.00	10.00	10.00
City Manager	29.00	34.50	35.50	37.50	39.50	40.50	40.50	40.50
Economic Development	5.00	7.00	7.00	7.00	7.00	7.00	8.00	8.00
Finance	38.50	45.00	48.00	49.00	50.00	51.00	53.00	53.00
Fire Department	141.00	148.00	149.00	153.00	153.00	153.00	202.00	202.00
Health, Housing & Community Services	213.63	222.88	233.18	246.18	257.38	260.58	262.58	262.58
Human Resources	20.00	19.00	21.00	22.00	22.00	22.00	22.00	22.00
Information Technology	39.50	41.50	44.50	45.00	46.00	47.00	48.00	48.00
Library	110.28	112.10	116.10	116.05	116.05	115.60	115.10	115.10
Mayor and Council	12.00	12.00	12.00	15.00	15.00	15.00	15.00	15.00
Office of the Director of Police Accountability*						4.00	4.00	4.00
Parks, Recreation & Waterfront	146.35	154.12	156.12	155.37	156.87	159.87	163.37	163.37
Planning & Development	82.95	91.08	94.80	103.40	104.70	110.33	111.04	113.04
Police Department	280.20	280.20	280.20	285.20	285.20	288.20	290.20	290.20
Police Review Commission*	3.00	3.00	3.00	3.00	3.00	0.00	0.00	0.00
Public Works	292.60	294.60	300.60	320.50	322.00	323.00	337.00	337.00
Rent Board	17.35	21.35	22.35	22.35	22.35	24.55	23.55	23.55
<b>Full Time Equivalent Employee (FTE) Total</b>	<b>1467.64</b>	<b>1522.30</b>	<b>1,559.85</b>	<b>1,619.05</b>	<b>1,638.80</b>	<b>1,660.13</b>	<b>1,735.09</b>	<b>1,737.09</b>

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

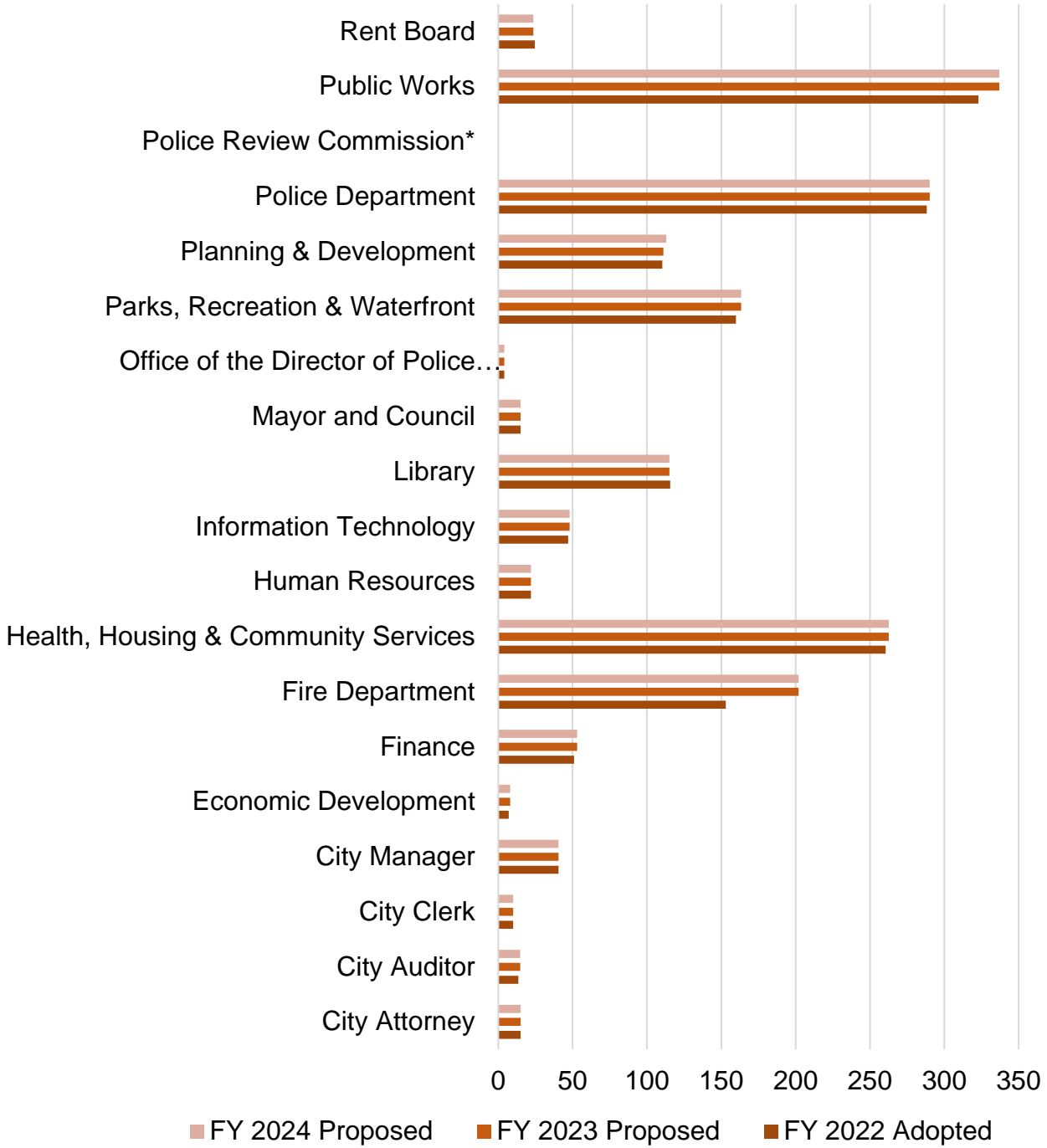
Note: FY 23 & 24 staffing does not include recommended Tier 1 positions at this time.

Public Works, Police, and Health Housing & Community Services are the top three departments with the highest number of employees. The overall staffing level has a steady incline ranging from 1.22% to 4.52% per fiscal year since 2017.

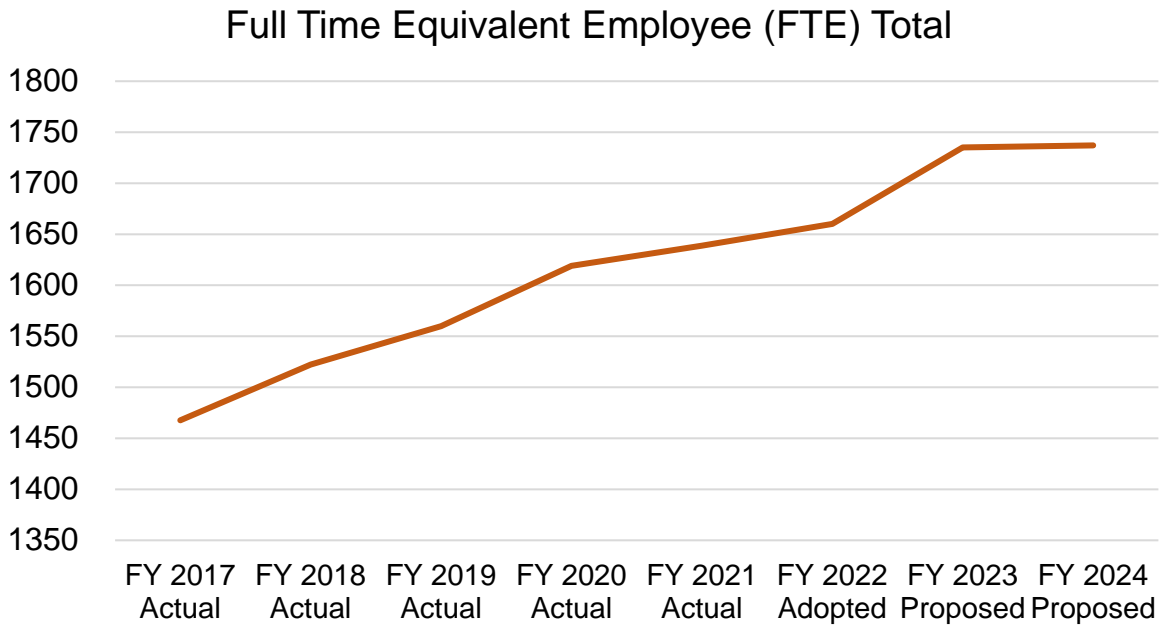
### Historic FTE By Department



### Adopted & Proposed



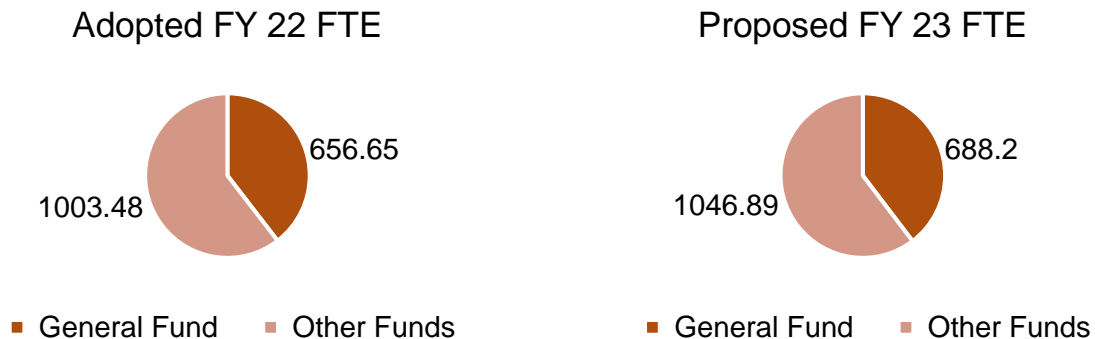
The line chart denotes the over-all staffing trend from FY 2017. Staffing is projected to increase overtime. The primary driver of growth in FY 2022 to FY 2023 is from Fire Department and Public Works Department, with the addition of 49 positions and 14 positions respectively. This increase in staffing is for service enhancements and effectual new program and project implementations.



As mentioned, the following table represents the proposed staffing by funding source. Approximately 40% of the total positions in FY 2023 and 2024 are funded by General Fund and 60% from all other funds. The portion of funding allocation is almost similar compared to the FY 2022 Adopted Budget as indicated in the chart.

**Staffing Table 3:  
Fiscal Year 2023 and 2024 Proposed Staffing by Funding Source**

	FY 2023 Total FTE	FY 2023 General Fund FTE	FY 2023 All Other Funds FTE	FY 2024 Total FTE	FY 2024 General Fund FTE	FY 2024 All Other Funds FTE
City Attorney	15.00	13.75	1.25	15.00	13.75	1.25
City Auditor	14.75	14.00	0.75	14.75	14.00	0.75
City Clerk	10.00	9.43	0.57	10.00	9.43	0.57
City Manager	40.50	39.50	1.00	40.50	39.50	1.00
Economic Development	8.00	7.19	0.81	8.00	7.19	0.81
Finance	53.00	43.00	10.00	53.00	43.00	10.00
Fire Department	202.00	128.51	73.49	202.00	128.51	73.49
Health, Housing & Community Services	262.58	76.76	185.82	262.58	76.76	185.82
Human Resources	22.00	13.70	8.30	22.00	13.70	8.30
Information Technology	48.00	0.00	48.00	48.00	0.00	48.00
Library	115.10	0.00	115.10	115.10	0.00	115.10
Mayor and Council	15.00	15.00	0.00	15.00	15.00	0.00
Office of the Director of Police Accountability	4.00	4.00	0.00	4.00	4.00	0.00
Parks, Recreation & Waterfront	163.37	24.63	138.74	163.37	24.63	138.74
Planning & Development	111.04	14.74	96.30	113.04	14.74	98.30
Police Department	290.20	263.00	27.20	290.20	263.00	27.20
Public Works	337.00	20.99	316.01	337.00	20.99	316.01
Rent Board	23.55	0.00	23.55	23.55	0.00	23.55
<b>Total</b>	<b>1735.09</b>	<b>688.20</b>	<b>1046.89</b>	<b>1737.09</b>	<b>688.20</b>	<b>1048.89</b>



## DEPARTMENT BUDGETS

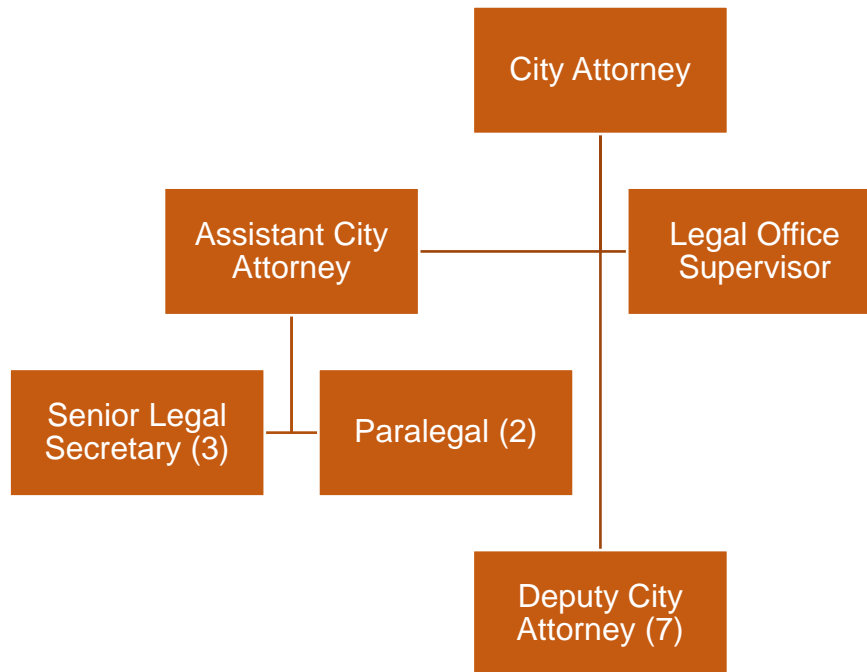
This section contains a summary for various City departments and other public entities, including the Berkeley Public Library and the Rent Stabilization Board. Each narrative includes a mission statement; an overview of the organizational structure and core services provided; a financial summary illustrates expenditures by type, by division, and by funding source; strategic plan priorities; anticipated challenges in the upcoming fiscal years; accomplishments achieved in the current fiscal year and highlights of significant changes from the prior year's budget.

## CITY ATTORNEY'S OFFICE

### MISSION STATEMENT

The mission of the City Attorney's Office is to provide the City with the highest caliber legal services and advice and to protect and advance the interests of this dynamic City by all legal and ethical means.

### ORGANIZATIONAL CHART



### CITY ATTORNEY'S OFFICE OVERVIEW

The City Attorney's Office provides legal advice and support to the entire City, including the City Council, City Manager, all City Departments, as well as appointed City Boards and Commissions. In addition, the City Attorney's Office:

- Supports the City in its legislative and policy efforts;
- Responds to claims and represents the City in a wide array of litigation;
- Brings litigation on behalf of the City to protect the City's interests;
- Drafts and/or reviews contracts, leases, ordinances, and resolutions;
- Provides advice and legal analysis regarding ballot measures;
- Provides legal support to the City's response to the COVID-19 pandemic;
- Provides legal support to City affordable housing programs;



- Supports City staff in enforcement of the City's laws and regulations;
- Supports the City in land use and development efforts and modernizing its planning and zoning framework;
- Supports infrastructure projects and economic development efforts;
- Responds to Public Records Act (PRA) requests on behalf of the City Council, as well as coordinating responses to PRA requests that involve multiple departments;
- Staffs the Fair Campaign Practices Commission and the Open Government Commission;
- Provides support to the City's Independent Redistricting Commission
- Provides support to the Police Accountability Board and the Reimagining Public Safety Task Force;
- Acts as the Risk Manager for the City; and
- Provides training to City staff, City Council, and City Boards and Commissions on a range of legal issues, including the Brown Act, the Public Records Act, California Environmental Quality Act (CEQA), and conflicts of interest.

CITY ATTORNEY'S OFFICE FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	2,555,631	2,162,620	2,615,730	3,471,032	3,974,284	4,043,357
Services and Materials	2,677,046	2,174,097	3,379,051	3,569,479	3,595,679	3,595,679
Capital Outlay	3,199			4,790	4,790	4,790
Internal Services	92,461	219,260	219,586	232,795	232,795	232,795
Indirect Cost Transfer	5,213					
	5,333,550	4,555,976	6,214,367	7,278,096	7,807,548	7,876,621
<b>By Division:</b>						
Administration	432,164	580,347	606,870	589,939	699,497	706,117
Legal Advice & Litigation	4,901,386	3,975,629	5,607,497	6,688,157	7,108,051	7,170,504
	5,333,550	4,555,976	6,214,367	7,278,096	7,807,548	7,876,621
<b>By Fund:</b>						
General Fund	2,181,489	2,217,772	2,762,048	3,434,164	4,010,250	4,065,279
Public Liability	3,022,668	2,338,204	3,310,972	3,843,932	3,797,298	3,811,342
Other	129,393		143,347			
	5,333,550	4,555,976	6,216,367	7,278,096	7,807,548	7,876,621

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## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

The City Attorney's Office has no Strategic Plan Projects and Programs in FY 23 - 24 where it serves as the lead department; however, the office serves as a support department to most projects by providing legal advice, review, and defense.

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## CHALLENGES

The City Attorney's Office's challenges/opportunities include:

- **Increased Need to Support New Policy Initiatives:** The City Council created a set of Policy Committees to help navigate new policy initiatives. The City Attorney staffs these meetings routinely and plays a central role in providing legal advice throughout the legislative process. The number and complexity of new ordinances and other policy initiatives by the City Council or by City Boards or Commissions require significant City Attorney staff time to assist with drafting legislation and navigating legal issues. The propensity of the City Council to pursue groundbreaking, innovative legislation requires significant research and analysis prior to the adoption of the legislation, and the City Attorney's Office is also responsible for defending legal challenges to the legislation.
- **Increasing Number of Complex Litigation Matters:** An evolving legal landscape and the need to support City Council and staff priorities has resulted in an increasing number of complex litigations being handled by the City Attorney's Office. The City is also pursuing a number of initiatives proactively and has filed affirmative lawsuits to protect the City's interests. The prosecution and defense of these lawsuits requires additional resources and time for the legal staff. In addition, City Attorney staff has been heavily involved in navigating the legal issues surrounding the new UC Berkeley Long Range Development Plan.
- **Substantially Increased Volume of Public Records Act Requests:** The number and scope of Public Records Act requests fielded by the City Attorney's Office has generally increased over the past seven years, with a substantial uptick in 2021 and 2022. Responding to these requests increasingly calls for the review and production of voluminous electronic records. With the advent of new Police Record Disclosure Laws, there is a new body of work that the City Attorney's Office is supporting that did not exist previously.

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## ACCOMPLISHMENTS

Highlights of recent City Attorney's Office accomplishments include:

- **Continued to support the City's COVID-19 Response:** The City Attorney's Office continued to support the City's wide-ranging efforts to deal with the COVID-19

response, including through implementation of both a vaccine verification requirement for local businesses, and a vaccination mandate for City employees. In addition, the City Attorney's Office remained integrated into the City's Emergency Operation Center and provided daily support for the City's COVID-19 response. The Office drafted Health Officer orders necessary to respond to the COVID-19 emergency, provided legal support for the public health response to serious outbreaks of COVID-19, and supported the Health Officer in issuing timely orders that responded to the changing conditions of the pandemic.

- **Supported major projects such as the Bayer Development Agreement and settlement with the University of California over its Long-Range Development Plan:** Bayer will contribute \$33 million in community benefits over the course of a 30-year development agreement for their West Berkeley facilities. The University will provide \$84 million to defray costs incurred by the City associated with the campus through 2036. The University will also provide significant services for the unhoused population near People's Park.
- **Supported the City's Efforts to Reimagine Public Safety:** The City Attorney's Office partnered with the City Manager's Office, the Police Advisory Board, the Reimagining Public Safety Task Force, and others to begin implementing the Council's vision of a comprehensive new approach to public safety, including a new Use of Force policy.
- **Public Records Act Modernization and Accountability:** The City Attorney's Office responded directly to over 130 Public Records Act (PRA) requests and provided support and training to City departments on a wide array of PRA issues, including a comprehensive update of the City's Public Records Act policy. The Office supported the migration of the City's PRA response workflow to the NextRequest platform. The Office responded to and provided support to City departments for a variety of complex, high-profile requests, including requests from the Police Department and requests relating to the City's COVID-19 response.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23 baseline budget increases by \$529,452, or 7.27% over the FY 22 Adopted Budget of \$7.8 million. This is primarily due to an increase of \$503,252 in salaries and benefit costs.

The City Attorney's Office is asking for two new positions to support the City's ongoing and growing legal and administrative work as well as funding for case management software and office modernization.

## CITY AUDITOR'S OFFICE

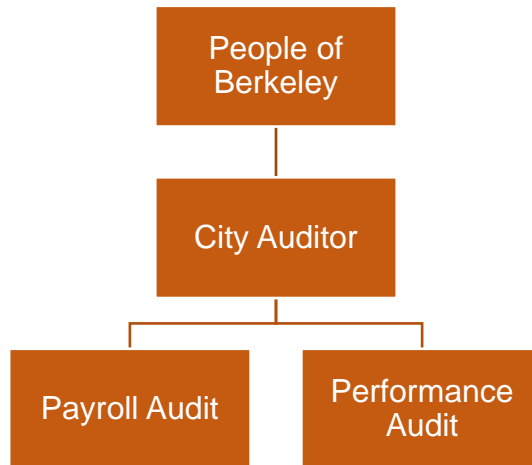
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### MISSION STATEMENT

The mission of the City Auditor's Office is to promote transparency and accountability in Berkeley government. Integrity, independence, impact, and inclusion are core tenets of our operations. Those values ensure the Office conducts its audits with the interest of the Berkeley community in mind to provide a fair, balanced, and objective opinion on the status of the City operations being audited.

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### ORGANIZATIONAL CHART



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### CITY AUDITOR'S OFFICE OVERVIEW

The City Auditor is an elected official who serves the residents 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 monitoring 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.

The City of Berkeley Auditor's Office is divided into two divisions, performance audit and payroll audit:

- **Performance Audit Division:** The performance audit division focuses on assessing City activities and making recommendations to the City Council and City Manager on how to improve program performance. Other services include publicly reporting audit

results and reporting on management's progress implementing audit recommendations or any hindrances to implementation.

- **Payroll Audit Division:** The payroll audit division coordinates and monitors certain portions of the Citywide payroll operations, including assisting management with compliance on federal, state, and local tax and labor laws. While decisions about pay are not within the purview of this office, consistent review of various parts of the City payroll system helps prevent fraud and address incorrect payments.

## CITY AUDITOR'S OFFICE FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	2,259,727	2,240,439	2,227,535	2,503,968	2,796,961	2,820,447
Services and Supplies	62,052	60,455	68,948	70,833	72,385	72,385
Capital Outlay				5,603	4,051	4,051
Internal Services	94,910	226,231	229,599	225,479	227,979	227,979
Indirect Cost Transfer						
	2,416,689	2,527,125	2,526,081	2,805,883	3,101,376	3,124,862
<b>By Division:</b>						
Administration	406,905	496,512	505,804	509,508	672,904	682,754
General Audit	930,332	940,218	997,583	1,078,198	975,422	972,747
Payroll Audit	1,079,453	1,090,395	1,022,695	1,218,177	1,453,050	1,469,361
	2,416,689	2,527,125	2,526,081	2,805,883	3,101,376	3,124,862
<b>By Fund:</b>						
General Fund	2,266,839	2,432,086	2,467,028	2,705,379	3,006,058	3,026,481
Workers' Compensation	149,850	95,039	59,054	100,504	95,318	98,381
	2,416,689	2,527,125	2,526,081	2,805,883	3,101,376	3,124,862

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## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS


The City Auditor operates as an independent elected office to fulfill the responsibilities established in the City Charter to conduct performance and financial audits or special studies of any phases of the City of Berkeley government in accordance with government auditing standards. While the performance audit and payroll audit divisions consider the Strategic Plan, the City Auditor creates an independent internal work plan based on risks and input from stakeholders, including community input, in fulfilling its charter mandated responsibilities.



## PERFORMANCE MEASURES SUMMARY

The below table summarizes the City Auditor's Office performance measures.

Measure	Description	Target	Actual	Tracking
Reports issued	Count of total reports (i.e., audit, informational, report on follow-ups)	n/a <sup>3</sup>	<ul style="list-style-type: none"> <li>3 reports</li> </ul>	n/a
Recommendations issued	Count of all issued recommendations; count of recommendations by type	n/a	14 recommendations: <ul style="list-style-type: none"> <li>2 Transparency &amp; Accountability</li> <li>6 Efficiency &amp; Effectiveness</li> <li>6 Internal Controls</li> </ul>	n/a
Accurate, correct paychecks	Number of accurate and correct paychecks	99%	<ul style="list-style-type: none"> <li>99.3% accuracy with implementation of new payroll system</li> </ul>	
Corrections made to personnel actions (PAs)	Number of PAs in which Payroll Audit identified and corrected errors	↓	<ul style="list-style-type: none"> <li>97% (calendar year 2021)</li> </ul>	n/a <sup>4</sup>

 Meeting/exceeding target

 Near target

 Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

<sup>3</sup> The number of reports and recommendations issued varies depending on capacity, need and issue being addressed.

<sup>4</sup> 97% of audited PAs had errors that Payroll Audit identified and corrected. Payroll Audit continues to work with the Human Resources Department to improve the accuracy of PAs submitted to Payroll Audit. Additionally, as described elsewhere, the City Auditor is seeking additional staffing to help with corrections until accuracy improves.

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## CHALLENGES

The City Auditor's Office challenges include:

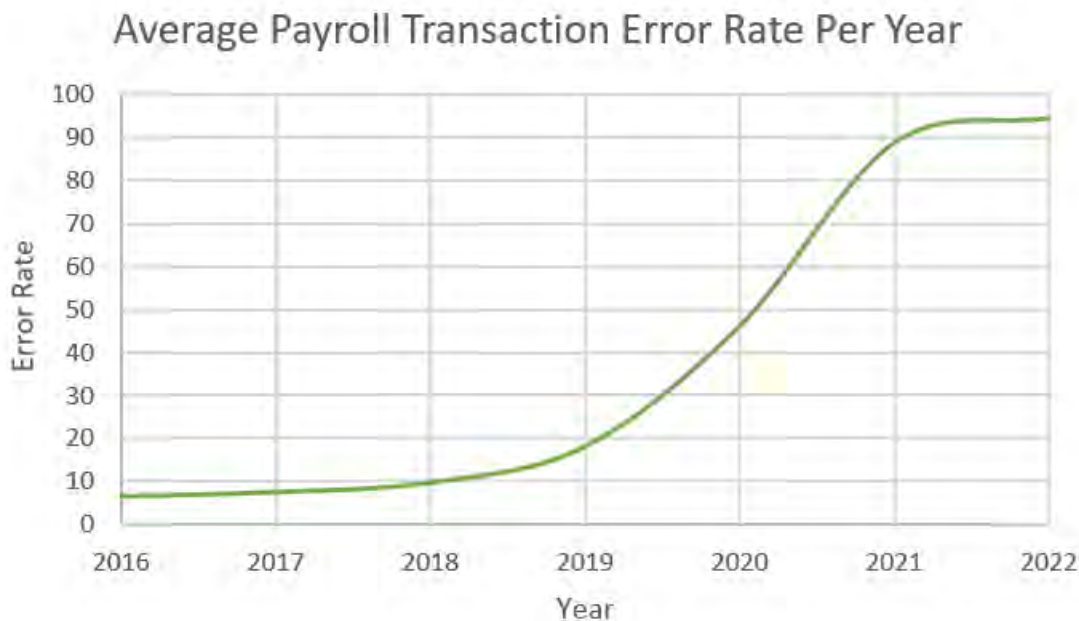
- **COVID-19 Pandemic:** The Auditor's Office had to shift priorities due to the City's focus on the pandemic response. Certain functions were put on hold during the pandemic, including following up with City departments on outstanding audit recommendations. Challenges in the upcoming budget cycle will include reimplementing these functions and working with departments to address overdue audit recommendations.
- **Employee Self Service and ExecuTime:** The Payroll Audit Division will work with City management, including the Information Technology Department and Human Resources (HR) to roll out the Employee Self Service (ESS) portal. Employees will be able to change their tax withholdings and print copies of their paystubs and W-2 forms using this system. Payroll audit will also play a critical role in implementing ExecuTime. The ExecuTime System will improve productivity and efficiency by reducing the risk of erroneous time entries and preventing fraud and improper payments. The payroll audit division may experience challenges managing logistical issues and troubleshooting errors during implementation. Payroll audit will be ready to assist during this process dependent on City management's timeline to ensure a smooth transition.
- **ERMA<sup>5</sup> Implementation:** The Payroll Audit Division has faced continued challenges in managing the transition from FUND\$<sup>6</sup> to the ERMA system. Payroll Audit has needed to troubleshoot logistical issues and answer user questions. The new system has additionally contributed to higher payroll error rates. While payroll errors from across departments are expected with the implementation of a new system, payroll audit has had to spend more time auditing payroll transactions and correcting errors. Payroll Audit has also increased its time in providing information and assistance to city management in resolving ERMA implementation challenges. Moving forward, Payroll Audit will continue to monitor system implementation and respond to any challenges that arise.
- **HR Payroll Transaction Error Rate:** The Payroll Audit Division has dealt with an increase in errors from HR payroll transactions. Payroll Audit reviews these HR transactions and corrects any errors to ensure city employees receive accurate payments. The error rate has increased over time, from an average of 6.7 percent in 2016 to 94.5 percent in 2022. Since March 2021, the error rate has been over 85

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<sup>5</sup> The City's new enterprise resource planning (ERP) software, referred to as ERMA (Enterprise Resource Management Application).

<sup>6</sup> The City's legacy enterprise resource planning (ERP) software, referred to as FUND\$ (Financial Utility Network Data System).

percent for all transactions. The following graphic demonstrates the yearly change in average error rate across all transactions:



The increase in the error rate places a greater burden on the Payroll Audit Division, and requires more time and resources to catch and correct errors.

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## ACCOMPLISHMENTS

Highlights of the City Auditor's Office accomplishments include:

- Performance Audit Division:** The Performance Audit Division won the 2020 Exemplary Knighton Award in the Small Shop Category from the Association of Local Government Auditors (ALGA) Awards Program Committee for the audit titled *Rocky Road: Berkeley Streets at Risk and Significantly Underfunded*. This was awarded on April 8, 2021. Performance Audit has also made strides in increasing the accessibility of its work by translating its report highlights pages into Spanish. The Auditor's Office continues to prioritize the accessibility and transparency of its audits.
- Payroll Audit Division:** The Payroll Audit Division assisted in the implementation of ERMA, the new Windows-based payroll system that allows for modernized payroll operations. In 2021, the first year of operation, Payroll Audit devoted many weekly hours to troubleshooting bugs, streamlining processes, and assisting City management in resolving issues. This process will continue as the Division learns more about the new system's functionalities.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23 baseline budget increases by \$295,493, or 10.53% over the FY 22 Adopted Budget of \$3.1 million. This is primarily due to an increase of \$292,993 in salaries and benefit costs.

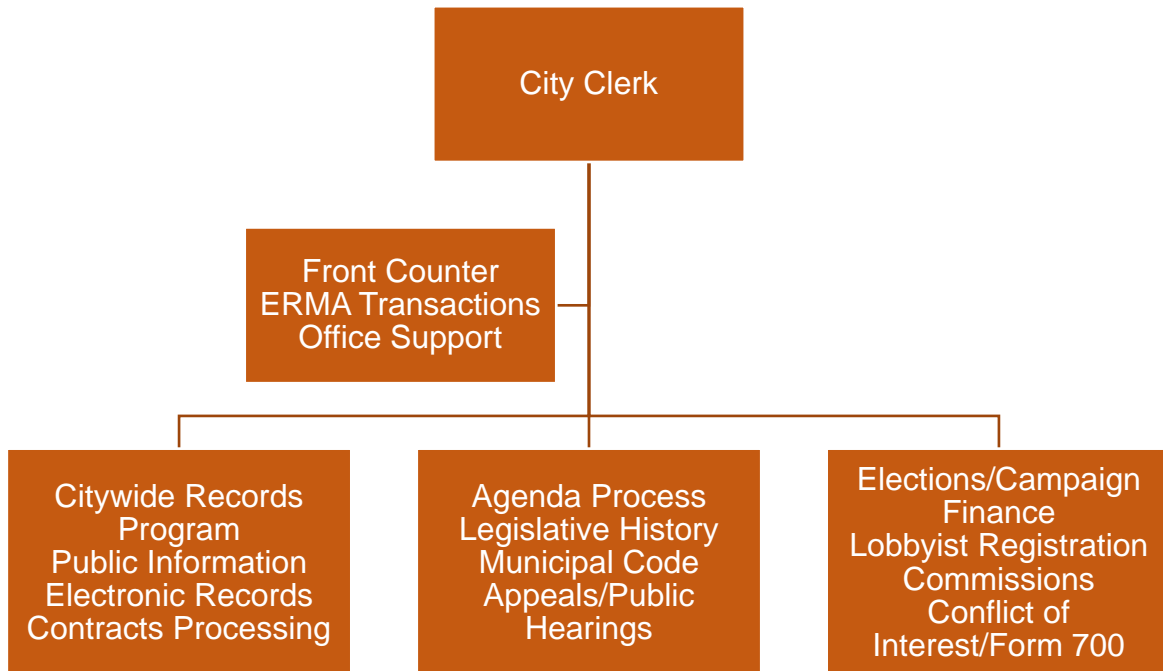
The Auditor's Office is requesting a few primary changes to the departmental budget: one position increase in payroll audit from 50 percent to 75 percent; one temporary Auditor II staff position; and an increase in the overtime budget for the Payroll Audit Division' and a 2-year temporary auditor position to work on ERMA implementation issues. These changes are necessary due to the change from the FUND\$ financial system to the ERMA financial system. The ERMA system requires more data entry into the system than in FUND\$, therefore, it requires more time to audit personnel actions (PAs).

## CITY CLERK DEPARTMENT

### MISSION STATEMENT

The City Clerk Department provides Citywide oversight for legislative proceedings of the City Council and its committees. As the Elections Official and Filing Officer, the City Clerk administers municipal elections, campaign finance, and conflict of interest regulations. As the Records Manager, the Department administers the Citywide Records Management Program to maintain the integrity of documented actions of the legislative bodies, and accessibility to the public. The Department performs 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.

### ORGANIZATIONAL CHART



## CITY CLERK DEPARTMENT

The City Clerk Department delivers the following services:

- City Council and Commission Support:** City Clerk staff prepares the agendas, agenda packets, minutes, and legal notices 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 and completes the necessary arrangements to ensure an effective meeting. 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 facilitates, manages, and supports 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 (i.e., 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; and 3) access to public information and records. Members of the public are welcome to visit the City Clerk Department to research and review legislative actions, candidate and ballot measure information, campaign and conflict of interest filings, registered lobbyists disclosure statements, and other public information. City Clerk staff maintains a broad range of information on the City's website at <https://berkeleyca.gov/your-government/about-us/departments/city-clerk-department>.  
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, staff reports, election information, and contracts.
- **Citywide Records Management:** The City Clerk is the Custodian of Records for the City and as such, administers the Citywide Records Program, prepares and maintains the City's Records Retention Schedule and provides education to departments on the principles of records management and industry best practices by providing trainings, guidance, and advice as needed. 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 managing the storage, retrieval, retention, and authorized destruction of all official City records.
- **Campaign and Conflict Law:** The City Clerk is the local Filing Officer for the State of California. The City Clerk maintains regulations and forms under the State's Political Reform Act, Berkeley's Election Reform Act and Lobbyist Registration Act, and the Berkeley public financing ordinance. 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.
- **Elections:** The City Clerk is the Elections Official and administers the City's regular and special municipal elections in accordance with state and local laws including: 1)

the nomination process for candidates for Mayor, Council, Auditor, Rent Board, and School Board; 2) processing and managing the initiative, referendum, and recall petitions; 3) ballot measure argument filing; 4) coordination with the Alameda County Registrar of Voters for regular and special elections services; and 5) ensuring transparency, accessibility, and equity in the public's engagement with the municipal election process.

The City Clerk is the Charter-designated secretary for the Independent Redistricting Commission, a 13-member commission tasked with redrawing the Council district boundaries after each decennial census.

## CITY CLERK DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	1,559,308	1,529,902	1,672,456	1,631,778	1,811,749	1,877,785
Services and Materials	1,001,296	351,865	1,340,663	1,066,477	1,180,477	1,180,477
Capital Outlay		4,097		25,390	25,390	25,390
Internal Services	82,882	183,877	181,085	178,094	178,094	178,094
Indirect Cost Transfer						
	2,643,486	2,069,740	3,194,204	2,901,739	3,195,710	3,261,746
<b>By Division:</b>						
City Clerk						
Administration		181	75			
Operations	124					
Records Management	1,086,592	1,195,180	1,242,529	1,231,243	2,179,090	2,242,175
Elections	442,543	479,525	459,841	576,543	133,600	133,600
	1,114,226	394,855	1,491,759	1,093,953	883,020	885,971
	2,643,486	2,069,740	3,194,204	2,901,739	3,195,710	3,261,746
<b>By Fund:</b>						
General Fund	2,643,486	2,069,740	2,832,552	2,396,737	2,684,842	2,747,927
Fair Elections			361,652	505,002	510,868	513,819
	2,643,486	2,069,740	3,194,204	2,901,739	3,195,710	3,261,746



**STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS**

<b>Goal</b>	<b>Supporting Departments</b>	<b>Title</b>	<b>Description</b>	<b>Planned Start/End</b>	<b>New or Continuing?</b>	<b>Estimated Budget</b>
Provide an efficient and financially healthy City government	Finance, Information Technology	Citywide Contract Creation and Approval Paperless Workflow	Implement a new paperless system for the compiling, routing, approval, and retention of city contracts.	7/22-6/23	New	\$150,000 (requesting funding)

**PERFORMANCE MEASURES SUMMARY**

The below table summarizes the City Clerk Department’s performance measures. More detailed information is available in the Performance Measures appendix to this document.

<b>Measure</b>	<b>Description</b>	<b>Target</b>	<b>Actual</b>	<b>Tracking</b>
Number of City Council legislative items collated, tracked per agenda and minutes	Count of items per meeting (from meeting agenda plus any added items reflected in minutes)	n/a <sup>7</sup>	807 items	n/a
Number of Policy Committee legislative items collated, tracked per agenda and minutes	Count of items per meeting (from meeting agenda plus any added items reflected in minutes); the same items	n/a	545 items	n/a

<sup>7</sup> There are no “targets” for the City Clerk’s Office, as their numbers are directly dependent on the amount of City Council activity in a given year.

Measure	Description	Target	Actual	Tracking
	appear on multiple agendas and must be processed and compiled anew for each meeting (including amendments and revised versions)			
Number of records indexed in the public portal	Count of records indexed to the portal	n/a	2,570 records	n/a
Number of City Council meetings and Policy Committee meetings administered	Total count of City Council and Policy Committee meetings	n/a	170 meetings	n/a
Number of disclosures processed	Count of campaign finance filings, lobbyist disclosures, and Form 700 filings	n/a	<ul style="list-style-type: none"> <li>• 208 campaign finance filings</li> <li>• 126 lobbyist disclosures</li> <li>• 1,203 Form 700 filings</li> </ul>	n/a
Number of communications the City Clerk receives	Count of communications	n/a	4,086 communications	n/a

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## CHALLENGES

City Clerk Department challenges include:

- **Election Cost Uncertainty:** The City relies on the Alameda County Registrar of Voters to provide election services to the city for regular election activities as well as the additional cost of Ranked-Choice Voting. Election services have seen a steep increase since 2018, with the City's first million-dollar election in 2020. It is uncertain at this time how recent state mandates and the pandemic will affect election costs on an ongoing basis. The billable costs of the November 2022 election should provide a more stable baseline for election cost allocations in future years.
- **New Mandated Programs:** Four new mandated programs, the Public Financing Program (2016 & 2021), Lobbyist Registration (2019), City Council Policy Committees (2019), and Redistricting Commission (2020), have added significant demands to the staffing capacity of the City Clerk Department. The added time demands for the mandated programs has resulted in a decreased level of service to customers in the regulated community. For example, the Department is not able to offer the same level of assistance to campaign committee treasurers as was possible in past elections. Instead of being able to work with treasurers to troubleshoot issues and find solutions to inquiries, staff must only direct treasurers to the controlling regulation in order to be able to meet all competing demands. In 2021, the Public Financing Program was expanded to allow candidates for Auditor, Rent Board, and School Board to participate in the public funds matching scheme. This will place additional demands on staff time to review and process paperwork and matching funds requests from the newly added offices. The amount of funds allocated from the Fair Elections Fund is capped in the City Charter, so no new funds can be allocated from the Fund for administrative costs.
- **Continuous Demands for Increased Technology Services:** The City Clerk Department relies heavily on external software to automate processes and also has a high demand for service from the Department of Information Technology.

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## ACCOMPLISHMENTS

Highlights of recent City Clerk Department accomplishments include:

- **Administration of the 2021-2022 Redistricting Process:** The City Clerk Department was the primary support department for the Independent Redistricting Commission. The Commission process started in September of 2020 and concluded in May of 2022. The City Clerk supported all aspects of the Commission - staffing 31 meetings, conducting virtual and in-person outreach activities, assisting with map drafting, compiling and publishing 80 Community of Interest Forms and 270 written

communications, coordinating with professional consultants, the City Attorney, IT, and mapping software vendors. The process was completed on-time and within budget during the pandemic and on a compressed timeline to meet the deadline to use the new districts in the 2022 election.

- **Development and Testing of Hybrid Meeting Procedures:** The City Clerk Department has researched, developed, tested, and refined procedures and technology needs for the conduct of “hybrid” meetings of legislative bodies. Two successful test meetings were conducted at the Berkeley Unified School District Boardroom in preparation for the return to in-person meetings later in May 2022.
- **Enhancements and Upgrade to Commissioner Tracking Software:** City Clerk staff collaborated with the IT Department and outside consultants to significantly upgrade the Commissioner Tracking System (CTS) to replace outdated legacy databases and ensure the continued reliability and accuracy of commissioner data. The CTS database is an essential system that is used every day to track and report on commissioner appointments, resignations, leaves of absences, temporary appointments, mandated filings, and term limits for the City’s 300 volunteer commissioners.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR’S BUDGET

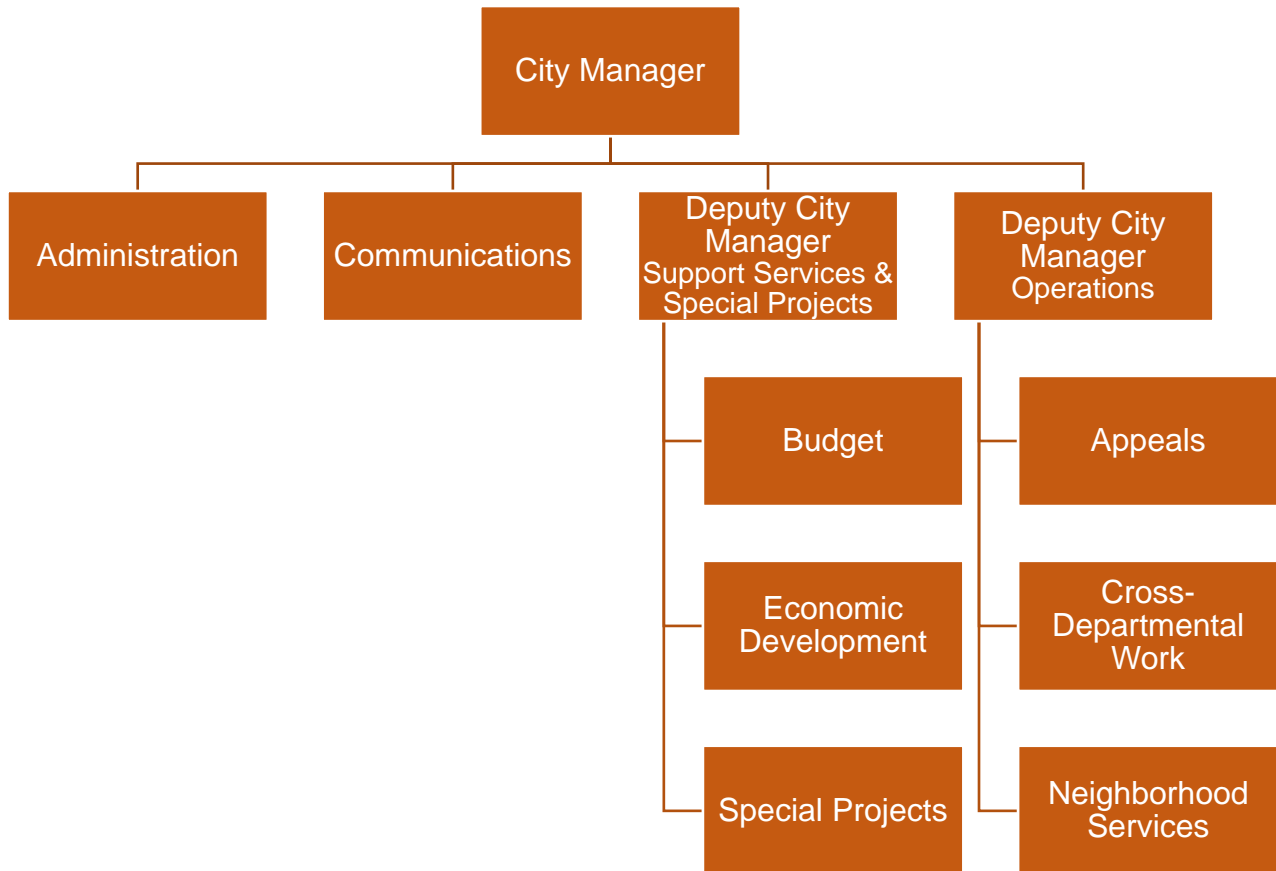
- The FY 23 baseline budget increases by \$293,971, or 10.13% over the FY 22 Adopted Budget of \$2.9 million. This is primarily due to an increase of \$179,971 in salaries and benefit costs.
- The City Clerk Department is requesting funding of \$150,000 for the development and implementation of the paperless contract workflow project.
- There are no anticipated changes to the staffing levels for the City Clerk Department for FY 23 – FY 24.

## 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.

### ORGANIZATIONAL CHART



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## CITY MANAGER'S OFFICE 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. Within the City Manager's Office, the City Manager also directly oversees several divisions and major programs that deliver the following services:

- **Communications:** The Communications division elevates and coordinates the work of every department by using information designed for modern digital tools to efficiently align the public's needs with City services. The division builds and maintains a variety of complex tools that represent the City in the public sphere, most prominently in the overhaul and reinvention of the City's website, engaging use of social media and the management of citywide listservs for all departments. These roles are amplified in emergencies, when the rapid dissemination of coordinated information is critical to building trust and leading people to safety. Communications has led crisis communications efforts that require multi-agency coordination for public safety power shutoffs (PSPS), fire weather, protests, and, most prominently, for COVID-19.
- **Office of Budget and Fiscal Management:** The Office of Budget and Fiscal Management is primarily responsible for the preparation, development and management of the City's budget. The division provides financial analysis and support to the City Council and the Budget and Finance Policy Committee in particular; reviews Council agenda items and contracts; assists with special projects and processes payroll for the City Manager's Office, the Mayor and Council, the City Attorney's Office, the City Clerk's Office, the Human Resources Department, the Office of Police Accountability, and for the Berkeley Unified School District (BUSD) Board of Education.
- **Special Projects - Enterprise Resource Planning (ERP):** The ERP team leads the 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. The replacement initiative includes analyzing business processes to leverage the power of technology. Addressing this long-neglected but critical portion of city 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 concerns that affect the quality of life for all who live or work in Berkeley. The Division consists of four units:

- **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 animal 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. The shelter houses a highly successful adoption program and consistently maintains a live release rate in excess of 90%. Animal Care Services also supports homeless and low-income pet owners by providing free pet food and other pet supplies daily on a walk-in basis. With field services available daily and the shelter open seven days a week, Animal Care Services is easily accessible and user friendly.
- **Code Enforcement Unit:** The Code Enforcement Unit is responsible for the enforcement of violations of the Berkeley Municipal Code including graffiti, blight, unauthorized signage, and illegal dumping. The Unit works in conjunction with a Planning Code Enforcement Officer to address land use and zoning complaints, such as illegal business, unpermitted living units, and accessory units.
- **Special Events:** The Special Events Unit coordinates staff from multiple departments to safely and efficiently support a variety of street and park events that make life in Berkeley vibrant and exciting, including the Berkeley Half Marathon, Solano Stroll, Telegraph Holiday Fair, and many more.
- **Homeless Response Team:** The Homeless Response Team is the inter-departmental team that responds to homeless encampments in Berkeley, performing sustained outreach to move people indoors, while simultaneously reducing the impact of encampments on the City with a variety of interventions that reduce health and safety threats while avoiding citation and arrest.
- **Appeals:** The Appeals Unit is responsible for administrative hearings. Administrative hearings are provided as a venue to appeal various violations or enforcement actions issued by the City before a hearing examiner. Although there are numerous types of appeals, the most common hearings are conducted for parking citation appeals, business license tax appeals, administrative citation appeals, and nuisance abatement appeals.

## CITY MANAGER'S OFFICE FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	6,297,159	6,490,128	6,793,257	7,530,022	7,896,437	8,131,580
Services and Materials	981,163	993,353	974,685	619,645	794,037	764,037
Capital Outlay	53,750	14,196	30,737			
Internal Services	281,009	606,623	633,892	620,887	620,887	620,887
Indirect Cost Transfer	9,514	683				
	7,622,595	8,104,983	8,432,572	8,770,554	9,311,361	9,516,504
<b>By Division:</b>						
Administration	2,766,609	3,517,716	3,416,609	3,345,960	3,678,302	3,738,007
Neighborhood Services	3,598,708	3,061,108	3,497,993	3,895,038	4,293,740	4,398,256
Budget & Fiscal Mgmt.	864,327	994,030	875,027	1,083,292	1,087,659	1,121,453
2020 Vision	392,951	532,130	642,829	446,264	251,660	258,788
	7,622,595	8,104,985	8,432,459	8,770,554	9,311,361	9,516,504
<b>By Fund:</b>						
General Fund	7,071,344	7,573,988	7,872,856	8,377,168	8,899,604	9,101,074
Animal Shelter Fund	47,927	30,764	20,682	52,480	52,480	52,480
Zero Waste Fund	275	-	30,118	48,600	48,600	48,600
Permit Service Center	82,575	5,624				
Other Funds	420,475	494,609	508,916	292,306	310,677	314,350
	7,622,595	8,104,984	8,432,572	8,770,554	9,311,361	9,516,504



## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	City Manager's Office, Information Technology (IT), Parks Recreation & Waterfront	African American Holistic Resource Center	In partnership with many in the community, plan for the development of a holistic African American Resource Center in South Berkeley, which will serve as a place of support and strength for the Berkeley community.	7/17-To be determined	Continuing	\$7,250,000+ (FY 22 funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	Annual Survey	Implementing an Annual Survey to better understand the needs of the community.	7/20-To be determined	Continuing	\$25,000 (FY 22 funded)
Create a resilient, safe, connected,	All City Departments	COVID-19 Demobilization and Recovery	COVID vaccine is universally available. However, there are still public health	To be determined	Continuing	Unfunded; amount to be determined

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
and prepared city			areas to address related to City physical infrastructure and behavioral change in order to open up all of the City's public buildings and services. These changes have yet to be determined and they are not budgeted.			
Champion and demonstrate social and racial equity	All City Departments	Equity Toolkit	Operationalizing equity lens in service delivery and project planning (e.g., toolkit deliverable from Racial Equity Action Plan including things like adding an equity item to agenda reports, requiring an equity checklist as part of project work plans, etc).	7/19-To be determined	Continuing	On hold
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.	1/20-To be determined	Continuing	Staff time (dashboard component unfunded/on hold)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial accountability	City Attorney, Fire, Health Housing & Community Services, Human Resources, Police, Public Works	Police Accountability Board Implementation	Establishing the Office of the Director of Police Accountability pursuant to Measure II.	12/20-6/22	Continuing	\$45,000 (director recruitment, FY 22 funded) + estimated \$1,100,000 (department budget, FY 22 funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community		Public Communications Toolkit	Develop a suite of tools, templates, and short training videos to help organization-wide staff more effectively tell their story, inform community members about services and opportunities, and meet operational goals through high quality public communications.	3/21-To be determined	Continuing	Staff time; \$25,000 (requesting funding)
Champion and demonstrate social and racial equity	All City Departments	Racial Equity Action Plan	With assistance from the Government Alliance on Race and Equity and researchers from UC Berkeley, develop a	8/18-To be determined	Continuing	On hold

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			Racial Equity Action Plan designed to integrate equity considerations throughout City operations and services and to influence change within the community.			
Champion and demonstrate social and racial equity	City Attorney, Human Resources, Health Housing & Community Services, Police, Fire, Public Works	Reimagining Public Safety	Implementation of July 2020 Omnibus package to develop a new paradigm of public safety (i.e., BerkDOT, Specialized Care Unit, Priority Dispatching, analysis of claims and settlements, and community engagement).	8/20-6/25	Continuing	To be determined
Champion and demonstrate social and racial equity	All City Departments	Accessibility Training	Monitor website, train staff and enforce guidelines.	3/22-To be determined	New	\$11,000 (FY 23 funded)
Foster a dynamic, sustainable, and locally-	Planning, Finance, City Attorney, Health	Update and Implementation of Street Vendor Ordinance	Update the City's street vendor ordinance to comply	10/23-7/24	New (to the Strategic Plan, but	\$156,110 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
based economy	Housing & Community Services, Public Works		with changes in State law (SB 946).		effort already underway)	
Create affordable housing and housing support services for our most vulnerable community members	Health Housing & Community Services	Referral Responses: Managing Recreational Vehicle (RV) Parking	Transition RV parking program from Grayson Street.	7/22-10/22	New (to the Strategic Plan, but effort already underway)	Staff time
Create affordable housing and housing support services for our most vulnerable community members	City Attorney, Health Housing & Community Services, Parks Recreation & Waterfront, Police, Public Works	Sidewalk Policy Amendments	Propose potential amendments/changes to City ordinances to more effectively and humanely manage encampments. This responds to two referrals: (1) City of Berkeley Neighborhood Services and Outreach Program (formerly "Amend April 26, 2018 Referral Regarding Sidewalks") and (2)	1/23-7/23	New	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			Non-Criminal Options for Enforcement of Sidewalk Regulations			
Create affordable housing and housing support services for our most vulnerable community members	City Attorney, Health Housing & Community Services, Police, Parks Recreation & Waterfront, Public Works	Resolve Encampment at People's Park and operate Rodeway Inn as noncongregate shelter	Transition individuals currently living in People's Park into safe noncongregate shelter at the Rodeway Inn	6/23-6/23	New	\$4,708,015 (requesting funding)
Create affordable housing and housing support services for our most vulnerable community members	City Attorney, Planning	Group Living Accommodation Ordinance implementation	Update implementation to ensure better records-keeping and regulation of organizations with functionally equivalent exemptions	1/22-9/22	New	\$156,110 (requesting funding)
Attract and retain a talented and diverse City government workforce	All City Departments	Employee Retention & Morale Building/ Engagement & Talent Acquisition (recruitment)	Create programs to ensure City of Berkeley as an employer of choice to attract and retain a diverse valued workforce with	9/22-6/24	New	\$350,000 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			onboarding and orientation, mentorship programs, alternative work schedules, wellness offerings, recognitions, and rewards.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community		Communications Request Form	Create a tool that allows departments to more effectively request and submit adequate information for Communications requests	7/22-6/24	New	\$25,000 (requesting funding)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to	Information Technology	Photo Library	Create a searchable database of photos for staff to use in external communications	7/22-6/24	New	\$25,000 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
the community						
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community		Develop Branding Standards	Create a branding document with tools so that staff can communicate at all levels using a consistent look and feel	7/22-6/24	New	\$100,000 (requesting funding)



## PERFORMANCE MEASURES SUMMARY

The below table summarizes the City Manager's Office performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
High live release/low euthanasia	Live release rate	Stay at or below 10%	• 6%	●
Length of stay in shelter	Average days per animal shelter stay	↓	• 8 days	n/a <sup>8</sup>
Adoption rate	Percentage of animals adopted	↑	• 22%	n/a
Rescue rate	Percentage of animals going to nonprofit rescues	↑	• 35%	n/a
Return to owner rate	Percentage of animals returned to owners	↑	• 34%	n/a
Disease control for humans and animals	Count of vaccinations	↑	• 1,974 vaccinations	●
Number of spays/neuters provided	Count of spayed/neutered animals	↑	• 674 animals	●
Total volunteers	Count of volunteers	↑	• 229 volunteers	n/a
Number of volunteer hours	Count of volunteer hours	↑	• 9,780 hours	●
Foster rate	Percentage of volunteers who foster animals	↑	• 15%	●
Number of surgeries provided	Count of non-sterilization surgeries provided	↑	• 63 surgeries	●
Shelter uptake rate	Percentage of shelter offers that result in a move-in	↑	• 39%	n/a

<sup>8</sup> First year tracking data for length of stay in shelter, adoption rate, rescue rate, return to owner rate, total volunteers, shelter uptake rate, tonnage/pounds of debris, closures.

Measure	Description	Target	Actual	Tracking
Tonnage/pounds of debris	Average pounds of debris removed from encampments/month	Maintain at 27,000 lbs/month	• 27,453 lbs/months	n/a
Storage provision	Average number of storage notices provided/month	n/a <sup>9</sup>	• 6 storage notices	n/a
Noticings	Average number of violation notices provided/month	n/a	• 9 violation notices	n/a
Closures	Average number of encampment closures performed/month	Maintain at 3/month	• 3 closures	n/a
Case response time	Average days to resolve case	↓	• 53 days	n/a <sup>10</sup>
Case completion rate	Percent closed/complete/resolved cases (excludes duplicate complaints and invalid complaints)	↑	• 71%	●
Case completion ratio	Ratio of closed/completed/resolved cases to total cases received	↑	• 303 cases, 235 closed <sup>11</sup>	●
Balanced budget	Achieving a balanced budget	Balanced budget	• Balanced	●
Government Finance Officers Association (GFOA) Distinguished Budget Presentation	Receiving GFOA award each cycle	Received award	• Did not submit for award	●
Reporting on unfunded liabilities	Reporting on unfunded liabilities each cycle	Issued report	• Not applicable, report is only issued every 2 years.	n/a
Achieve healthy reserves	Amounts contributed annually to reserves	Percentage targets per	• Ability to fund Workers Compensation 98% of target	●

<sup>9</sup> Because conditions on the street and at each encampment are fluid, staff cannot provide a useful target for either the storage provision measure or the noticings measure.

<sup>10</sup> Starting in 2021, the calculation includes the case queue numbers from all staff in the unit, including the supervisor.

Measure	Description	Target	Actual	Tracking
		reserve policy	<ul style="list-style-type: none"> <li>General Fund Reserves 90.9% of 2020 target and 50.6% of 2027 target</li> </ul>	
Review Agenda Reports for fiscal impact and consistency	Number of agenda reports reviewed	n/a	<ul style="list-style-type: none"> <li>726 reports</li> </ul>	n/a
Review contracts	Number of contracts reviewed	n/a	<ul style="list-style-type: none"> <li>549 contracts</li> </ul>	n/a
Processing budget adjustments to ensure the City and Departments do not overspend appropriation authority	Number of budget adjustments updated, annually	n/a	<ul style="list-style-type: none"> <li>1,113 adjustments</li> </ul>	n/a

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

The City Manager's Office challenges include:

- **Communications**
  - **Staffing:** The Communications Unit increases efficiency throughout the organization by reducing direct costs and staff time while increasing the ability for community members to access resources and services by themselves. The Communications Unit currently has four people and is understaffed compared to other jurisdictions
  - **Digital Presence:** The Unit has led the effort to create a new digital presence for the City of Berkeley. The existing site had decades of underlying issues that needed to be addressed. This work lays a foundation for all City services. To complete this work, the Communications staff assumed over a dozen roles that were scattered throughout the organization or not done at all. Additionally, the recent launch of [berkeleyca.gov](http://berkeleyca.gov) transformed virtually every aspect of the City's website operations and addressed a wide range of deficiencies dating back almost thirty years to the birth of the internet. Modernizing the City's digital communications doesn't end on with the launch - helping guide staff toward consistent practices will require considerable work and collaboration citywide.
  - **COVID Pandemic and Other Emergency Response:** The COVID-19 pandemic created unprecedented demand for information. Berkeley's Communications Unit has developed a deep knowledge and expertise that has helped shape COVID communications throughout the region through close partnerships with other public health agencies. However, the City currently does not have capacity for full communications emergency response for vacations, holidays or after hours. Additionally, there is a still constant churn of information as the virus mutates and the scientific understanding of the virus evolves. An administrative assistant pivotal to pandemic communications has moved on to another position in the City. The Unit is no longer able to keep up with the pace of change
  - **Consistency:** Most media calls are dispersed through departments, leading to inconsistent response. This leads to diminished trust in the public sphere.
- **Office of Budget and Fiscal Management:** As local revenues continue to rebound from the pandemic, it will be challenging to develop balanced budgets for FY 23 and FY 24 that address critical City needs, unfunded liabilities, and allocated resources to address priorities established by the City Council.
- **Neighborhood Services**

- **Animal Care Services:** The opening of businesses and the resumption of normal activities beginning summer 2021 had a major impact on the operations of Animal Services. The robust foster program that existed during 'shelter in place' very quickly diminished as fosters and potential fosters returned to work and school. With the opening of the animal shelter to the public during this same time period, the number of incoming animals began to increase and is now at pre-COVID numbers. However, the number of volunteers has not returned to pre-COVID levels and a number of staff positions remain vacant, placing constraints on field response times.
- **Code Enforcement Unit:** At the pandemic's height, the Code Enforcement Supervisor coordinated closely with the Emergency Operations Center (EOC) to enforce all non-food related COVID-19 Health Order Violations in the City of Berkeley. This resulted in an increase in COVID-19 related caseloads above and beyond the Unit's baseline work. Consequently, the Unit's response time has increased and the goal of addressing all complaints within 10 days of receipt has not been met. Although COVID workload has since decreased, the Unit is still addressing a backlog of complaints that are up to two months old. Additionally, the Unit assists and coordinates with the City's Building and Safety inspectors, Health, Housing and Community Services (HHCS) inspectors, and Public Works with investigation and enforcement of reported violations. The 2018 City Auditor's report on the Code Enforcement Unit identified staffing shortages as a constraint to performance, but the Unit's staffing has not grown despite these increased demands.
- **Special Events:** As vaccination rates in Berkeley rise and case rates fall, those who live in and love Berkeley are excited to experience all the City has to offer once again. As a result, requests for Special Events permits are at record highs. Moreover, events that had to be canceled or postponed during COVID surges in 2021 are now being rescheduled alongside 2022's slate of events. This has resulted in a long queue of events to plan, coordinate, and permit, despite staffing challenges. The special events team consists of one full-time FTE assigned from Neighborhood Services and 8-10 staff from other departments.; Staffing has been challenging in some areas as some staff were reassigned to other duties. Also, there is limited infrastructural support, as some events previously held indoors now seek outdoor accommodations.
- **Homeless Response Team:** The Homeless Response Team (HRT) launched in September 2021 and faced a daunting challenge of resuming operations at encampments and recreational vehicle (RV) communities after a year and a half in which encampment enforcement, even for egregious health and safety violations, was paused due to the Centers for Disease Control and Prevention (CDC) encampment guidance. During the first 6

months of operations, in order to mitigate health and safety concerns at encampments that had become deeply entrenched during the pandemic, the HRT had a large number of dangerous encampments to resolve, despite limited housing resources, a shelter system that is still operating at reduced capacity due to COVID, and a legal landscape that has limited the City's ability to intervene.

- **Appeals:** Many appeals are scheduled by departments outside of the City Manager's Office. Because of this, any delays by these departments due to staff shortages or other reasons, can create a bottleneck effect with appeals.

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## ACCOMPLISHMENTS

The City Manager's Office accomplishments include:

- **Communications**
  - **Pandemic Communications:** The City's communications staff led the pandemic communications response through the EOC's Joint Information Center (JIC): researching, drafting messages, coordinating internally and externally, and publishing a range of materials. In 2021, the primary focus of the EOC's JIC was to get Berkeley vaccinated by creating clear, simple messaging and instructions that the public could use to find and sign up for first and second vaccine doses. These communications covered virtually every customer-facing aspect of vaccine delivery.
    - **Vaccine Messaging:** JIC staff worked with public health and other government agencies around the region to coordinate and focus regional messaging around vaccination.
    - **Vaccine Notification Strategy:** The JIC created and designed a sign-up form, vaccine notification emails and a messaging plan that emphasized transparency to build trust. The City widely promoted and used a single email notification list to alert people about available vaccine. The City used this list weeks, and sometimes months, before other jurisdictions were able to direct their communities to available vaccine. By June 2021, this vaccine communication strategy generated nearly 4 million points of contact with community members. The JIC repeatedly got emails from members of the public expressing confidence that they would be alerted to available vaccine when it was their turn.
    - **Vaccine Second-Dose Customer Support:** The five-person JIC team created an onsite and offsite workflow to address customer needs for every aspect of second dose delivery, including:

- A dedicated second dose webpage with clear guidance that became one of the City’s most popular web pages of all time.
- Professional, HIPAA<sup>12</sup>-secure emails that were custom coded to individually reach thousands of people for second dose appointments.
- Working with Curative, Inc., to create dedicated second dose website links (a first for the company) and onsite signup for second doses.
- Onsite signage about how to get second doses and business cards that provided links and instructions for any who missed appointments.
- **New Website, BerkeleyCA.gov:** The recently launched website represents an overhaul of three broad issues: technology, design and content. The Communications Unit improved navigation, created a modern look, and designed every page to prioritize key information for any device. The Unit re-wrote every word for accuracy, clarity, and efficient web reading. To continue building trust, the Communications Unit created a process for maintenance to ensure that this is a space where the relationship with the community continues to grow. This monumental effort addressed issues that stretch back nearly thirty years to the birth of the Internet. For the first time, the City will have a managed website showing its unique breadth of services, elevating the work of all City services, and. increasing accessibility for each of those services.
- **Office of Budget and Fiscal Management**
  - **Budget Development:** In tandem with ERP, the Budget Office developed the FY 23 and FY 24 Budget using the budget module of the new ERMA<sup>13</sup> system.
- **Special Projects - Enterprise Resource Planning (ERP)**
  - **Ongoing Successful ERMA<sup>14</sup> Rollout:** The City Manager initiative to transform the City’s quarter century old enterprise system (FUND\$<sup>15</sup>) into a more modern efficient one (ERMA) continues to move forward. To date, the ERP team has launched core financial, general ledger, accounts receivables,

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<sup>12</sup> Per the CDC, “The Health Insurance Portability and Accountability Act of 1996 (HIPAA) is a federal law that required the creation of national standards to protect sensitive patient health information from being disclosed without the patient’s consent or knowledge.”  
<https://www.cdc.gov/phlp/publications/topic/hipaa.html#:~:text=The%20Health%20Insurance%20Portability%20and,the%20patient's%20consent%20or%20knowledge>.

<sup>13</sup> The City’s new ERP software, known as ERMA (Enterprise Resource Management Application).

<sup>15</sup> The City’s legacy ERP software, known as FUND\$ (Financial Utility Network Data \$ystem).

the budget module, human resources, and payroll modules. Implementing employee self-service and Executime are the next steps for this effort.

- **Neighborhood Services**

- **Animal Care Services:** In 2021, Animal Care Services maintained its status as a “no-kill” shelter, with a very high live release rate of 94% for all animals and a euthanasia rate of 6%, which primarily reflected animals that sustained life-threatening injuries or displayed insurmountable behavioral issues, Overall, over 50% of cats and over 45% of dogs were adopted or rescued in 2021, despite receiving a larger number of very challenging animals. Animal Care Services was also able to increase vaccines and increase the number of sterilization procedures performed by nearly 70%. Animal Care Services also managed to increase overall foster rates over 2020 even despite a drop in volunteer hours by more than 50% - a testament to the Unit’s “whatever-it-takes” mentality.
- **Code Enforcement Unit:** The Code Enforcement Unit weathered the pandemic storm, coordinating closely with the EOC, the Health Officer, and other departments to respond to COVID enforcement issues. The Unit has identified key areas for performance improvement, including reducing response times to addressing cases and improving coordination with other departments. The Unit has also undertaken a comprehensive effort to update and enhance enforcement of the City’s Group Living Accommodations ordinance, by revamping the online registry system and updating administrative records.
- **Special Events:** Despite pandemic restrictions, the Special Events Unit permitted 86 Special Events in 2021, and estimate 125-175 special events for calendar year 2022. Public safety has requested a comprehensive review of barricades used during street closures. Parks, Recreation, and Waterfront staff are reviewing improved signage at parks for special events, including approved events as well as those interested in applying for permits. Additionally, the new city website provides an enhanced and easier experience for members of the public who are seeking to permit events. Despite staffing challenges, this Unit worked tirelessly throughout the year to keep attendees safe and support event organizers with the components of event operations from planning through execution.
- **Homeless Response Team:** The Homeless Response Team (HRT) performed at least weekly garbage collection and debris removal from encampments across the City, removing over 151,000 pounds of trash between September 2021 and March 2022. During that time, HRT also performed 16 closures of large and dangerous encampments, resolving conditions that included raw sewage and human waste, loose and scattered



syringes and drug paraphernalia, rodents and other vector hazards, rotting food, and obstruction of sidewalks and vehicular lanes of traffic—all while issuing zero criminal citations and only one arrest. HRT also managed to reduce by roughly 50% the footprint of the vehicular encampment in the Gilman District, overall moving 38 vehicles into the City's safe RV parking program. HRT has made well over 200 shelter offers since November 2021 with an uptake rate of roughly 40%, and has managed to end the unsheltered status of a number of individuals with multiple and complex needs.

- **Appeals:** The Appeals Unit's made improvements to Parking Management Software, by:
  - Coordinating with the City's contracted parking management vendor to add telephonic hearings as an option for Appellants to contest their citations.
  - Assessing appeal notice inconsistencies and working with the vendor to provide more information for appellants to be properly prepared for their hearings.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

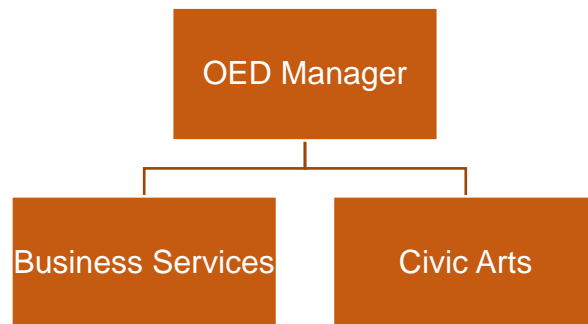
- The FY 23 baseline budget increases by \$378,807, or 4% over the FY 22 Adopted Budget of \$8.8 million. This is primarily due to an increase of \$366,415 in salaries and benefit costs.

## 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 resources, feel welcome in Berkeley, and thrive.

### ORGANIZATIONAL CHART



### OFFICE OF ECONOMIC DEVELOPMENT OVERVIEW

OED is a division of the City Manager's Office, comprising two work unites:

- **Business Services:** This Unit supports Berkeley's commercial sectors, expands economic opportunities, and helps maintain a healthy business climate by providing the following baseline services:
  - Direct Assistance to Businesses, Property Owners and Community Organizations,
  - Support for Berkeley's approximately 12 Commercial District and Business Associations,
  - Industry Cluster Programs,
  - Revolving Loan Program and Resiliency Loan Program,
  - Sustainable Business Practices,
  - Marketing,
  - Research and Data Analysis, and
  - 3 Commissions (Loan Administration Board, Elmwood Business Improvement District [BID] Advisory Board, Solano BID Advisory Board).

The Business Services team is at its base a customer service department, interacting with individuals, businesses, organizations, council and community members, and other city department departments. The team helps with individual technical assistance, offers resources, and provides economic data and analysis

and support to Berkeley commercial sectors. Staff in this team serve as secretaries to three commissions, two BID boards (Elmwood and Solano) and the Loan Administration Board, and hold board seats in three property-based BIDs (Telegraph, Downtown, and North Shattuck).

- **Civic Arts:** This Unit promotes and furthers arts and cultural activities in Berkeley by providing the following baseline services:
  - Direct Assistance to Artists and Community Organizations,
  - Civic Arts Grants,
  - Festival Grants Program,
  - Public Art Collection,
  - Public Art Programs,
  - City-Managed Galleries, and
  - Civic Arts Commission.

The Civic Arts Unit provides direct grants to Berkeley's art and cultural organizations, individual artists, and festivals, and manages the City's Public art collection which has over 80 works of art in its care. The Unit also manages the gallery spaces in the city buildings including the Cube Gallery in the Center St Garage. Staff in this Unit serve as secretaries to the Civic Arts Commission, which has four subcommittees (grants, policy, public art, civic center visioning) and a recently submitted work plan that contains 53 items.

The vast majority of OED services are provided directly by its staff, and the strategic use of professional and technical services is vitally important to the efficacy, efficiency, reach, and impact of staff and operations. Notably, OED's professional services allocation is its only resource for professional development opportunities that are specific to economic development and civic arts subject matter. OED also uses it to support commercial district association projects and capacity building; graphic design and other marketing and communications of services; fiscal impact and policy analysis; data purchases; and more.

As the costs of all of these services continue to rise with inflation, the allocations for a few strategic initiatives remain steady, which structurally challenges the team's baseline effectiveness. However, with the restorations from the budget deferrals of FY 20, 21, and 22, particularly with the ARPA funding programed in FY 22 to support small business, the Division will be well supported to implement strategic COVID recovery efforts. In many cases, the funds will leverage outside private investments by partners, community organizations, and other funders.

## OFFICE OF ECONOMIC DEVELOPMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits					1,691,337	1,687,361
	1,209,475	1,306,242	1,041,463	1,251,800		
Services and Materials					4,061,429	4,061,429
	5,102,872	7,559,194	3,866,180	3,756,900		
Capital Outlay		9,373				
Internal Services					72,081	72,081
	7,351	74,786	73,306	72,081		
Indirect Cost Transfer					1,812	1,838
	1,519	1,557	1,576	1,382		
	6,321,216	8,951,152	4,982,525	5,082,163	5,826,659	5,822,709
<b>By Division:</b>						
Administration					125,644	131,703
	127,249	125,088	48,970	97,817		
Economic Development					3,602,020	3,604,927
	4,478,754	5,606,761	3,155,258	3,330,914		
Arts Coordination					1,618,198	1,595,736
	1,285,525	2,787,152	1,491,146	1,194,152		
South Berkeley Revitalization					219,728	222,037
	203,549	212,852	58,427	221,669		
Sustainable Development					261,069	268,306
	226,140	219,299	228,723	237,611		
	6,321,216	8,951,152	4,982,525	5,082,163	5,826,659	5,822,709
<b>By Fund:</b>						
General Fund					3,011,403	3,015,427
	2,820,609	5,855,850	2,488,081	2,535,186		
Loan Funds					156,387	156,387
	147,256	157,872	23,122	156,387		
Business Improvement Districts					2,382,942	2,382,942
	2,996,566	2,343,629	2,013,569	2,283,073		
Public Art Fund					104,775	102,691
	290,626	76,205	16,406	64,367		
Zero Waste Fund					24,292	24,745
	23,871	17,119	1,772	22,504		
Measure T1						
	4,465	399,260	267,670			
Other Funds					146,860	140,517
	37,822	101,216	155,905	20,646		
	6,321,216	8,951,152	4,966,525	5,082,163	5,826,659	5,822,709

STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Foster a dynamic, sustainable, and locally-based economy	City Manager's Office	#Discovered in Berkeley – Berkeley Business Marketing & Communications Project: Continuation	Sustaining and expanding upon work from Berkeley - Business Marketing and Communications Project – (I.e., further development of the “Discovered in Berkeley” stories series highlighting Berkeley businesses based on feedback from businesses featured in earlier campaign phases).	7/22-6/23	New	\$50,000 (ARPA)
Foster a dynamic, sustainable, and locally-based economy	Information Technology	Berkeley Ventures, Berkeley Values	Sustaining the "Berkeley Tech, Berkeley Values", program to leverage local tech sector skills, wealth, and other resources to support equitable and inclusive growth.	7/22-To be determined	New	\$20,000 (ARPA)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Foster a dynamic, sustainable, and locally- based economy	City Manager's Office, HHCS	COVID Economic Response and Recovery	Multifaceted program responding to COVID-19's impacts on Berkeley's business and arts community, and working towards local economic recovery.	3/20-To be determined	Continuing	Staff time
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Parks Recreation & Waterfront, Planning, Public Works	Civic Center Phase II	Next phase of the Civic Center Vision Plan (Building Program and Design). NOTE: The scope portion of this work is being completed by Public Works.	9/21-To be determined	Continuing	Staff time
Foster a dynamic, sustainable, and locally-based economy	Planning	Expand and Modify the Downtown Arts District Overlay	Develop recommendations for expanding the boundaries of the current Downtown Arts District Overlay as well as the allowable active ground-floor uses.	9/19-12/22	Continuing	Staff time
Be a customer-focused	Finance, Information	Interactive Digital Kiosks – Phase 2	Facilitate the second round of installation	7/22-6/24	New	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
organization that provides excellent, timely, easily-accessible service and information to the community	Technology, Public Works		of interactive digital kiosks (IKE) to share information about civic resources; market local businesses, arts organizations, and commercial districts; and generate revenue for the City of Berkeley in new locations.			

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Office of Economic Development’s performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Arts and culture grants (Arts Organizations, Festivals and Individual Artists)	<ul style="list-style-type: none"> <li>Number and total dollar amount of arts and culture grants awarded</li> <li>Number of grant applications</li> </ul>	↑	<ul style="list-style-type: none"> <li>94 grants awarded, totaling \$580,000 in FY 2021<sup>16</sup></li> </ul>	
Active Revolving Loan Fund (RLF) loans	<ul style="list-style-type: none"> <li>Number of RLF loans executed in a given year</li> </ul>	↑	<ul style="list-style-type: none"> <li>8 loans, FY 2021</li> </ul>	

<sup>16</sup> This program for arts organizations, festivals, and individual artists is switching to a two-year grant cycle beginning in the fall of 2022.

Measure	Description	Target	Actual	Tracking
Private sector jobs saved	<ul style="list-style-type: none"> <li>Number of jobs retained through RLF loans</li> </ul>	↑	<ul style="list-style-type: none"> <li>80 jobs, FY 2021</li> </ul>	●
Jobs created	<ul style="list-style-type: none"> <li>Number of new jobs created through RLF loans</li> </ul>	↑	<ul style="list-style-type: none"> <li>54 jobs, FY 2021</li> </ul>	●
Total RLF dollars loaned	<ul style="list-style-type: none"> <li>Dollar amount of active RLF loans</li> </ul>	↑	<ul style="list-style-type: none"> <li>\$795,000, FY 2021</li> </ul>	●
American Rescue Plan Act (ARPA) funding for impacted sectors	<ul style="list-style-type: none"> <li>Tourism</li> <li>Arts &amp; Culture Relief Grants (BARG)                             <ul style="list-style-type: none"> <li>Number and total dollar amount of arts and culture grants<sup>17</sup></li> </ul> </li> <li>Small Business                             <ul style="list-style-type: none"> <li>Resiliency Loan Program (RLP) funded by CARES Act (July 2020)</li> <li>Provided program supports for ~\$800K loan fund for Berkeley businesses</li> </ul> </li> </ul>	n/a	<ul style="list-style-type: none"> <li>\$500,000 disbursed to Visit Berkeley (Convention and Visitors Bureau)</li> <li>70+ Berkeley Arts Relief Grants (BARG) awarded, totaling ~\$2M</li> <li>\$520,000 in 11 RLP business loans executed</li> <li>\$60,000 awarded to Working Solutions for technical assistance for RLP program participants.</li> </ul>	n/a

● Meeting/exceeding target

↑ Target is to increase numbers/percentages

● Near target

↓ Target is to decrease numbers/percentages

● Not meeting target

<sup>17</sup> Berkeley Arts Relief Grants for festivals and arts organizations were awarded with equity-centered criteria aligned with American Rescue Plan Act (ARPA) guidelines. 74 grant awards ranging from \$3,000 to \$33,000 (avg. grant size \$20,734) per organization were disbursed in February of 2022, individual artist grants will be disbursed in May 2022.



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## ACCOMPLISHMENTS

In FY 22 OED has numerous accomplishments including those identified in the Strategic Plan (SP):

- **COVID Recovery (SP):** As a relatively small Division (8 FTE), located within the City Manager's Office, OED has a unique role in directly assisting some of the most impacted sectors of Berkeley's business, artistic and cultural communities as the city recovers from the sprawling effects of the COVID-19 pandemic. During the past two years (from March 2020, to May 2022) this small Division worked tirelessly responding to the crisis:
  - Keeping businesses and arts organizations apprised of evolving health regulations,
  - Offering access to resources including testing and vaccination opportunities for Berkeley's employers,
  - Holding numerous roundtables and listening sessions, and
  - Developing a path to permanence for outdoor commerce operations.
 OED publishes two frequent resource-rich newsletters (Civic Arts and OED Updates), and is currently three quarters of the way through implementing a suite of recovery programs from a variety of funding sources including the American Rescue Plan Act (ARPA). The work of this highly talented, empathetic, and motivated team is to be commended. This Division has matched the bravery of Berkeley's business and arts groups, and has kept pace with the leadership of this Council in supporting the community during a global pandemic.
- **Berkeley Art Works Projects (SP):** Grants were provided to 32 artists, performers, and community members to create temporary public art projects throughout Berkeley that bolster collective resilience and recovery from the effects of COVID-19. Grants ranged from \$500 to \$10,000 for larger projects, these projects began to be installed throughout the city in 2021 and will continue through 2022.
- **IKE Kiosk Installations (SP):** The Interactive Kiosk Experience (IKE) information boards were successfully installed in December 2021.
- **Public Art Projects (SP):** The Measure T1 funded, North Berkeley Senior Center public art project "Song of Trees" was installed, along with "Community Wellness Is..." portrait series at the West Berkeley Service Center.
- **Bayer Health Care Development Agreement:** The City of Berkeley successfully executed a 30-year development agreement with Bayer Health Care in November 2021.
- **Outdoor Commerce Path to Permanence:** Technical assistance continues to applicants who wish to conduct business operations outdoors in the right of way.

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## CHALLENGES

OED has an ambitious program of baseline services, (in a normal year) and has taken on a tremendous amount of additional new work leading the recovery from the pandemic. In addition to the continued work responding to COVID, OED has a number of large projects on the horizon. There are other things that come up that will demand attention during the next budget cycle, some known, some unknown, related to commercial real estate opportunities, program and policy proposals from Councilmembers, and other needs and opportunities. The list below includes a variety of one-time projects and priorities for the upcoming budget cycle that go beyond baseline services, but aren't necessarily elevated to the Strategic Plan.

- **Large Projects:** The demand for OED's leadership on complex projects far outstrips its resources. Below are projects on OED's list that cannot begin until adequate staffing is in place:
  - West Berkeley Opportunity Sites (e.g. Pacific Steel)
  - Commercial District Revitalization Plan (Solano Ave)
  - Establishing Parking Benefit Districts (Gilman and Lorin)
  - Bayer Health Care Development Agreement Implementation
  - Developing a Capital funding program for Cultural Arts/Artist space
  - Civic Center Phase II
  - Diversity Equity and Inclusion – Berkeley Ventures Berkeley Values (a Strategic Plan project)
  - IKE Kiosk – location selection phase 2
  - Small Business Support Initiatives
    - Succession Planning – Worker Owned Cooperatives
    - Outdoor Commerce Support
    - Additional Zoning Ordinance Modifications to Support Small Business
- **Balancing New Initiatives & Baseline Services:** The challenge for OED going forward will be to successfully balance new initiatives and deliver excellent baseline services. In FY 22 OED was successful in leveraging special arts funds to get talented staff in place in the Civic Arts service line to deploy high quality program delivery; including centering equity in grant making activities and accelerating public art installation work.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23 baseline budget increases by \$744,496, or 14.65% over the FY 22 Adopted Budget of \$5.1 million. This is primarily due to an increase of \$439,537 in salaries and benefit costs.

Staff changes included the reallocation of a vacant Assistant Management Analyst position into a Civic Arts Coordinator role to manage the civic arts grant programs, and the addition of a Civic Arts Coordinator to manage the Public Art program.

With the existing high-capacity OED team, and the return of the paid intern program, the group has continued to deliver high quality service to its stakeholders. Consistent staffing has been achieved during FY 22, and by leveraging dedicated art funding, OED has been able to recruit for FTEs with specialized public art and arts grant administration expertise, and create opportunities for growth within the team. These ongoing strategic additions have the potential to reward this hard-working group, and meet the City's strategic plan goal for retaining and challenging dedicated staff. The bulk of OED's budget requests for the FY 23-24 cycle are directed towards bolstering this high-caliber team, with ongoing funding for a newly established "senior economic development project coordinator" classification. Other requests include financial assistance for recasting the Pacific Steel site in West Berkeley, and support for the #DiscoveredinBerkeley local business marketing campaign.

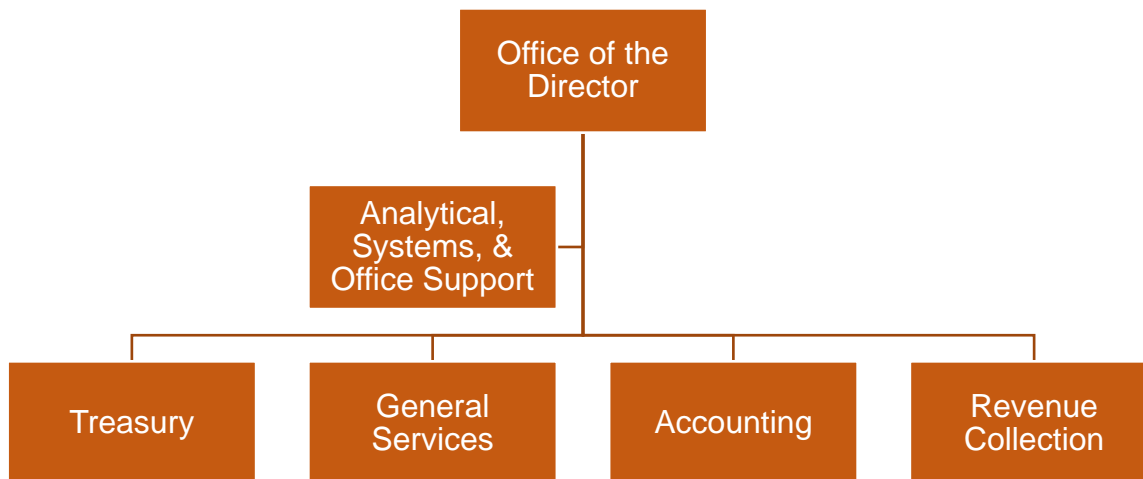
Office of Economic Development is requesting funding for the following items in FY 23 and FY 24 for a Senior Economic Development Project Coordinator (\$274,664), to provide technical assistance and impact analysis for a potential redevelopment site (\$150,000) and funding to extend support to Berkeley businesses as they emerge from the pandemic through the #Discovered in Berkeley Marketing & Communications Campaign (\$50,000).

## FINANCE

### 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.

### ORGANIZATIONAL CHART



### FINANCE 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.

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

- **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; monitors developments related to finance and accounting matters and evaluates their impact on City operations and financial programs; and serves as the lead for citywide Payment Card Industry (PCI) compliance.

- **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; and coordinates implementation of the City's online payment programs.

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 Requests for Proposal; 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 procurement restrictions. The Division maintains the purchasing information on the City's website and assures that customers and vendors have online access to needed information and forms. General Services 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 Annual

Comprehensive Financial Report (ACFR), 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 to the workers' compensation administrator. The Accounting Division 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.<sup>18</sup> 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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<sup>18</sup> Project 22 is a program for eligible customers to complete community service in exchange for their citation/ticket balance, if they are unable to pay. The program has been on hiatus during the pandemic.

## FINANCE DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	5,790,526	6,347,845	6,492,503	7,444,363	8,830,759	8,999,217
Services and Materials	903,606	1,034,326	688,243	985,496	985,496	985,496
Capital Outlay	693	5,644	-	33	33	33
Internal Services	425,269	879,962	885,181	895,499	897,999	897,999
Indirect Cost Transfer	106,725	94,557	80,085	105,711	120,114	123,262
	7,226,820	8,362,334	8,146,012	9,431,102	10,834,401	11,006,007
<b>By Division:</b>						
Office of the Director	850,981	1,859,528	1,984,585	1,264,387	2,180,276	2,194,753
Treasury	-	-	1,427,650	2,134,571	2,487,514	2,494,306
Accounting	1,466,467	1,539,643	1,652,157	1,733,392	1,917,649	1,972,784
General Services	1,070,870	1,204,365	987,569	1,422,323	1,515,992	1,550,288
Customer Service	1,147,573	1,368,055	722,233	997,126	888,651	903,114
Revenue Collection	2,690,929	2,390,743	1,371,818	1,879,303	1,844,320	1,890,762
	7,226,820	8,362,334	8,146,012	9,431,102	10,834,401	11,006,007
<b>By Fund:</b>						
General Fund	5,474,314	6,596,629	6,682,935	7,041,962	8,431,482	8,550,063
U1 - Housing	-	-	83,327	385,442	403,212	415,512
Paramedic Assmt Dist	18,426	18,977	19,503	19,842	20,824	21,490
Library	18,431	18,977	19,503	19,842	20,783	21,443
Parks Tax	18,431	18,977	19,503	19,842	20,824	21,490
Street Light Assmt.	20,582	21,181	21,712	21,749	23,326	24,017
Zero Waste Fund	1,088,186	975,253	831,212	1,247,727	1,219,795	1,247,768
Clean Storm Water	20,583	21,179	21,711	21,750	23,326	24,017
Parking Meter	69,415	52,635	-	40,000	40,000	40,000
Equipment Replacement	157,248	296,206	166,533	167,937	176,971	181,251
Central Services	283,324	285,149	221,410	385,483	391,386	394,486
Other Funds	57,880	57,171	58,666	59,526	62,472	64,470
	7,226,820	8,362,334	8,146,012	9,431,102	10,834,401	11,006,007

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>Office of the Director</b>						
Administration	837,967	1,813,649	1,913,865		1,603,400	1,608,183
				1,121,717		
Systems Support	13,013	45,879	70,720	142,670	576,876	586,570
Division Total	850,981	1,859,528	1,984,585	1,264,387	2,180,276	2,194,753
<b>Accounting</b>						
Administration	1,043,676	1,257,384	-	-	221,988	214,422
General Accounting	-	-	1,391,012		1,262,259	1,312,816
				1,329,889		
Accounts Payable	422,791	282,259	261,144	403,503	433,401	445,545
Division Total	1,466,467	1,539,643	1,652,157	1,733,392	1,917,649	1,972,784
<b>General Services</b>						
Gen Svcs - Admin	-	-	-	-	260,042	268,565
Procurement	787,546	919,216	766,160		864,564	887,237
				1,036,840		
Mail Services	283,324	285,149	221,410	385,483	391,386	394,486
Division Total	1,070,870	1,204,365	987,569	1,422,323	1,515,992	1,550,288
<b>Treasury</b>						
Collections	-	-	-	133,046	46,610	46,610
Administration	-	-	83,327	186,199	-	-
Treasury - Admin	596,589	748,643	652,989	388,583	563,892	584,474
Operations	391,370	375,693	391,817	655,449	601,725	612,911
Revenue Development	159,614	243,718	299,517	771,294	1,275,288	1,250,311
Division Total	1,147,573	1,368,055	1,427,650	2,134,571	2,487,515	2,494,306
<b>Revenue Collection</b>						
Rev Coll - Admin	-	-	-	-	270,677	279,592
Billing	1,690,659	1,505,707	1,299,047		1,563,702	1,601,220
				1,869,418		
Customer Service	798,202	713,897	722,233	997,126	888,651	903,114
Licensing/Permits	202,069	171,138	72,770	9,885	9,941	9,950
Division Total	2,690,929	2,390,743	2,094,051	2,876,429	2,732,971	2,793,876
<b>Department Total</b>	<b>7,226,820</b>	<b>8,362,334</b>	<b>8,146,012</b>	<b>9,431,102</b>	<b>10,834,402</b>	<b>11,006,007</b>



STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Foster a dynamic, sustainable, and locally-based economy	City Manager's Office	Local Vendor Preference Policy	Implement vendor scoring criteria to give preference to vendors located within Berkeley.	7/22-6/23	New	Staff time
Champion and demonstrate social and racial equity	Human Resources	Contracting Equity Study	Working as part of a City-wide team to address results of study.	12/21-6/23	New	Staff time
Champion and demonstrate social and racial equity	City Attorney, Health Housing & Community Services	Equal Pay Vendor Preference	Implement preferential vendor selection process in City contracting.	7/21-6/23	Continuing; Interrupted by Pandemic	Staff time

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Finance Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Citywide purchasing	<p>Review requisitions submitted and determine the percentage that are either:</p> <ul style="list-style-type: none"> <li>not compliant with purchasing requirements and require returning to the department, or</li> <li>substantially compliant but require additional review.</li> </ul>	<p>10% or less noncompliant 0% partially compliant</p>	<p>4,129 purchase orders, totaling \$155,828,129</p> <ul style="list-style-type: none"> <li>approximately 4% noncompliant</li> <li>approximately 0% partially compliant</li> </ul>	●
Citywide payment processing	<p>Review payment requests submitted and determine the percentage that are either:</p> <ul style="list-style-type: none"> <li>not compliant with payment requirements and require returning to the department, or,</li> <li>substantially compliant but require additional review.</li> </ul>	<p>10% or less noncompliant</p>	<p>87,626 invoices totaling \$513,637,408</p> <ul style="list-style-type: none"> <li>approximately 5% noncompliant/ requiring additional review</li> </ul>	●
Citywide investments	<p>Investments meet safety, liquidity, and reasonable return requirements</p>	<p>Meets requirements</p>	<p>\$660,517,110 total cash and investments, .97% pooled and 4.23% trust rate of return</p>	●

Measure	Description	Target	Actual	Tracking
			<ul style="list-style-type: none"> <li>successfully meeting safety, liquidity, and reasonable return requirements</li> </ul>	
City financial reporting	Meet statutory state submission deadline with no findings by external auditors	Meet deadline with no audit findings	<ul style="list-style-type: none"> <li>Submitted on-time, received no audit findings</li> </ul>	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

Finance Department challenges include:

- **Recruitment and Retention of Qualified Staff:** The challenge in recruiting new personnel to replace retiring employees and filling long-vacant specialized positions has led to increased workload and decreased effectiveness.
- **Business License Processing:** License renewal processing, which brings in \$28 million per year, does not have sufficient core staff resources to manage this operation. Instead, it is carried out in a fragmented fashion, using overtime and outside temporary staffing, which leads to an inefficient process that is not cost-effective. The reliance on staff overtime causes delays in processing and longer wait-times for customers because individual applications and renewals must be processed by several separate functional teams that all have other tasks as their primary responsibility. Additional staffing would allow a team to focus exclusively on processing business license returns and payment, allowing a quicker turnaround and a unified customer support that could assist with all aspects of licensing and renewals.
- **Payment Acceptance Process Improvement:** Finance adapted to social distancing restrictions dictated by the response to the COVID-19 pandemic to provide the public with alternative options to pay taxes and fees rather than just in-person at City facilities. The Finance Department continues efforts to bring more online options for fee and tax payments, and to increase efficiency through automation of processes.
- **ERMA (enterprise resource management application):** Finance will work on implementing Phase 3 of the City's new financial system (i.e., Accounts Receivable/General Billing modules) in 23. The Department currently has limited staff capacity, and implementing a new revenue and cash receipting system requires near full-time commitment of subject matter experts that are already at capacity with current operations.
- **P-Card (Purchasing Card):** A Citywide Purchasing Card program will increase the variety of items the City can purchase using the convenience of credit cards, but requires setting up a purchase approval and expense classification system. New procedures for card use and reporting need to be established, staff and program administrators need to be trained, and the existing card program needs to be phased out without an interruption to City procurement.
- **Parking Management System:** The existing Passport System has limitations related to performing adequate cashiering reporting and reconciliations, causing an undue burden on staff who must do a great deal of additional research to make sure all payments are accurately recorded and that City resources are protected.

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## ACCOMPLISHMENTS

Highlights of recent Finance Department accomplishments include:

- **Business License Taxes:** In 2022, the Revenue Collection Division increased the efficiency of the business license program. With limited resources, the Finance Department was able collect over \$28,000,000 in Business License revenues by:
  - Expanding online renewals and payments,
  - Implementing a new audit program of non-compliant businesses, and
  - Improving system processes for increased effectiveness.
- **Miscellaneous Online Payment Portal:** The Treasury Division and Financial Systems Group implemented a new payment portal for customers wanting to make donations or other miscellaneous payments to the City. This increases convenience for City customers and helps protect the City's banking information.
- **Revenue Enhancement:** For 2022, the Finance Department implemented a new tax on Transportation Network Companies, enhanced collection efforts for delinquent Business License Taxes, and improved tracking and follow-up on returned checks and credit card chargebacks. These efforts combined to produce millions of dollars in additional revenue.
- **Implementation of Governmental Accounting Standards Board (GASB) Statements:** The Accounting Division implemented several interpretations of accounting principles issued by the GASB, including Statement No. 84 (identification of fiduciary activities); Statement No. 90 (reporting on majority equity interests in separate entities); and Statement No. 93 (replacement of London Interbank Offer Rate [LIBOR] interest rate benchmark).

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

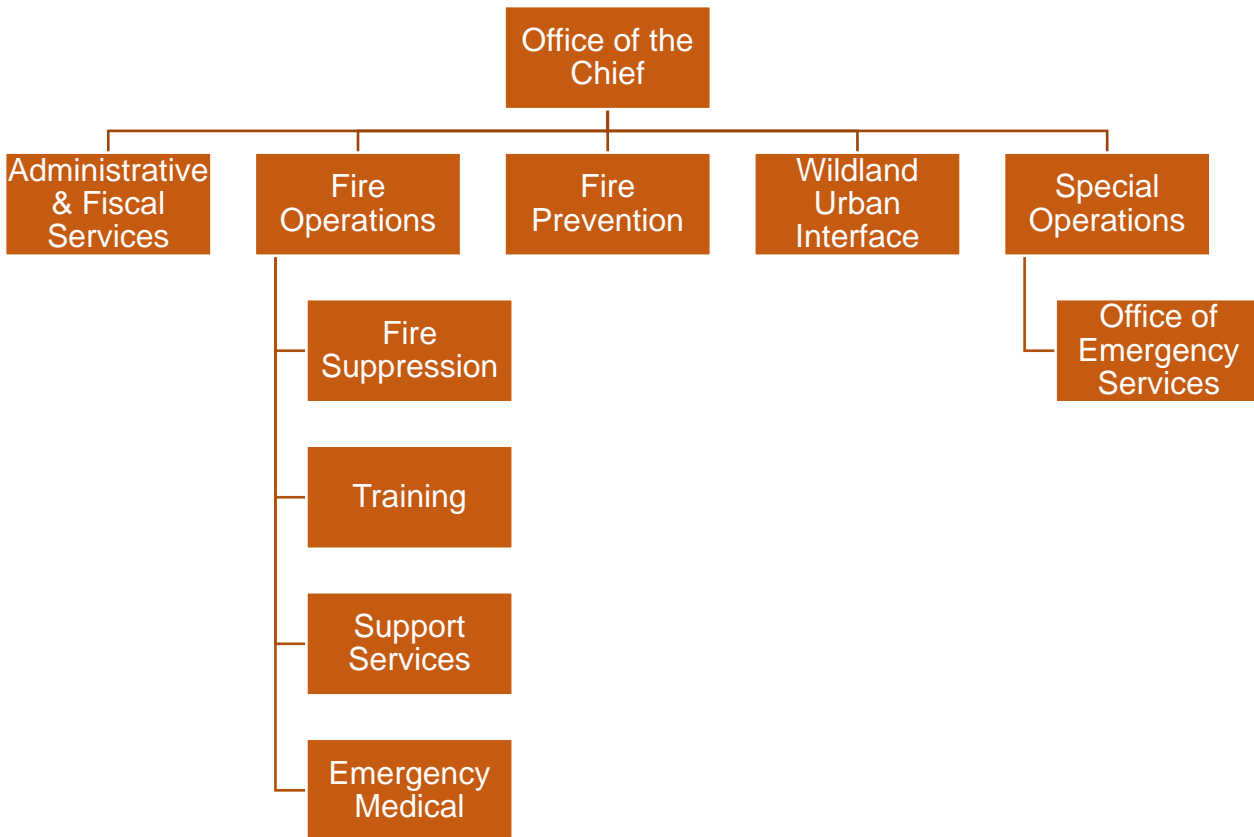
The FY 23 baseline budget increases by \$1,403,299, or 15% over the FY 22 Adopted Budget of \$9,431,102. This is primarily due to an increase in salaries and benefit costs. Finance is requesting funding for additional positions (\$469,120), increased training (\$50,000) and for the one-time cost of replacing the property tax assessment system (\$300,000) and for the replacement of the current business license tax system (\$500,000). If these items are approved for funding, they will create significant changes from the prior year's budget.

## FIRE DEPARTMENT

### MISSION STATEMENT

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

### ORGANIZATIONAL CHART



### FIRE DEPARTMENT OVERVIEW

The Berkeley Fire Department is 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 five divisions which report to the Office of the Fire Chief and deliver the following services:

- **Office of the Fire Chief:** The Office of the Chief plans, organizes, coordinates, and directs the City's fire prevention, suppression, and emergency medical service programs. The Office also assists City management, fosters cooperative working relationships with community groups and other agencies on fire matters, and maintains the labor and management relationships.
- **Administrative and Fiscal Services Division:** The Administrative and Fiscal Services 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. The Division also oversees strategic planning, grant writing, public record act request responses, performance tracking, and reporting.
- **Operations Division:** The Operations Division represents four distinct sub-divisions in the Fire Department: Fire Suppression, the Division of Training and Safety, Emergency Medical Services (EMS), and Support Services. In addition, this Division handles departmental logistics, which includes responsibility for radio systems, alerting systems, vehicle specifications, and maintenance. The Division contains these four subdivisions:
  - 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, Bay Area Rapid Transit (BART) emergencies, UC Berkeley responses and all other emergency calls. This subdivision also conducts annual fire prevention inspections, public education, and other community emergency training.
  - Training and Safety is focused on providing great training to the members of the Berkeley Fire Department. The subdivision is proud to run a California State Fire Training (SFT) Accredited Local Academy (ALA) where new firefighters attain their SFT Firefighter I and II certifications. The subdivision also provides ongoing training and development to the entire Department. This is accomplished with an Assistant Fire Chief, three sworn members, and one non-sworn member who provides critical administrative support.
  - Support Services coordinates logistical support for emergency and non-emergency operations. This includes design and construction of apparatus; procurement and distribution of tools, equipment, and supplies; and providing subject matter expertise for information technology and radio communications programs.
  - Emergency Medical Services (EMS) oversees the Department's pre-hospital care and treatment program to the Berkeley community. All of Berkeley's seven fire engines, two trucks, and four ambulances are staffed with paramedics. The subdivision also oversees emergency medical services for large events, and may provide standby services or require an event to contract EMS services to minimize the event's impact on the 911 system.
- **Fire Prevention Division:** 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.

- **Wildland Urban Interface (WUI) Division:** The WUI Division focuses on addressing the wildland fire threat that faces the Berkeley community by performing vegetation management inspections, and delivering education to community groups.
- **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.



## FIRE DEPARTMENT FINANCIAL SUMMARY

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Adopted	Proposed	Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	38,479,529	40,694,615	41,987,522			
Services and Materials	2,121,752	3,628,064	3,988,425	43,808,664	49,016,432	49,959,699
Capital Outlay	174,525	270,458	323,404	11,720,242	8,684,628	8,932,110
Internal Services	2,209,542	3,611,629	3,584,021	1,499,500	2,209,343	1,092,403
Indirect Cost Transfer	7,211	9,182	8,329	3,313,632	3,313,632	3,313,632
				9,392	9,190	9,190
	42,992,558	48,213,947	49,891,701			
				60,351,430	63,233,225	63,307,034
<b>By Division:</b>						
Office of the Fire Chief	1,142,916	2,494,458	2,450,217	2,687,804	3,085,483	3,110,061
Fire Administrative Services	-	-	-	-	-	-
Fire Operations	39,801,454	43,298,209	45,431,197	55,145,843	54,047,349	54,081,766
Fire Prevention	1,070,409	1,227,376	814,281	1,343,794	2,760,419	2,758,484
Special Operations/OES	977,779	1,193,905	1,196,006	1,173,989	1,217,259	1,250,920
Wildfire Urban Interface					2,122,714	2,105,802
	42,992,558	48,213,948	49,891,701			
				60,351,430	63,233,225	63,307,033
<b>By Fund:</b>						
General Fund	34,172,733	38,848,003	38,988,843			
				37,021,939	41,626,945	42,159,998
Paramedic Tax Fund	3,949,552	4,057,997	5,018,644	4,896,823	5,197,371	5,246,532
CFD #1 Dis Fire Protect Bond	129,917	474,085	699,654	2,048,940	1,362,705	573,904
Measure GG	4,668,528	4,691,411	4,949,073	4,304,901	4,669,122	4,698,827
UC Settlement					2,883,664	2,969,558
Measure FF					7,402,075	7,565,275
				11,992,075		
Other Funds	71,828	142,451	235,488	86,752	91,342	92,939
	42,992,558	48,213,947	49,891,701			
				60,351,430	63,233,225	63,307,034

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>Office of the Fire Chief</b>						
Administration	639,973	1,938,552	1,901,182	2,087,550	2,282,759	2,296,195
Fiscal Services	501,788	516,472	549,675	600,254	802,724	813,866
Professional Standards	1,155	39,433	(640)			
Disaster Preparedness						
Division Total	1,142,916	2,494,458	2,450,217	2,687,804	3,085,483	3,110,061
<b>Fire Operations</b>						
Administration	843,601	918,628	807,227	854,019	2,936,958	3,724,213
Suppression/Rescue/Hazard	24,484,495	26,387,947	28,794,155	39,992,896	30,503,396	29,629,495
Fire Prevention						
Fire Training	705,277	729,352	743,792	766,059	1,581,094	1,610,887
Emergency Medical Service	13,768,080	15,262,281	15,086,023	13,532,869	18,837,364	18,937,476
Support Services					188,537	179,695
Division Total	39,801,454	43,298,209	45,431,197	55,145,843	54,047,349	54,081,766
<b>Fire Prevention</b>	1,070,409	1,227,376	814,280.90	1,343,794	2,760,419	2,758,484
<b>Special Operations/OES</b>	977,779	1,193,905	1,196,006	1,173,989	1,217,259	1,250,920
<b>Wildfire Urban Interface</b>					2,122,714	2,105,802
<b>Department Total</b>	<b>42,992,558</b>	<b>48,213,948</b>	<b>49,891,701</b>	<b>60,351,430</b>	<b>63,233,225</b>	<b>63,307,033</b>

## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected and prepared City	Human Resources, Information Technology, Public Works, Finance	Fire Department Reorganization	In FY 23-24 the Department will begin a significant re-organization that will result in more services to the community and a workforce that is better prepared and resilient to respond to the challenges the City will face in the coming decades.	7/22-6/25	New	(funded, General Fund, Measures GG & FF, Paramedic Tax)
Create a resilient, safe, connected and prepared City	Human Resources, Finance	Dispatch Capacity Building	The Berkeley Emergency Communications Center needs a comprehensive analysis of existing dispatch capabilities and gap analysis to adjust operations to better align with evolving emergency medical response. The goal, per Council direction is to enhance the dispatch center so it is capable of triaging calls, diverting non-emergency calls (including mental health calls) to appropriate resources like the SCU;	6/22-6/25	New	\$300,000 (partially funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			providing emergency medical instructions to callers. This will require an adjustment to the staffing model, additional hardware, software and improved training for dispatchers.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works, Finance	Fire Facilities Master Plan (FMP)	Berkeley Fire Department stations are undersized, in poor condition and in need of remodels or replacement. The Department initiated a long-term replacement planning process to better understand infrastructure needs. To feed this plan, Public Works has already conducted an evaluation of fire facilities immediate repair/maintenance needs that will be incorporated in to the FMP. This process will provide City leaders with actionable information ahead of future infrastructure bond measures.	2/22-9/22	New	\$300,000 (funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Office of Energy and Sustainable Development	Fire Station Solar and Lighting Transition	The Department is transitioning the stations to use renewable energy sources, have the capacity to function off the grid and begin installation of infrastructure to support the electrification of the fire department's fleet. Goal is to install solar and battery storage onto three fire stations and the fire warehouse. In addition, staff is working to install LED lighting in all facilities.	1/22-12/25	New	No cost (costs covered by existing utility bills)
Attract and retain a talented and diverse City government workforce	Human Resources	Administration & Fiscal Services Division	Increase Staffing: The Department has an urgent business need to increase staffing within this Division. There is currently no redundancy in knowledge and skill, especially pertaining to payroll processing.	4/22-12/22	New	\$382,003 (funded, Measure FF)
Attract and retain a talented and diverse City	Finance, Human Resources	Employee Physicals & Human Performance	After a multi-year solicitation process, two Contractors have been selected that will provide services that include but	1/22-12/22	New	\$652,354 (funded, UC Settlement)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
government workforce			are not limited to, annual physical examinations, screening for cancer and other chronic diseases associated with the work, one-on-one consultations, managing wellness/fitness initiatives, coordinating awareness and motivational campaigns, mental and health related training, long-term data collection and analysis, and educational seminars.			
Attract and retain a talented and diverse City government workforce	Human Resources	Single Function Recruitment Process	The Department is working to create a modern recruitment campaign that will attract qualified employees to fill these new and exciting roles within the City. The Department is also working to create an entry level academy curriculum for these new employees that is based on best practices in adult education and equity.	2/22-6/25	New	\$50,000 (funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected and prepared City	Finance	Regional Leadership Academy	The Department was awarded a FEMA Assistance to Firefighters Grant to design and facilitate a class series for current and prospective leaders. Chief Officers, Captains, and Paramedic Supervisors are eligible to attend. These classes are running monthly through August of 23 except for the peak wildland fire season.	1/22-8/23	New	\$168,272.73 (funded, FEMA/AFG Grant)
Create a resilient, safe, connected and prepared City	Human Resources	Wildfire Safety and Public Education Program	Permanently staff the Wildland Urban Interface Division by staffing with one Assistant Fire Chief, one Office Specialist III and three Sworn Fire Inspectors to provide wildfire safety planning, fuel mitigation, inspection programs and public education. Budget includes code 3 response vehicles, and all overhead costs.	7/21-9/22	Continuing	\$3,000,000 (funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected and prepared City	Health, Housing and Community Services (YouthWorks), Parks, Recreation, Waterfront (PRW) Recreation, Public Works (PW)	Wildfire Vegetation Management/ Seasonal Fire Crew	Creation of a seasonal wildfire hand crew. Under the direction of the new Fire Captain, this crew would work with PRW and PW to identify excess fuel mitigation needs and handle them on public property. Initially a YouthWorks program with possible expansion. Budget includes a vehicle and all overhead costs.	7/21-6/22	Continuing	\$1,000,000 (funded, Measure FF)
Create a resilient, safe, connected and prepared City	Human Resources	Evacuation Zone Outreach	Develop curriculum and hire interns or part-time/temporary personnel to conduct community outreach and education on evacuation plans and routes.	7/21-6/22	New	\$25,000 (funded, Measure FF)
Provide an efficient and financially-healthy City government	Human Resources	EMS Redesign	Over the next two fiscal years, meet and confer, develop the job classifications, funding sources, and program design to allow for the expansion of EMS operations in a more efficient cost and	7/21-6/23	Continuing	\$6,727,077 (funded, Measure FF)



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			response model, including Basic Life Support ambulances, Advanced Life Support ambulances, code 3 equipped vehicles, equipment for operations in austere environments and prioritized dispatching.			
Create a resilient, safe, connected and prepared City	Finance, Human Resources	Wildfire Fuel Mitigation Plan	Hire a consultant to assess and write a fuel management plan for the City of Berkeley. This will include the City and the three remote camps operated by the City. California Environment Quality Act (CEQA) requirements will need to be addressed and the process will be a collaborative science-based approach with community, industry experts, and environmentalists.	7/21-10/22	Continuing	\$200,000 (funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected and prepared City	Finance	Water Tenders	These vehicles will allow for an instant water supply during a major disaster and will supplement the Above Ground Water Delivery System funded by Measure Q.	7/21-7/22	Continuing	\$950,000 (funded, Measure Q)
Create a resilient, safe, connected and prepared City		Technical Rescue Team	Build a technical rescue response team capable of responding and mitigating emergencies involving height, confined space, hazardous atmosphere, and extrication from generally unstable platforms and to a degree the department is not currently capable of addressing at industry standards. This includes recruitment and training of existing personnel, purchasing equipment and on-going costs.	7/21-7/22	Continuing	\$150,000 (funded, Measure GG)
Provide state-of-the-art, well-maintained infrastructure,	Finance, Public Works, Information Technology	Property Acquisition	Research, locate and purchase or lease and minimally develop a property that would ideally provide adequate space	7/21-6/22	Continuing	\$4,875,000 (funded, Measure FF)



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget & UC Settlement)
amenities, and facilities			for hands-on and classroom training of public safety personnel and Community Emergency Response Team (CERT) groups, provide space for EMS deployment, EMS offices, warehouse/storage, and a secondary (backup) dispatch center.			
Create a resilient, safe, connected and prepared City	Finance	Hazardous Materials Response Team Type Rating	Update and expand HazMat equipment and training levels to bring capabilities into alignment with Cal OES Type 2 qualifications and capabilities; better suited for hazards within the City of Berkeley and better able to respond as a regional resource.	7/21-7/22	Continuing	\$150,000 (funded, Measure FF and UC Settlement)
Be a customer-focused organization that provides excellent, timely, easily-	Finance, IT	Fire Department Communications	Increase and improve communication to the community by updating the Fire Department web page and creating social media policy and procedures	1/22-12/22	Continuing	\$25,000 (funded, Measure FF)


Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
accessible service and information to the community						
Create a resilient, safe, connected and prepared City		Training and Equipment to Emergency Responders for Medical Care in Austere Conditions	Develop and implement a program that provides policy, procedures, equipment and training at national standards to Berkeley Firefighters so they can safely and effectively provide life-saving care during mass casualty events; not limited to but to specifically include active shooter incidents.	7/19-6/22	Continuing	\$30,000 (funded, Measure FF)
Create a resilient, safe, connected, and prepared city	City Manager's Office, Finance, Human Resources, Information Technology, Public Works	Fire Prevention	Increase staffing in the Fire Prevention Division to meet the demand for service.	7/19-6/22	Continuing	\$1,500,000 (funded, UC Settlement)


Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected and prepared City	Police Department, Public Works	Outdoor Emergency Public Alerting Systems	(part of Rescue and Disaster Response Capabilities Program) Explore and provide options for a system to provide the City instant mass notification of an emergency. This could include sirens, weather ban radios, or other technology.  (description updated)	12/19-6/22	Continuing	\$2,000,000 (funded, Measure FF)
Create a resilient, safe, connected and prepared City	Planning, Police Department, Public Works	Safe Passages	Develop standards, code updates, and enforcement mechanisms to identify narrow streets that need to have parking restrictions and keep clear areas identified and marked.	7/20-6/22	Continuing	\$700,000 (funded, Measure FF)

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Fire Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Call response time	Time from when station receives call to first arriving on scene	↓	<ul style="list-style-type: none"> <li>• 5:07 average response time<sup>19</sup></li> <li>• 4:43 median response time</li> </ul>	
Fire prevention inspections	Percentage of scheduled inspections completed	↑	<ul style="list-style-type: none"> <li>• 95% completed</li> </ul>	

 Meeting/exceeding target

 Near target

 Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

<sup>19</sup> This reflects a possible underreported response time. The Department is currently undergoing an in-depth Standard of Coverage analysis and reassessing criteria for response time.

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## CHALLENGES

The Fire Department's challenges include:

- **Increased Demands:** The Department's basic structure has stayed the same since the 1980s, but the demand and need for services has greatly increased. It has grown from two services (structure fires and fire prevention) to sixteen:
  1. Structure Fire
  2. Fire Prevention
  3. Emergency Medical
  4. Disaster Preparedness
  5. Hazardous Materials
  6. Wildland Fires
  7. Weapons of Mass Destruction
  8. Vehicle Extrication
  9. Technical Rescue
  10. Active Shooter
  11. Water Rescue Swimmer
  12. Routine Wildland Urban Interface Fires
  13. Vocational Education
  14. Boat Operations
  15. Pandemic Response
  16. Community Medicine

There is a further expected increase in relation to expected expansion of services at Berkeley Marina. Also, the impending closure of some of Berkeley's Alta Bates Summit Medical Center services, coupled with the aging of Berkeley's population, will likely translate to the need for an expansion of ambulance transport services. Besides expanded ambulance transport services, the Department also working in partnership with other departments and the community to plan for the future model of care and transport of mental health patients. Another source of increased demand is related to increases in population and density. Taller buildings and added density increase the complexity of the department's emergency response. Increased population, including increased UC Berkeley student population, translates into increased calls for service. Additionally, increased demands translate to a need for additional facilities.

- **Ongoing Infrastructure and Equipment Needs:** Capital infrastructure, including fire stations, office space, and training grounds are too often in poor condition, undersized, and in need of significant maintenance or replacement. The Department has partnered with Public Works to begin work on a landmark Fire Facilities Master Plan that will provide the leaders of today and tomorrow with a clear needs assessment and plan for the next 20 years.

- **Staffing and Recruitment:** The Department is experiencing unprecedented challenges recruiting and retaining qualified firefighter/paramedics. While some of this is related to the pandemic, the Department is re-designing itself to be a more appealing workplace with more opportunities for career advancement and more employee training and education.
- **Administrative and Fiscal Staffing:** The Administrative and Fiscal Services Division is requesting an additional position to help assist with payroll processing.

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## ACCOMPLISHMENTS

The Fire Department's accomplishments include:

- **Maintaining Minimum Staffing:** The Department expedited two firefighter/paramedics recruitments in FY 22. These recruitments were critical to getting back to minimum staffing, which bolsters morale, and curbs employee fatigue and burnout associated with the excessive amount of overtime due to the pandemic.
- **Implementation of New Programs & Projects:** With the passing of Measure FF in November 2020, the Department has worked to begin implementation of the programs and projects outlined to the City Council. This has been a significant challenge as the Department remains critically understaffed due to the lingering impacts of the pandemic and the difficulty in recruiting adequate numbers of entry level employees. Work that has occurred so far includes:
  - **Contracts:** Staff negotiated contracts for the Community Wildland Protection Plan, Dispatch Analysis, Motorola Radio Lease, Wellness/Human Performance, Annual Physicals and Cancer Detection, and the Fire Facilities Master Plan.
  - **EMS Re-Design:** Staff worked with the Human Resources Department and labor to create two new classifications, Emergency Medical Technician and Paramedic. These positions will create a more efficient and cost-effective EMS system and will allow the Department to recruit a more diverse pool of applicants.
  - **Wildland Urban Interface (WUI) Division:** The Department has focused on addressing the wildland fire threat that faces the community and in support of those efforts hired Retired Annuitants temporarily to begin the work that will eventually be transitioned to full time staff. This allowed the Department to build the structure of the Division, perform vegetation management inspections, and deliver education to community groups.



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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Department budget increased due to the passing of Measure FF and the UC Settlement funds that will be appropriated in the FY 23-24 budget cycle.

- **Measure FF:** With the passing of this measure, the Department budget will increase to \$7.4 million in FY 23 and to \$7.6 million in FY 24. These funds will support the Department's proposed reorganization as well as support the following mandated programs, projects, and services that have begun:
  - Creating a WUI Division, including developing a Community Wildfire Protection Plan (CWPP), expanding vegetation inspections to all of Zone 2, expanding Firewise programs, re-starting the Safe Passages Program, and re-building the vegetation inspection and citation programs;
  - Completing an analysis of Fire/EMS dispatching;
  - Creating a single function division to more efficiently run emergency medical calls for service;
  - Creating a Training Division, including developing a sufficient sized and adequately equipped training grounds and re-designing our EMS transport system;
  - Completing a Standards of Coverage Analysis; and
  - Initiating a Fire Facilities Master Plan (FMP).

The total Measure FF Budget for FY 23 is \$8.1 million in FY 23 and \$8.3 million in FY 24. The remainder of the funds are \$757,925 in each fiscal year and are budgeted in Non-Departmental as a transfer to the Paramedic Tax Fund to help balance the fund in FY 23 & FY 24.

- **UC Settlement:** The Department's budget will increase to \$2.9 million in FY 23 and \$3.0 million in FY 24. These funds will support the Department's proposed reorganization and the following projects/programs:
  - Employee Physicals and Cancer Prevention/Detection,
  - Employee Wellness/Human Performance Program,
  - Additional Fire Prevention Inspectors,
  - Ongoing funding for employee training, equipment, and training facilities, and
  - Miscellaneous apparatus and equipment.

## HEALTH, HOUSING AND COMMUNITY SERVICES

### MISSION STATEMENT

The Mission of the Health, Housing, and Community Services Department is to enhance community life and support housing, health, and wellness for all.

### ORGANIZATIONAL CHART



### HEALTH, HOUSING & COMMUNITY SERVICES OVERVIEW

The Department of Health, Housing and Community Services (HHCS) is organized in an Office of the Director and five divisions which support the Department’s mission: Aging Services, Housing and Community Services, Environmental Health, Mental Health, and Public Health. Together these divisions provide a wide array of services to the community, including Meals on Wheels for seniors, affordable housing development loans for nonprofit organizations, restaurant health inspections, mental health services for people with high level needs, health services at Berkeley High School, and much more. In addition, the Department currently staffs seven commissions, and also works closely with the Homeless Services Panel of Experts, now staffed in the City Manager’s Office. Baseline activities of each division are described in more detail below.

The Health, Housing, and Community Services Department is organized into five divisions and the Office of the Director to deliver the following baseline services:

- **Office of the Director:** The Office of the Director provides overall leadership, strategic direction, policy development, management, and fiscal oversight that includes budgeting, accounting, payroll, purchasing, and billing external funding agencies. As part of their leadership role, Office of the Director staff work closely with HHCS divisions, community stakeholders, the seven commissions staffed by

HHCS as well as the other commissions to prioritize projects that most directly impact the health and well-being of the Berkeley community. The Office of the Director also encompasses the Public Health Officer's Unit, which identifies and responds to community health threats through communicable disease prevention and control, epidemiology, and vital statistics.

- **Aging Services:** 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 offer thousands of classes, events, workshops and day trips as well as a nutritious weekday lunch for older community members. The Meals on Wheels program provides nutritious meals to home-bound seniors. Case managers provide consultation, referral, and linkage to community resources. Additionally, Aging Services provides taxi and van trips for older adults and disabled Berkeley residents to improve quality of life and access to community resources.
- **Environmental Health:** The Environmental Health Division (EH) protects public health and prevents disease by providing education and enforcing state and local health laws at more than 1,200 businesses and facilities across the city. Regulated and permitted programs include all retail food businesses, food service operations at public and private schools, public swimming pools and spas, body art facilities, tobacco retailers, and cannabis dispensaries. Further, EH investigates complaints of unhealthy conditions in buildings and neighborhood environments and eliminates nuisance conditions to prevent the spread of disease in the community. Examples include investigation of foodborne illness, responding to and resolving noise complaints, addressing abandoned automobiles, and providing vector control services.
- **Housing and Community Services:** The Housing and Community Services Division (HCS) produces, preserves, and supports affordable housing by working with community partners to help meet the housing needs of Berkeley residents who are low-income, homeless, seniors, disabled, or have special needs. HCS also provides funding and collaborates with community-based organizations to serve chronically unhoused people by providing shelter, coordinated entry to permanent housing, food, hygiene services, and other basic needs supports. HCS coordinates the City's community agency funding process and administers Berkeley's Shelter + Care program.
- **Mental Health:** The Mental Health Division (MH) provides intensive services to adults, youth, and children who have high level mental health needs and are eligible for Medi-Cal. It is also the "Front Door" to the public mental health system; providing on-demand assessment and linkage to care and comprehensive treatment for low-income adults, children, and families with major mental health concerns. The Division's Mobile Crisis Team and Crisis Phone Lines respond to mental health

emergencies and crisis situations. MH also funds and supports a variety of community service providers and projects that result in culturally responsive services that reach a wide range of City residents, such as school age children, seniors, LGBTQI<sup>20</sup> individuals, transition age youth, and underserved ethnic groups.

- **Public Health:** The Public Health Division (PH) strives to achieve health equity in Berkeley by creating environments that optimize health and well-being for all, and through community-based partnerships. PH provides health education and promotion for tobacco cessation, cardiovascular/heart health, childhood health and nutrition, oral health, and adolescent health. The Division oversees and provides adolescent health services at the Berkeley High School and Berkeley Technology Academy Health Centers, and also provides maternal and child health services including prevention programs and targeted case management. The Division also addresses health policy work through the Healthy Berkeley Program and State Tobacco programs to enhance policy, systems, and environment changes to support healthy practices in the community. The Division now operates YouthWorks, a year-round employment and training program for residents aged 14 to 25, and incorporates job training activities with other youth resources in the community.

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<sup>20</sup> Lesbian, gay, bisexual, transgender, queer/questioning, and intersex.

DEPARTMENT OF HEALTH, HOUSING AND COMMUNITY  
SERVICES FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	28,688,325	29,297,601	29,612,569	38,009,426	44,513,584	45,265,720
Services and Materials	18,968,967	27,154,559	48,761,541	42,113,206	44,814,001	42,713,357
Capital Outlay	804,105	665,935	20,652	247,062	137,062	247,062
Internal Services	1,534,905	3,471,744	3,380,540	3,956,417	3,851,576	4,001,576
Indirect Cost Transfer	31,108	18,221	36,028	188,815	51,882	52,648
	50,027,411	60,608,059	81,811,330	84,514,926	93,368,105	92,280,363
<b>By Division:</b>						
Office of the Director	2,866,391	4,785,842	7,149,835	8,386,513	11,043,830	11,317,937
Aging Services	3,917,656	4,019,360	3,935,411	5,246,576	5,708,535	5,768,626
Environmental Health	2,087,480	1,804,421	1,845,027	2,423,328	2,634,129	2,659,881
Housing & Community Services	15,228,938	19,528,452	39,861,365	38,447,750	39,149,783	39,356,464
Mental Health	13,534,587	14,579,581	15,441,645	19,746,135	23,438,326	22,821,837
Public Health	8,386,055	7,859,736	6,550,238	10,264,624	11,393,502	10,355,619
Community Funding	4,006,304	8,030,668	7,027,809			
	50,027,411	60,608,060	81,811,330	84,514,926	93,368,105	92,280,363
<b>By Fund:</b>						
General Fund	19,186,176	27,809,295	25,566,360	23,455,690	25,265,310	25,429,537
U1 - Housing		1,071	1,181,981	5,510,572	5,831,330	5,851,451
Capital Improvement Fund	109,215	74,145	80,887	74,170	75,424	76,240
Federal Funds	7,298,491	7,877,758	14,062,593	12,422,667	12,553,811	12,388,043
State Funds	16,222,308	14,793,788	17,935,905	23,002,415	27,963,550	26,817,359
County Grants	1,458,832	1,845,459	1,975,663	2,587,122	2,910,438	2,959,842
Local and Foundation Grants	1,676,566	4,148,734	3,104,535	3,275,813	3,797,526	4,138,539
Rental Housing Safety	610					
Measure E Disabled Tax	1,249,165	1,297,768	1,341,961	1,432,011	1,569,911	1,601,060
Measure B Paratransit	383,646	455,244	527,845	525,433	36,797	36,797
Measure BB Paratransit	238,202	142,168	49,074	447,741	934,031	940,629
Measure GG Fire Prep Tax	314,021	137,856	204,136	242,527	256,287	260,632
Measure O			14,923,810	6,445,567	6,445,567	6,445,567
Sewer Fund	135,957	184,481	343,797	437,189	503,102	509,045
Permit Service Center						
Other Funds	1,754,222	1,840,293	512,783	4,656,009	5,225,020	4,825,622
	50,027,411	60,608,060	81,811,330	84,514,926	93,368,105	92,280,363

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>Office of the Director</b>						
Administration	1,739,711	3,690,597	3,792,938	3,421,380	4,874,148	4,063,566
Fiscal & Administration	1,126,680	1,083,552	1,163,556	1,483,505	1,787,464	1,822,239
Health Officer Unit		11,694	2,193,340	3,481,628	4,382,218	5,432,132
Division Total	2,866,391	4,785,842	7,149,835	8,386,513	11,043,830	11,317,937
<b>Environmental Health</b>						
Office of the Manager						
Admin	1,830,680	1,607,288	956,478	2,099,820	887,854	944,893
Health Protection	256,800	196,001	858,707	323,508	1,746,274	1,714,987
Policy Development		1,132	29,843			
Abandoned Auto Abatement Vector Control Sewer Emergencies						
Division Total	2,087,480	1,804,421	1,845,027	2,423,328	2,634,129	2,659,881
<b>Mental Health</b>						
Administration	1,960,418	2,590,957	2,175,382	2,680,054	2,717,965	2,751,871
Adult Services	5,038,366	4,833,608	4,820,148	7,343,041	7,017,024	7,137,623
Medical	1,256,266	1,113,480	721,094	2,036,694	923,427	934,216
Family And Youth Services	63,397	207,236	783,936	97,787	1,067,770	1,098,405
Access	1,244,705	1,370,356	1,131,770	1,583,108	1,451,534	1,625,284
Crisis Services	2,355,774	2,396,419	926,332	4,769,438	2,610,183	2,611,707
Mental Health Services Act	1,615,661	2,067,525	4,577,114		6,173,375	5,480,862
Homeless Services Family Youth & Child Treatment FYC - FSP Tier 1 IST			305,868	1,236,013	1,477,048	1,181,868
Division Total	13,534,587	14,579,581	15,441,645	19,746,135	23,438,326	22,821,837
<b>Housing &amp; Community Services</b>						
Administration	4,123,742	4,786,372	8,522,191	6,227,155	6,084,232	6,159,656
Community Services	116,056	112,146	1,306,734	1,245,846	1,280,903	1,286,011
Employment Services	1,218,695	1,130,033	421,451	63,734	123,727	129,955
Housing Development & Rehabilitation	2,102,543	4,248,745	19,855,131	18,016,647	18,786,949	18,849,692
Homeless Services	7,667,902	9,251,157	9,755,858	12,894,368	12,873,972	12,931,150
Division Total	15,228,938	19,528,452	39,861,365	38,447,750	39,149,783	39,356,464

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed	FY 2023 Proposed	FY 2024 Actual
<b>DIVISION/ACTIVITY SUMMARY cont.</b>						
<b>Aging Services</b>						
Aging Services Administration	440,563	555,462	456,293	450,368	455,029	453,220
North Berkeley Senior Center	812,828	740,300	682,381	990,399	913,211	919,455
North Berkeley Senior Center - Transportation			698,955	1,129,864	1,125,731	1,129,609
South Berkeley Senior Center	526,947	411,481	396,519	471,750	534,844	547,747
West Berkeley Senior Center	63,997	44,341	38,345	177,669	180,161	181,608
West Berkeley Senior Center - Case Management			1,024,535	1,220,913	1,690,341	1,734,436
West Berkeley Senior Center - Nutrition	598,088	577,080	638,383	805,613	809,216	802,551
<b>Division Total</b>	<b>3,917,656</b>	<b>4,019,360</b>	<b>3,935,411</b>	<b>5,246,576</b>	<b>5,708,535</b>	<b>5,768,626</b>
<b>Public Health</b>						
Employment Services				1,061,171	767,722	773,165
Administration	2,409,044	2,267,878	1,423,784	3,100,062	3,009,996	3,036,719
Case Management	594,392	571,611	317,847	709,806	545,220	539,308
Preparedness	384,660	275,721	773,837	463,942	575,721	537,144
Vital Statistics	408,014	362,492	2,190			
Health Promotion	983,024	1,067,092	1,211,915	1,246,016	1,360,161	1,385,080
Clinical Services - BHS	771,299	535,471	859,288	884,414	1,030,957	1,057,726
Clinical Services - ACPHC	1,097,523	977,135	502,513	1,110,449	1,141,586	1,152,082
Maternal And Child Health	1,201,763	1,061,223	1,229,166	1,471,408	2,766,744	1,669,207
Communicable Disease	493,507	586,865	15,105			
Oral Health	42,828	154,248	214,594	217,356	195,396	205,187
<b>Division Total</b>	<b>8,386,055</b>	<b>7,859,736</b>	<b>6,550,238</b>	<b>10,264,624</b>	<b>11,393,502</b>	<b>10,355,619</b>
<b>Community Funding*</b>						
Community Agencies	3,877,304	4,433,876	3,463,367			
Sugar Sweetened Beverage		1,900,000	1,887,584			
Affordable Child Care	129,000	1,696,792	1,676,858			
<b>Division Total</b>	<b>4,006,304</b>	<b>8,030,668</b>	<b>7,027,809</b>			
*Community Agency Funding transferred to HHCS from Non-Departmental at the start of each fiscal year						
<b>Department Total</b>	<b>50,027,411</b>	<b>60,608,060</b>	<b>81,811,330</b>	<b>84,514,926</b>	<b>93,368,105</b>	<b>92,280,363</b>

STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	Planning & Development, Office of Economic Development	Health Equity & Innovation District	Referral to the Planning Commission, the Community Health Commission, the Commission on Aging, and the City Manager to establish a Health Equity & Innovation District (HID). The goal of the HID is to reduce chronic racial health disparities and improve the overall public health strategy of Berkeley by fostering innovations in healthcare delivery, improving resiliency, and strengthening the integration of health services and systems. The HID is intended to draw investment and grant opportunities, as well as to explore the expansion of scope of practice for medical providers.	2/22-6/24	New (referral already in progress, adding into Strategic Plan)	\$250,
Champion and demonstrate		Healthy Checkout Ordinance	Refer to the Sugar Sweetened Beverage Product Panel of Experts to	9/20-6/24	New (referral already in progress,	Staff time



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
social and racial equity			consider recommending funding allocations, and to work with City staff to develop protocols for, implementation, education, and enforcement.		adding into Strategic Plan)	
Create affordable housing and housing and housing support services for our most vulnerable community members	City Manager's Office	First They Came for the Homeless Encampment	To refer Item back to the Homeless Commission with the chart of questions provided by Council and request that the commission develop a more specific policy that is broadly applicable.	6/18-6/24	New (referral, adding into Strategic Plan)	Staff time
Champion and demonstrate social and racial equity	Human Resources; City Attorney	Paid Family Leave Ordinance	Explore an ordinance that guarantees paid leave for new parents.	1/20-6/24	Continuing	Staff time
Champion and demonstrate social and racial equity	City Attorney	Decriminalizing Entheogenic Plants	Refer to the Community Health Commission to consider the possibility of de-prioritizing enforcement of laws relating to entheogenic plants and fungi by persons over 21 years of age. Consider	7/21-6/24	New (referral, adding into Strategic Plan)	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			potential health and community benefits and concerns, as well as possible policy variations with regard to possession, use, growing/production, and sales; quantities involved; use while driving; use during pregnancy and other possible "special circumstances considerations.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Planning; City Attorney	Cannabis Ordinance Revisions; Amending Berkeley Municipal Code Chapters 12.21, 12.22, 20.40, 23C.25, and Sub-Titles 23E and 23F	Direct the Berkeley Public Health Department to review the issue of flavored cannabis products for combustion or inhalation, and cannabis products whose names imply that they are flavored, and review any additional ingredients that may be hazardous, whether natural or artificial, including vitamin E acetate in inhalation products, and make recommendations for action.	6/21-6/24	New (referral already in progress, adding into Strategic Plan)	Staff time
Be a customer-	City Manager's	Companion Report: Smoke-	1. Refer to staff to explore expanding the Ordinance to	6/22-6/24	New (referral already in	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
focused organization that provides excellent, timely, easily-accessible service and information to the community	Office – Code Enforcement Unit	Free Multi-Unit Housing Ordinance Policy and Enforcement Modifications	buildings with one unit; 2. Refer to staff to explore and consider improvements in the interface between the residential and commercial non-smoking Ordinances in mixed-use buildings; 3. Refer to staff to create a web-based complaint filing mechanism/service; 4. Refer to staff to create special protocols for chronic situations and to consider including requirements for better air filtration and purification as well as other measures to effectively manage chronic cases; 5. Refer to staff to study the infraction and enforcement mechanisms and determine if they have any benefits and to consider other potential enforcement end points; 6. Refer to staff to look for opportunities for bias in enforcement and mechanisms to better guard against bias while still allowing for maximum action to resolve legitimate		progress, adding into Strategic Plan)	

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			<p>complaints; 7. Refer to staff to propose funding sources for enforcement; 8. Refer to staff to collect demographic data around complaints and targets of complaints (as much as possible); and 9. To return to Council with Ordinance amendments to accomplish the following: (a) amend or remove the 10-day language element (b) modify or remove the 2-complainant rule if warranted (c) adjust for the medical cannabis state law changes, (d) propose any and all other improvements beneficial to the Ordinance.</p>			
<p>Champion and demonstrate social and racial equity</p>	<p>Finance; City Manager's Office</p>	<p>Companion Report: The SSBPPE Commission's Proposed Policy to Refrain from Procuring, Selling, and Serving Sugar-Sweetened Beverages</p>	<p>Request that the City Manager draft an ordinance for consideration by the City Council. Original Commission Recommendation: "...adopt an Ordinance amending the Administrative Code to direct the City of Berkeley departments and City food services contractors to</p>	<p>7/21-12/22</p>	<p>New (referral already in progress, adding to Strategic Plan)</p>	<p>Staff time</p>

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			refrain from: 1. Procuring sugar-sweetened beverages with City funds; 2. Selling sugar-sweetened beverages on City property, including in vending machines; and 3. Serving sugar-sweetened beverages at City meetings and events on City property."			
Create affordable housing and housing and housing support services for our most vulnerable community members	Planning	Workforce Housing Affordability Plan [Housing Action Plan]	Refer to the City Manager the addition of a new workforce housing option to the inclusionary housing law that raises the percentage of inclusionary units by allowing the production of more subsidized units at a reduced subsidy per unit. Additionally, request that the City Manager return with "affordable by design" suggestions to help address the underproduction of middle-income units in Berkeley.	7/20-7/23	New (referral already in progress, adding to Strategic Plan)	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create affordable housing and housing and housing support services for our most vulnerable community members	Finance	Community Agency Funding Information	Develop and publish comprehensive report on outcomes of community agencies funded by City of Berkeley.	9/22-6/24	Continuing	Staff time
Champion and demonstrate social and racial equity	Information Technology	Results-Based Accountability Framework for Health, Housing & Community Services Programs	Implement a results-based accountability performance management framework to better account for and improve the work that the Department of Health, Housing & Community Services undertakes, and to maximize impact. Develop and publish outcomes data on selected programs.	7/18-6/24	Continuing	Staff time
Create affordable housing and housing and housing support services for our most	City Manager's Office	Open Doors Initiative: City Worker and First Time Affordable Homebuyer Program	That the City Council refer the City Manager and Housing Advisory Committee to explore mechanisms to support homeownership by City of Berkeley employees and further refer to City	7/20-6/24	New (referral already in progress, adding into Strategic Plan)	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
vulnerable community members			Manager to prepare a report detailing available first-time homeownership and low-income homeowner programs that might be available for implementation in the City of Berkeley. Analysis to include the new Self-Help Housing Program and the provisions of AB 101.			
Champion and demonstrate social and racial equity	Information Technology	Public Health Strategic Plan Implementation	Implement a tracking and reporting system for Division program performance measures	7/19-6/24	Continuing	Staff time
Champion and demonstrate social and racial equity	Planning; City Attorney	Refer to the Planning Commission and Housing Advisory Commission to Research and Recommend Policies to Prevent Displacement and Gentrification of Berkeley	Refer to the Planning Commission and Housing Advisory Commission to research and recommend policies to prevent displacement and gentrification of Berkeley residents of color. Recommended policies should include real solutions. The Commission should do the following: - Develop a policy to address the erosion of People of	2/20-6/23	New (referral already in progress, adding into Strategic Plan)	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
		Residents of Color and African Americans	<p>Color (POC), including the African American sector of our Berkeley society. - Develop rules and regulations to halt the loss of People of Color including the African American communities. - Develop a "right to return" for Berkeleyans, including the African American communities who have been displaced by these economic and social developments, and those who continue to be employed in our City, even after having to relocate beyond our boundaries. - Solicit expert and lived experience testimonies regarding displacement and gentrification. - Recommend alternatives to prevent displacement and gentrification of our valued Berkeley residents of color and African Americans. Recommendation includes a request for public workshops.</p>			



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	Planning	Local Construction Workforce Development Policy	<p>Policy Recommendation: That the City Council refer to the Commission on Labor to address the shortage of qualified local construction workers; worker retention, and elevated labor costs through the creation of a construction workforce development policy. This local workforce development policy will encourage housing and nonresidential development applicants to require contractors to utilize apprentices from state-approved, joint labor-management training programs, and to offer employees employer-paid health insurance plans. The policy will help stabilize regional construction markets; and enhance productivity of the construction workforce Berkeley needs to meet its General Plan's build-out goals.</p>	7/23-6/24	New (referral, adding to Strategic Plan)	Staff time


Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	Planning	Adding Threat of Displacement of a Berkeley Resident to the Current Income Qualification Guidelines Which Would Place an Applicant in Priority Status for BMR (Below Market Rate) Units [Housing Action Plan]	Refer to the City Manager adding to income qualification the status of pending displacement of a Berkeley resident or family, for priority eligibility for BMR units.	2/20-6/23	New (referral already in progress, adding into Strategic Plan)	Staff time
Create affordable housing and housing and housing support services for our most vulnerable community members	Planning	Companion Report: Support for Oregon Park Senior Apartments - [Housing Action Plan]	Refer the Housing Advisory Commission’s recommendation that staff work with Oregon Park Senior Apartments (OPSA) to the Council prioritization process so that the Council can evaluate this recommendation in the context of other recommendations for the use of Housing & Community Services staffing resources. Adopted with the following	6/18-6/24	New (referral already in progress, adding into Strategic Plan)	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			conditions: 1. Oregon Street Park Apartments will conduct a financial audit. 2. Oregon Street Park Apartments will conduct a full assessment of the structure of the building and the facility needs. 3. Oregon Street Park Apartments will hire a property manager to oversee the financials and the property. 4. The City will commit to holding the fines in abeyance until such time that conditions 1-3 are completed.			
Champion and demonstrate social and racial equity	Planning; City Attorney	Neighborhood Preference in Affordable Housing to Reduce the Impact of Displacement and Ellis Act Evictions [Housing Action Plan]	Refer to the City Manager and Planning Commission an ordinance to clarify existing preferences in allocating City affordable housing units to Berkeley residents living within ½ mile of any new development and tenants evicted under the Ellis Act, expand the second category of preference for eligible tenants displaced under the Ellis Act to	2/20-6/23	New (referral already in progress, adding into Strategic Plan)	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			include certain tenants displaced through an Owner Move-In or (Measure Y) eviction.			

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Health, Housing and Community Service Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Meals provided by Aging Services	Count of meals, combining congregate and Meals on Wheels	n/a <sup>21</sup>	<ul style="list-style-type: none"> <li>• 134,491 meals:               <ul style="list-style-type: none"> <li>○ 47,720 congregate meals</li> <li>○ 86,771 Meals on Wheels</li> </ul> </li> </ul>	n/a
Information and assistance sessions provided by Aging Services Division	Count of sessions	n/a	<ul style="list-style-type: none"> <li>• 5,345 sessions</li> </ul>	n/a
Reduction in days in psychiatric hospital among clients in our Full Service Partnership program over the age of 18	1 <sup>st</sup> year in Full Service Partnership program versus prior year	75% or greater <sup>22</sup>	<ul style="list-style-type: none"> <li>• 78% reduction</li> </ul>	
Number of vector service requests received by Environmental Health Division	Total calls received	n/a	<ul style="list-style-type: none"> <li>• 366 calls</li> </ul>	n/a

<sup>21</sup> All performance measures in this table capture the level of activity and effort in their respective areas. For a few, the direction of a trend (e.g., upward or downward) can be in response to both positive and negative influences, making it difficult to establish a desired target.

<sup>22</sup> Initially, staff identified increasing the percentage year over year as a fitting target, similar to targets explored by colleagues in other divisions. After more consideration, staff identified meeting a floor of 75 percent.

Measure	Description	Target	Actual	Tracking
Percentage of COVID-19 cases with outreach initiated	Number of cases with outreach initiated/all eligible cases	↑	• 100% (December 2021)	●
Percentage of COVID-19 contacts with outreach initiated	Number of contacts with outreach initiated/all eligible contacts	90%	• 99% (December 2021)	●
Percentage of STAIR <sup>23</sup> clients that exit to permanent housing	Number that exit to permanent housing	↑	• 64%	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

<sup>23</sup> STAIR (stability, navigation, and respite) is Berkeley's housing navigation center.

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## CHALLENGES

The Health, Housing and Community Services (HHCS) Department's challenges include:

- **Responding to the COVID-19 Pandemic:** The pandemic is entering its third year and continues to create unprecedented challenges through HHCS and the community. With responsibilities for public health safety, HHCS faced unique challenges. The Public Health Officer's Unit had a key role in the City's response. Many HHCS staff members from throughout the Department were assigned to the Emergency Operations Center (EOC) for most of the year; in many cases with expanded scopes of work as they maintained many baseline services. Multiple HHCS programs, such as those in Mental Health, Public Health, and Aging Services, continued to face practical challenges in their efforts to reach and serve the community; which necessitated major shifts in service delivery such as the change to telehealth. The City is fortunate to have received more than \$20 million in COVID-19 relief funds through HHCS, primarily for health and homeless activities, which while beneficial to our community, added additional administrative and fiscal responsibilities to HHCS's already full grants management workload.
- **Staffing Vacancies:** HHCS had many vacant staff positions (about 25%) going into the pandemic. City departments and HHCS have not been immune to the "great resignation" seen throughout the labor market nationally, and positions have continued to turn over. In addition, it is very difficult to attract qualified applicants, particularly in some health and mental health related classifications. Since many of HHCS's program and projects are of high priority to the Council and community, and the departmental budget has increased by about a third during the pandemic, it is difficult to impossible to scale back workload expectations regardless of staffing levels. This has led to the department exploring options to enhance recruitment and retention, which is needed to prevent staff overwork, low morale, and increased risk for errors.
- **Implementation of California Advancing and Innovating Medi-Cal (CalAIM):** CalAIM is a multi-year initiative led by the California Department of Health Care Services (DHCS) to improve the quality of life and health outcomes of individuals by instituting systemic changes to Medi-Cal. The goals of CalAIM are to (1) Identify and manage comprehensive needs through whole person care approaches and social drivers of health; (2) Improve quality outcomes, reduce health disparities, and transform the delivery system through value-based initiatives, modernization, and payment reform; and (3) Make Medi-Cal a more consistent and seamless system for enrollees to navigate by reducing complexity and increasing flexibility. CalAIM will

require changes to the City's relationships with the County and other healthcare providers, to the services provided, and to the way services are funded.

- **Configuring Staffing in the Housing and Community Services (HCS) Division to Support City Housing and Homeless Priorities:** The number and variety of housing and homeless activities staffed in HCS have expanded significantly in recent years due to Council's commitment to addressing these issues. In the Housing Services unit, for example, staff are now working on 17 development projects, the largest number the City has ever funded at one time, among many other responsibilities. Recruiting staff with the relatively high level of related experience and technical skills needed for these programs is difficult due to competition with many other housing organizations. In FY 23 HHCS will work with a consultant to review the current staffing structure and make recommendations to align with the workload.

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## ACCOMPLISHMENTS

Highlights of recent HHCS accomplishments include:

- **COVID-19 Pandemic Response and Related Service Changes:** The COVID-19 pandemic response and related service changes have been a major focus of work in HHCS over the past two years. HHCS staff efforts in the Emergency Operations Center have helped support testing and immunization efforts, contact tracing and investigation, community outreach and education and more. HHCS efforts have prioritized services for the most vulnerable, including within the Mental Health Division and the Aging Services Division that have continuously adapted their service delivery models throughout the pandemic to ensure continuity of services for vulnerable residents.
- **Affordable Housing Development Financing:** Affordable Housing Development financing, supported by sources including Measures U1, O and P, has reached an all-time high for the City, as has the diversity and complexity of projects being supported. Financing affordable housing requires years of work on each development. Staff involvement starts with predevelopment funding and evaluation of proposals and leads to complicated contracts and monitoring during construction and for decades into operation. HHCS is currently working with 17 developments in the predevelopment and construction phases, which include 915 affordable units and \$119 million in City fund reservations and commitments. This includes 308 units in construction now, with the Berkeley Way and Jordan Court developments nearing occupancy.
- **New Service Implementation to Address Inequitable Outcomes:** Implementation of new services to address inequitable outcomes that are an indirect impact of the COVID-19 pandemic, including shifting from congregate meals to a meal delivery

service and increasing Meals on Wheels capacity 1 ½ times by the Aging Services Division, implementing a Homeless Full Services Partnership that provides intensive case management services to mentally ill and unhoused community members by the Mental Health Division, implementing community crisis response services to expand community outreach services for individuals experiencing or on the verge of crisis, and implementing COVID-19 and flu vaccinations, as well as referrals to other core services, for community members who are homebound due to a disability (and their attendants) by the Public Health Division.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

- \$300,000 from the California Department of Public Health (CDPH)'s California Equitable Recovery Initiative (CERI) awarded in FY 22. These CERI funds will be implemented to enhance the structures and systems of HHCS to bridge the gap of health inequities in the City of Berkeley. Funding will be used primarily for personnel costs who will support this department-wide initiative by supporting community engagement, data gathering, and collaboration across HHCS to support the creation of an HHCS Strategic Plan for Health Equity. The application of the CERI funds will coincide with the 2018 Council Referral to fund \$250,000 to establish a Health Equity Innovation District through community engagement work.
- \$1,000,000 from the state Department of Health Care Services (DHCS) Crisis Care Mobile Units (CCMU) program awarded in FY 22. Funds will support the implementation of the Specialized Care Unit.
- \$2,500,000 from the Mental Health Services Oversight and Accountability Commission's Mental Health Student Services Act (MHSSA) program awarded in FY 22. MHSA funds will support program planning and implementation to increase access to mental health and wellness services for Berkeley Unified School District students.
- The General Fund Baseline Budget of \$25.3 million includes approximately \$15 million for salary and benefits costs, which is nearly \$2.0 million, or a 15.1%, increase over the FY 22 Adopted Budget. In addition, the baseline budget increases by an additional \$150,000 to help absorb the cost of salaries for certain grant-funded positions and for facility maintenance costs to support the move of the expanded Health Officer Unit to 1011 University and the Vital Statistics program to the Ground floor of 1947 Center Street to ensure public access. HHSC is requesting funding for two additional positions to support BART site housing development and to manage the implementation of Project RoomKey and other grants.

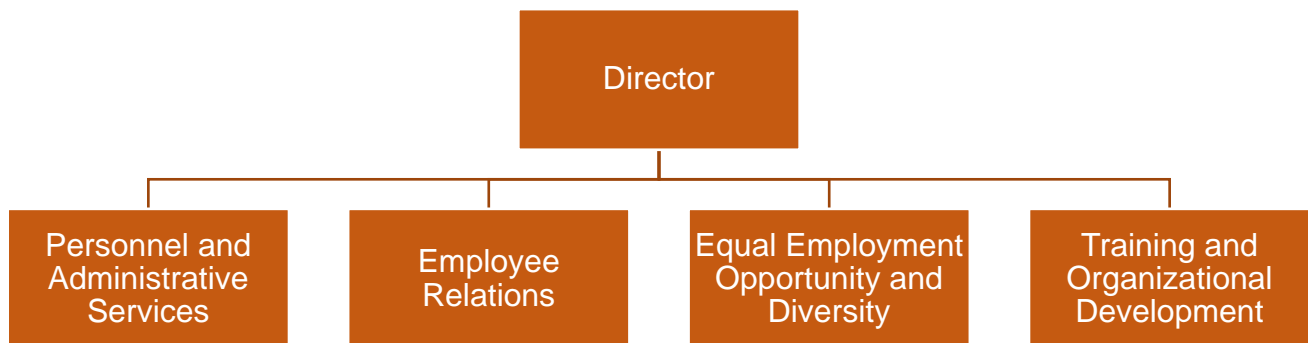


## HUMAN RESOURCES

### MISSION STATEMENT

Partner with all City departments to hire and retain a diverse and highly qualified workforce that support the mission of the City of Berkeley. The Human Resources Department is 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.

### ORGANIZATIONAL CHART



### HUMAN RESOURCES 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 delivers the following baseline services:

- **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, serves as Secretary and provides staff support to the Personnel Board as established by Section 119 of the City Charter, and serves 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; and establishes and maintains all personnel records and tracks employee benefits.
- **Employee and Labor Relations:** The Employee and Labor 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 includes: medical, dental, vision, and life insurance; 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 (EEO) and Diversity:** The 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).

- **Benefits Administration:** The Benefits Administration Division administers competitive insured and self-insured employee benefit plans that best meets the needs of employees, retirees, their dependents and the City, and assists participants in effectively utilizing their plans. Administration and oversight of this program area includes benefit contract management, management of the annual open enrollment event, COBRA administration, legal compliance, and daily support for constituents.
- **Workers Compensation and Safety:** The Workers Compensation and Safety Division administers the job-injury insurance program paid for by the City for the care of injured employees who have suffered a work-related injury or illness. The benefits include both medical care and disability benefits to help cover lost wage through a no-fault system and at no cost to the injured worker.

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**HUMAN RESOURCES DEPARTMENT FINANCIAL SUMMARY**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	2,988,727	3,005,735	3,131,801	3,707,315	4,037,482	4,143,179
Services and Materials	732,020	492,664	520,275	300,260	598,260	598,260
Capital Outlay	353	(48)	131			
Internal Services	199,854	398,483	397,973	406,841	406,841	406,841
Indirect Cost Transfer	18,294	27,854	27,911	23,637	29,540	29,836
	<b>3,939,247</b>	<b>3,924,687</b>	<b>4,078,091</b>	<b>4,438,053</b>	<b>5,072,123</b>	<b>5,178,116</b>
<b>By Division:</b>						
Administration	555,027	805,401	801,030	834,891	833,063	828,460
Training & Organizational Development	545,798	585,097	510,229	462,648	629,665	647,287
Personnel & Administrative Services	1,019,685	1,100,820	959,378	1,560,286	1,587,057	1,631,511
Employee Relations	1,640,653	1,215,162	1,624,704	1,396,098	1,791,749	1,825,578
Equal Employment Opportunity & Diversity Safety	178,085	217,791	182,750	184,130	230,589	245,280
		416				
	<b>3,939,247</b>	<b>3,924,687</b>	<b>4,078,091</b>	<b>4,438,053</b>	<b>5,072,123</b>	<b>5,178,116</b>
<b>By Fund:</b>						
General Fund	2,045,393	2,270,953	2,318,029	2,407,724	3,112,412	3,166,581
Employee Training Fund	568,397	595,376	555,538	618,930	646,573	663,875
Workers' Compensation	1,142,560	799,902	802,103	1,161,080	1,012,381	1,039,255
FUND\$ Replacement			145,200			
Permit Service Center	182,897	258,456	257,221	250,319	300,757	308,405
	<b>3,939,247</b>	<b>3,924,687</b>	<b>4,078,091</b>	<b>4,438,053</b>	<b>5,072,123</b>	<b>5,178,116</b>

STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Attract and retain a talented and diverse City government workforce	City Attorney, City Clerk, City Manager's Office	Skilled Workers Academy	<ul style="list-style-type: none"> <li>• Providing training with intent to increase "pass outcomes" for entry level/other classifications into higher classifications and building a collaborative and engaged dialogue to provide On the Job Training to support "pass" outcomes</li> <li>• Developing alternative pipelines for career development for existing city staff leveraging internal &amp; external resources</li> <li>• Enhancing and incentivizing Bachelor's degree completion</li> </ul>	7/20-6/24	Continuing	\$15,000/year (funded)
Attract and retain a talented and diverse City government workforce	City Attorney, City Clerk, City Manager's Office	Paid Family Leave Policy	Supplemental California Paid Sick Leave Program. That the City Council adopt this policy and refer to the City Manager and City Attorney to amend the proposed ordinance based on the	7/21-6/24	Continuing	To be determined

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			<p>recommendations of the Paid Family Leave (PFL) Subcommittee and to conform to legal and code consistency requirements. This is a Council and Budget referral: Ben Bartlett, Sophie Hahn, Kate Harrison, Cheryl Davila.</p>			
<p>Create a resilient, safe, connected, and prepared city</p>	<p>All City departments</p>	<p>Citywide Safety Programs Plan for All Departments</p>	<p>There is a need to identify gaps and update our current City Safety plan. The review should include the CalOSHA mandatory Injury and Illness Prevention Program (IIPP), expanded safety training, revamping the required safety committee program, developing an up-to-date workplace violence prevention plan, and developing guidelines on early identification and mitigation for work place hazards. In our continued management of the different variants with COVID, this division needs resources to implement what is needed to address worker safety.</p>	<p>7/19-12/24</p>	<p>Continuing</p>	<p>\$50,000 (requesting funding)</p>






Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Attract and retain a talented and diverse City government workforce	City Attorney, City Manager's Office	Revision of Personnel Rules and Regulations	Update and revise Rules and Regulations to comply with current federal and state laws; reflect best practices; and ensure the established rules are comprehensive and consistent. (formerly "Revision of Personnel Rules and Regulations and the Employer-Employee Relations Resolution, now split into 2 distinct projects).	6/19-6/24	Continuing	\$20,000/year (requesting funding)
Attract and retain a talented and diverse City government workforce	City Attorney, City Manager's Office	Revision of the Employer-Employee Relations Resolution	Update and revise Resolution to comply with current federal and state laws; reflect best practices; and ensure the established rules are comprehensive and consistent. (formerly "Revision of Personnel Rules and Regulations and the Employer-Employee Relations Resolution, now split into 2 distinct projects).	6/19-6/24	Continuing	To be determined
Provide an efficient and financially-healthy City government	All City departments	Succession Planning	In advance of a large amount of expected retirements in fiscal year 2018, develop and provide guidance to all City departments to improve succession planning and	6/18-7/23	Continuing	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			minimize disruption to the City government and the community it serves.			



## PERFORMANCE MEASURES SUMMARY

The below table summarizes the HR Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
City demographics/ diversity mirrors County demographics/ diversity	Identify/address disparities based on race/ethnicity categories in City workforce	Parity	<ul style="list-style-type: none"> <li>1,213 non-white employees in City's workforce population (85% of Alameda County)</li> </ul>	
Reduction in the time it takes to address and close an EEO complaint	Average days to close an EEO complaint	↓	<ul style="list-style-type: none"> <li>30 days</li> </ul>	
Reduction in EEO complaints	Number of EEO complaints	↓	<ul style="list-style-type: none"> <li>5 complaints</li> </ul>	
Training attendance	<ul style="list-style-type: none"> <li>Number of employees attending EEO-facilitated harassment trainings</li> <li>Number of citywide training available</li> <li>Number of people requesting tuition reimbursements</li> </ul>	↑	<ul style="list-style-type: none"> <li>677 employees attending EEO-facilitated trainings</li> <li>134 citywide trainings available</li> <li>4 tuition reimbursement requests</li> </ul>	
Appointments for Labor Relations Coordinating Committee (LRCC) counseling, advice, etc	Number of LRCC appointments	n/a <sup>24</sup>	<ul style="list-style-type: none"> <li>161 appointments</li> </ul>	n/a
Reduction in LRCC grievances and cases	<ul style="list-style-type: none"> <li>Number of LRCC grievances and cases</li> </ul>	↓	<ul style="list-style-type: none"> <li>8 grievances opened, 3 grievances closed</li> </ul>	

<sup>24</sup> The reasons supervisors/managers choose to schedule one, several, or no appointments are outside the control of Employee Relations.

Measure	Description	Target	Actual	Tracking
			<ul style="list-style-type: none"> <li>161 cases opened, 161 cases closed</li> </ul>	
Time to hire	Average number of days from requisition approval to hired status	↓	<ul style="list-style-type: none"> <li>242 days</li> </ul>	<span style="color: red;">●</span>

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

Human Resources challenges include:

- Human Resources staffing.
- Recruiting and retention issues as a result of the “great resignation” – *creative solutions*.
- Providing ongoing testing options for COVID-19 testing.
- Ongoing challenges with ERMA/Transactions – *i.e. obtaining audit manual for payroll*
- Labor Relations impacted by COVID-19: Negotiating the City’s seven Memorandum of Understanding (MOU) with the City’s bargaining partners and implementing the 76 resulting provisions. Meet and confer process with the Unions on the Vaccination policy’s, workplace safety, and vaccination exemption process.
- Technology: Due to COVID-19, the NeoGov Onboarding and Performance Learning Management software full implementation which is critical to the organization for tracking and processing employees continues to be delayed. The NeoGov Performance and Learning Management module has been delayed pending the implementation of the Performance Learning module.

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## ACCOMPLISHMENTS

Highlights of recent Human Resources Department accomplishments include:

- **Personnel Administrative Services**
  - **Virtual Onboarding Process:** The Personnel and Administrative Services Division streamlined new hire processes and training, including collecting paperwork through virtual conference meetings with new hires and deploying the NeoGov Onboard Module, designed with self-service, document repository, and interactive dashboard functions to achieve increased consistency, efficiency and effectiveness.
  - **Implemented Hiring Freeze Exception Process:** In response to the citywide hiring freeze and minimizing staffing impact to departments, the Personnel and Administrative Services Division developed a procedure allowing departments to request hiring exceptions. In addition, the team enhanced the existing NeoGov system to support and report exceptions tracking.
  - **Business Process Improvements:** Staff identified and supported the implementation and development of several business process improvements in the development of Personnel Action (PA) workflows.

- **ERMA Personnel Action Workflow Training:** Staff served as subject matter experts for material development and training of payroll clerks on ERMA Personnel Action Workflows.
- **Employee and Labor Relations**
  - **Negotiation of Successor Union Contracts:** The Employee and Labor Relations Division negotiated 7 MOUs and implemented 76 MOU provisions.
- **Training**
  - **New Employee Orientation Training:** Due to the pandemic redesign New Employee and New Supervisor Orientations to a digital structure of 8 hours (versus 24 hour in person).
  - **Restructure of Training for Citywide services Return to Work:** The Training Division launched an urgent Needs Assessment to evaluate the next iteration of training to support staff resilience. This included analyzing the efficacy, present day and future forward relevance of mandated training, delivery modality and access constraints in anticipation of the post shelter-in-place era.
- **Reinstatement of the Supplemental Retirement Income Plan (SRIP) Investment Plan Committee:** The plan is administered by a committee of nine employees that adopt rules and regulations for the supervision of the SRIP plans.
- **Equal Employment Opportunity**
  - **Equity Committee:** The EEO Division expanded the membership and adopted rules and procedures to make recommendations on the Mason Tillman report.
- **Benefits Administration**
  - **City of Berkeley Benefits Plan:** The Benefits Administration Division updated new benefit rates and negotiated a new contract to manage retiree benefits, and managed the annual open enrollment event online, and provide daily support for current employees, as well as retired constituents.
- **Workers Comp and Safety Program**
  - **COVID-19 Response:** This Division implemented mandatory COVID-19 vaccination policy and updated policy developed for Administrative Regulations and CalOSHA required COVID prevention Plan and Managers and Supervisors COVID-19 package. Contracted with onsite vender for COVID-19 testing.
  - **Workers Compensation Claims Revenue Recovery:** This Division reduced the Total Estimated Future Liability on the entire program during this period by 2% (or \$475,315), resulting in successful recovery of \$13,805.95 from the City's excess carriers and successful resolution of 16 claims.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23 baseline budget increases by \$634,070, or 14% over the FY 22 Adopted Budget of \$4.4. This is primarily due to an increase of \$330,167 in salaries and benefit costs.

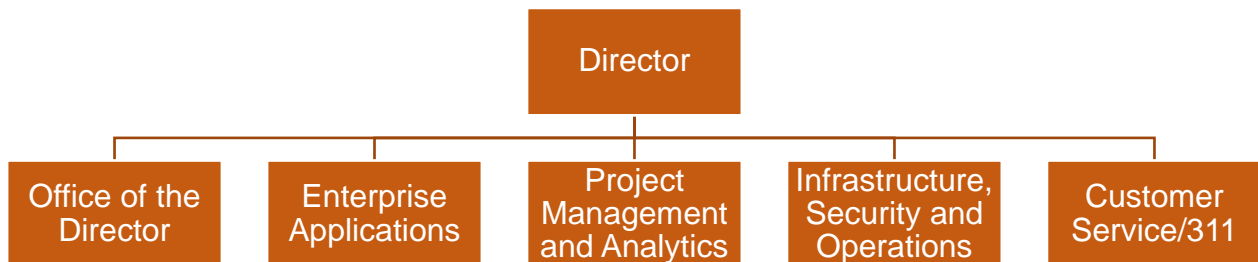
Human Resources is requesting funding for the Citywide Safety Program (\$50,000) and the Revision of Personnel Rules (\$40,000) in FY 23 and FY 24.

## INFORMATION TECHNOLOGY

### MISSION STATEMENT

The Department of Information Technology's vision is to provide excellent customer service through innovative and intuitive solutions with a diverse workforce to enable City operations, and to connect and deliver quality solutions for the community.

### ORGANIZATIONAL CHART



### DEPARTMENT OF INFORMATION TECHNOLOGY OVERVIEW

The Department of Information Technology (IT) provides cost-effective smart technology solutions to its business partners and community with integrity and commitment to excellence. IT is comprised of five operational divisions, as outlined below:

- **Office of the Director:** The Office of the Director oversees digital strategic planning, technology governance, policy and procedures, budget, technology procurement and contracts, vendor management, Council reports, performance metrics, leadership and team-building, project portfolio management, and performance management.
- **311 Customer Service:** 311 is the centralized customer service experience for the community and businesses, answering request for services for Public Works, Finance Business License, Residential Parking Permits, Citations, Refuse services & payments, general City service requests and more. To support this objective, Berkeley's 311 uses a Customer Relationship Management (CRM) software application to manage, track, and categorize customer service requests.

- **Enterprise Services:** Enterprise Services provides systems administration support, business analysis, and project management services to departments and the City for enterprise software applications across a variety of technology platforms.
- **Project Management and Analytics:** The Project Management and Analytics Division provides implementation services for new technology projects and support for existing technologies. Specifically, project management, programming, and business analysis services are provided to each department's technology portfolio to maximize interdepartmental workflow efficiencies.
- **Infrastructure, Security, and Operations:** The Infrastructure, Security and Operations Division provides technology operations support to the City. Services include Helpdesk, Network Engineering, and Cyber Security. This Division also provides 24x7 support for mission-critical systems, including 911 Computer Aided Dispatch (CAD), and Police/Fire Mobile Data Computers (MDCs).

The Helpdesk provides the first point of contact for City staff with computer hardware, software, or network connectivity issues. The Network Engineering 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 desk phone services. The Cyber Security team plans and deploys initiatives around cyber security and works closely with departments to maintain compliance with data standards and applicable laws around data privacy and security.

## IT DEPARTMENT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	7,384,040	8,214,212	8,474,262	9,006,426	9,095,430	9,347,596
Services and Materials	5,432,993	6,616,883	7,136,408	9,573,160	10,912,371	10,868,713
Capital Outlay	160,859	25,068	-	920,649	920,649	920,649
Internal Services	254,671	624,609	925,968	910,297	910,297	910,297
Indirect Cost	7,073	15,133	15,493	13,356	-	-
Transfer						
	13,239,636	15,495,905	16,552,132	20,423,888	21,838,747	22,047,255
<b>By Division:</b>						
Office of IT Director	2,151,259	2,301,933	2,423,011	2,476,330	2,462,740	2,498,030
Project Management & Analytics	7,399,520	6,966,107	6,364,829	12,098,829	7,776,573	7,887,553
Infrastructure, Security & Operations			5,942,015	3,969,775	9,225,734	9,397,009
Customer Service 311	1,599,655	1,710,116	1,822,277	1,878,954	2,373,700	2,264,663
	13,239,636	15,495,905	16,552,132	20,423,888	21,838,747	22,047,255
<b>By Fund:</b>						
General Fund	1,525,916	1,396,627	1,330,730	1,526,760	1,526,760	1,526,760
IT Cost Allocation	8,024,374	11,104,138	12,006,689	14,673,515	16,610,868	16,795,282
Employee Training	165,944	157,257	160,712	188,374	188,374	188,374
Phone System Replacement	-	-	82,521	449,408	449,408	449,408
FUND\$	2,158,374	2,101,361	2,508,754	3,292,694	2,924,340	2,948,434
Capital Improvement Fund	638,384	5,360	-	-	-	-
Zero Waste Fund	105,806	155,040	172,295	162,140	8,000	8,000
Sanitary Sewer Fund	9,053	-	18,025	-	-	-
Permit Service Center	269,700	231,086	238,570	-	-	-
PEG Access Facilities	-	-	-	100,000	100,000	100,000
Computer Replacement Fund	227,560	114,000	-	-	-	-
Other Funds	114,525	231,037	33,835	30,997	30,997	30,997
	13,239,636	15,495,905	16,552,132	20,423,888	21,838,747	22,047,255



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**STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS**

<b>Goal</b>	<b>Supporting Departments</b>	<b>Title</b>	<b>Description</b>	<b>Planned Start/End</b>	<b>New or Continuing?</b>	<b>Estimated Budget</b>
Provide an efficient and financially-healthy City government	Planning, Finance, Public Works, Fire	Upgrade Accela Environments	Upgrade Accela environments to ensure all are running a stable and supported version.	9/21-6/24	Continuing	\$200,000
Provide an efficient and financially-healthy City government	All City departments	Upgrade Analytics Now FUNDS\$ Web-based Reporting Tool	Upgrade the Analytics Now to version 11.1.x that is both supported by Central Square and provides enhancements over the current version.	2/21-3/23	Continuing	\$200,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	All City departments	Enterprise Architecture	Document the current architecture and implement ways to standardize. This would include documenting the As-Is architecture, implementing Source Control, creating document taxonomy etc.	7/20-6/24	Continuing	\$250,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	All City departments	Enterprise Data Integration	Develop plan/tool to integrate and manages data exchange across all connected systems in and out of the enterprise in a standard and efficient way.	6/20-6/24	Continuing	\$500,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	All City departments	SQL Server 2008 Upgrade/Migration Citywide	Upgrade to a Microsoft-supported version of SQL Server, continued support, improved security.	4/19-6/24	Continuing	\$150,000
Provide an efficient and financially-healthy City government	All City departments (led by City Manager's Office: Communications)	New City of Berkeley Website Phase 2	For FY 23, there will be some production management support and security enhancements and fixes for User Design / Interface issues.	3/19-6/22	New	\$200,000
Provide an efficient and financially-healthy City government	Health, Housing and Community Services	Alameda County Community Health Record Access for Public Health	Provide authorized City users with access to the Alameda County Community Health Record. Gather initial access information upon City Attorney approval.	8/21-6/24	Continuing	\$100,000
Provide an efficient and financially-healthy City government	Public Works	Accela Workflow Enhancements and Online Payments for Public Works	Accela workflow and functionality enhancements to provide online access to community members for payments for Public Works permits.	5/21-6/24	Continuing	\$35,000
Be a customer-focused organization	Finance	Accela Citizen Access – Expansion of Online Business	Currently only "Rental for Real Property" business licenses can renew their licenses online on web	5/21-6/24	Continuing	\$50,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
that provides excellent, timely, easily-accessible service and information to the community		Licensing Renewal to all Business Types	portal. Agency has requested this feature to be extended to other 19 Business Licensing types issued by City of Berkeley.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Planning	Accela: Building Permit Online Application for Planning	Request to create a new functionality that would allow the public to apply for, pay for, and receive permits online and check on status of permits.	2/21-6/24	Continuing	\$100,000
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to	Finance	FUND\$: Modify Zero Waste Billing Customer Charges for Official Payments	Modify the Utility Billing and Accounts Receivables scripts that send Customer Charges to Official Payments so that the scripts operate in production only (or Test as needed).	2/21-2/23	Continuing	\$150,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
the community						
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Accela: Enhancement/Fixes to Existing Accela Financial Reports	Provide enhancements requested by department on reports and fix issues reported by users.	1/21-6/24	Continuing	\$50,000
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Accela Refund Bridge Overpayment and Refunds	Process overpayments and refunds checks and provide reporting of same data.	1/21-6/24	Continuing	\$100,000
Be a customer-focused organization	City Auditor	Mission Mark Audit Software	Using the Mission Mark Audit Platform to aid the City Auditor in managing and tracking ongoing	9/19-6/24	Continuing	\$24,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
that provides excellent, timely, easily-accessible service and information to the community			audits recommendations, and publishing recommendations to the public website.			
Provide an efficient and financially-healthy City government	Police	Police Form filing system: Guardian Tracking	Digitize all of the papers that need signatures.	1/22-6/24	Continuing	\$50,000
Provide an efficient and financially-healthy City government	Fire	Prioritized Dispatch for Fire	Fire dispatch application software.	1/22-12/22	Continuing	\$100,000
Create a resilient, safe, connected, and prepared city	Police	Next Generation 911 (NG 911)	Regional project to update 911 service infrastructure to enable the public to transmit text, images, video and data to 911 center.	3/20-6/24	Continuing	\$100,000
Create a resilient, safe, connected,	Police	Open Data Project – Berkeley PD (Audit Response)	Collecting police data from various sources, including Stop Data, Call For Service, and Use of Force. Transforming and	6/19-6/24	Continuing	\$50,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
and prepared city			making this data available to the public.			
Create a resilient, safe, connected, and prepared city	Police	Migrate Evidence data from legacy system to current Evidence.com system	Migrate evidence data from Veripic (legacy system) to evidence.com (current system from Axon).	4/19-6/24	Continuing	\$100,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Police	Time Management Application for Police	Time Management Application for Police shift and time scheduling and tracking.	3/19-6/24	Continuing	\$50,000
Create a resilient, safe, connected, and prepared city	Police	Crime forum transition to new vendor	Migrate police crime forum to new software where various agencies share crime data.	1/19-6/24	Continuing	\$100,000
Provide an efficient and financially-healthy City government	Police	Microfiche Digitizing for Berkeley Police Department	Digitize remaining Police Department microfiche data to improve data management and accessibility.	1/19-6/24	Continuing	\$150,000
Provide an efficient and financially-	Police	Migrate Legacy Police Records to	Convert very old data from 80s and 90s to Microsoft SQL server.	1/19-6/24	Continuing	\$200,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
healthy City government		supportable platform				
Create a resilient, safe, connected, and prepared city	Fire	Fire Aside software and mobile application	Provide a vegetation inspection software solution with phone application.	5/22-5/24	New	\$60,000
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	PW, Fire, Police, PRW	New 311 Customer Relationship Management System	Replace CRM System and integrate with other systems in the City such as AssetWorks.	5/22-6/24	New	\$500,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	All Departments	Microsoft SharePoint, OneDrive and Teams Citywide deployment	This is a project to redefine SharePoint and Teams functionality and launch intranet.	4/22-4/23	Continuing	\$100,000
Provide state-of-the-	All Departments	Smart Conference Rooms	This is a project to upgrade conference	7/22-12/22	New	\$80,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
art, well-maintained infrastructure, amenities, and facilities			rooms and provide new technology for hybrid remote / onsite meetings and presentations.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Planning, Finance, Fire	Master Address / Parcel Database	Produce a Master Address / Parcel database with continually updated information.	9/22-9/23	New	\$300,000
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Planning, Finance	Publish GIS data to Open Data Portal on City Web Site	Set up new data Hub for GIS data for internal and external use. Allows us to get rid of duplicated software.	To be determined	New	\$150,000



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	Finance	FUND\$ upgrade Phase 2 from v7.3 to v7.4	Upgrade to more recent version to be compliant with maintenance agreement and upgrade Rocket LMi Source Control software.	12/22-9/23	Continuing	\$200,000
Provide an efficient and financially-healthy City government	Planning	Accela Electronic Document Management System	Replaces system out of compliance.	6/22-12/22	New	\$200,000
Create a resilient, safe, connected, and prepared city	All Departments	Business Impact Analysis	Provide Disaster Recovery of critical and non-critical systems in the City government.	1/19-5/24	Continuing	\$100,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	HR	Human Resources systems for learning management, performance management and employee onboarding (NeoGov)	Add modules for staff onboarding, classes for staff, and performance management.	7/22-12/23	Continuing	\$71,000
Provide state-of-the-art, well-	City Manager's Office, Animal	Animal Services License System	Provide on-line services for Animal Shelter.	8/22-11/22	Continuing	\$14,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
maintained infrastructure, amenities, and facilities	Services, Finance	(Online Dog Licensing)				
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	FUND\$ Replacement: Zero Waste Management and Billing System	Implement software to manage operations and billing for Zero Waste.	1/21-6/23	New	\$500,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	FUND\$ Replacement: Fleet Management	Implement software to manage City fleet of vehicles.	7/21-12/22	New	\$500,000
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Capital Improvement Projects software	Implement capital improvements project and financial management software.	To be determined	New	\$2,100,000
Provide an efficient and financially-	Planning, Public Works, Fire	Digital Permit software Replacement	Replace existing software.	To be determined	New	\$3,600,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
healthy City government						
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney	Case Management and Practice Management Software	Case management software for Legal; RFP being reviewed.	To be determined	New	\$112,500
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney	Scheduling Software	Software to manage charges / schedules for Legal.	7/22-12/22	New	\$25,000
Provide an efficient and financially-healthy City government	Finance	FUND\$ Upgrade NetIQ Security Software	Upgrade security for FUND\$ financial software.	12/22-6/23	Continuing	\$50,000
Provide an efficient and financially-healthy City government	Human Resources	ERMA: AR/GB (Accounts Receivable / General Billing)	Enable accounts receivable and general functionality in ERMA (Tyler Munis) software.	To be determined	Continuing	\$350,000
Provide an efficient and financially-	Human Resources	ERMA: ESS (Employee Self Service)	Enable employees to view own time off, pay stub, W2 information in ERMA.	To be determined	Continuing	\$96,000

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
healthy City government						
Provide an efficient and financially-healthy City government	Finance	Automation of BL Delinquent Report (fixes to existing Accela Finance Reports)	Add reporting for delinquent payments.	To be determined	Continuing	\$50,000
Provide an efficient and financially-healthy City government	Finance	Accela Refund Bridge Overpayment and Refunds	Code to track overpayments and refunds per permit.	1/19-8/22	Continuing	\$50,000
Provide an efficient and financially-healthy City government	Payroll Audit	ERMA/Time and attendance system (Executime)	Software to allow staff to input own time sheets and for approvals to be automated and electronic.	To be determined	Continuing	\$235,000
Create a resilient, safe, connected, and prepared city	Parks, Recreation and Waterfront	New Security Gate System @ Waterfront	Security gate for Berkeley Marina.	2/22-8/22	New	\$92,000
Provide an efficient and financially-healthy City government	Finance	Business licensing software replacement	New software for business licenses .	To be determined	Continuing	\$500,000

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the IT Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
First call resolution	Number of queries answered on the first call by: <ul style="list-style-type: none"> <li>• 311 Customer Service (external)</li> <li>• Helpdesk (internal)</li> </ul>	↑	<ul style="list-style-type: none"> <li>• 84% first call resolution, 311 Customer Service</li> <li>• 45% first call resolution, Help Desk</li> </ul>	●
Percent abandonment rate	Abandoned calls divided by total number of inbound calls received by 311 Customer Service (external)	↓	<ul style="list-style-type: none"> <li>• 20% abandon rate, 311 Customer Service</li> </ul>	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

In 311, total service requests increased 2% in FY 2021 while the staffing budget remained flat. 311 maintained a hybrid staffing model throughout the COVID pandemic using Direct Line Services to cover meetings, lunch hour, and day end payment balancing. A recent Community Survey confirmed that community and businesses reach out more often to 311 customer service for assistance by phone, website, and email.

Customer calls for service and payment by phone remained strong during the pandemic and remain so today. The focus of 311 is to utilize staffing to maintain the highest level of service to the community.

In FY 23, 311 will publish a request for proposals (RFP) for a new customer relationship management (CRM) software application that will allow 311 to expand services through the website, mobile application and other technology features to allow customers to self-service.

Other IT challenges include:

- **Resources and Stability:** Operations and core technologies require investment, resources and stabilization.
- **Balancing Projects and Core Services:** The IT Department has an extensive, ambitious project portfolio which diverts resources from core IT service delivery.
- **Employee Retention and Recruitment:** The technology team has a 22% vacancy rate stemming from the “great resignation”, retirements, and a hot job market for tech. To address employee retention, the IT Department will focus on has a need for professional development opportunities and success planning.
- **Work Space:** The IT Department has very a tight office space. These office space limitations impact service levels.
- **Standards:** There is a lack of technology standards and adoption of redundant technologies. This is when multiple tools are deployed in different parts of the City, serving the same need (e.g., Zoom, Microsoft Teams, and Skype) or multiple tools serving the same employee (e.g., a desktop and laptop per employee instead of a laptop and a docking station). The lack of standards, together with redundant technologies, cause inefficiencies and excessive costs.
- **COVID-19 Technology Response:** IT continues to receive requests for immediate software and hardware solutions to assist with remote work. Full staffing will assist with response time to our internal departments.

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## ACCOMPLISHMENTS

The IT Department completed many innovative projects and achieved operational success while struggling with challenges related to staffing and pandemic response.

Accomplishments include the following:

- COVID/Remote Work Response
- Website Reinvention Project
- ERMA Payroll System and Budget Module launch
- New Recruiting System (NeoGov)
- Racial and Identity Profiling Act (RIPA) Reporting
- Internal Crime Mapping Dashboard
- Council Redistricting Mapping
- Interactive Kiosk Deployment (IKE)
- New Irrigation System for Parks
- Public Works Work Order System (NexGen)
- Public Records Act System
- City's Phone System Upgrade
- Server & Storage Replacement
- Data Backup Replacement
- Cybersecurity Projects: 60% of Cyber Resiliency Plan projects are completed.
- COVID-19 Information Services: 311 was an essential service to the community in terms of responding to COVID-19 requests for information. In calendar year 2020, in a 7-month Period, 311 responded to over 7,000 emails. In calendar year 2021 there were many changes to the Public Health Orders and masking mandate and 311 processed over 16,000 emails, including requests for information on where to get vaccinated and how to find testing locations in Berkeley. Calendar year 2022 has started off with far less inquiries, with most of the current inquiries pertaining to testing and vaccine information.
- 311 Customer Service: The 311 Customer Service Center remained fully staffed offering the community a consistent contact for services, resulting in increased requests via website and mobile applications. 311 staff working at home focus on service requests received through the website, mobile cases, Direct Line coverage cases, email, and voicemail. Responses for these case types improved from two days service level to same day response.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23 baseline budget increases by \$1,414,859, or 7%, over the FY 22 Adopted Budget. This is primarily due to an increase in salaries and benefit costs, technical services, and software maintenance. Information Technology is requesting funding in the amount of \$770,000 for the IT Department move to 1947 Center Street.



## BERKELEY PUBLIC LIBRARY

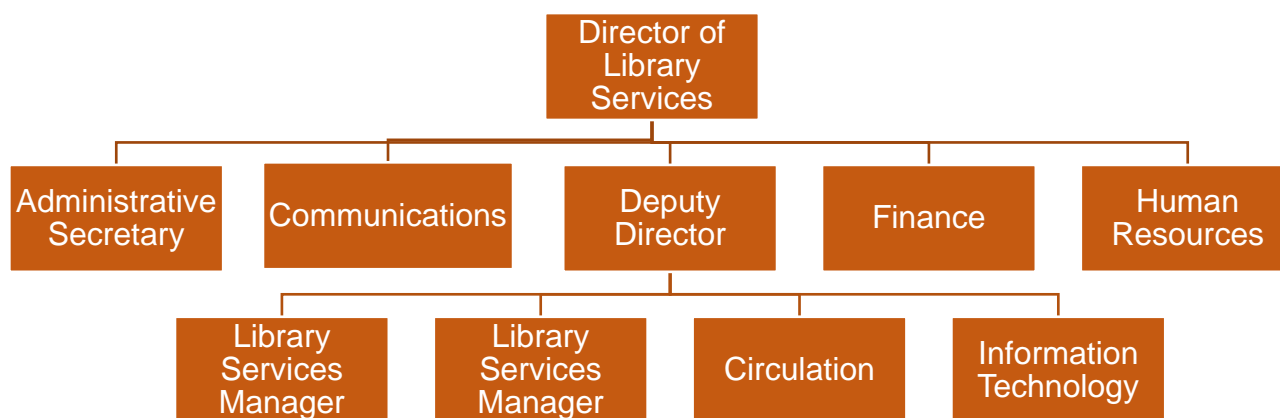
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### MISSION STATEMENT

We believe free, universal access to information is fundamental to a healthy democracy and that reading and learning are key to a well-lived life. The Berkeley Public Library is a trusted hub of reading, learning, and community engagement.

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### ORGANIZATIONAL CHART




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### BERKELEY PUBLIC LIBRARY OVERVIEW

Berkeley Public Library (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: Claremont, North, Tarea Hall Pittman South, and West. The Tarea Hall Pittman South facility includes the Tool Lending Library that provides access to a wide range collection of borrowable household tools. The Berkeley Public Library contains the following 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, and
  - 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. This subdivision's practices emphasize environmentally sound and cost-effective solutions.
  - **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 subdivision 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, Communications 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 BPL Foundation Fund, the Friends and Gift Fund, and all other Library revenue and expenditure sources. Communications supports effective internal and external messaging to all stakeholders.

Services the Library provides include the following:

- Access to a collection of over 400,000 physical books.
- Access to 739,000 electronic books.
- Access to over 68,000 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 over 300 cultural and educational programs annually, including literacy programs, story times, lectures, discussions, intergenerational programs, musical programs, and more. Programming is offered in a variety of formats, including virtually, outdoors, and in-person.
- 500 reader seats across the five facilities.
- 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.

## LIBRARY FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	13,911,888	13,413,608	13,019,367	15,965,123	17,494,475	17,455,698
Services and Materials	4,332,638	4,452,402	4,475,423	5,900,330	6,173,760	6,173,760
Capital Outlay	256,610	792,955	2,566,172	3,504,000	949,000	1,249,000
Internal Services	219,840	206,499	194,281	196,888	196,888	196,888
Indirect Cost Transfer						
	18,720,976	18,865,464	20,255,244	25,566,341	24,814,123	25,075,346
<b>By Division:</b>						
Library Administration	1,789,035	2,367,869	4,879,186	5,883,762	3,438,536	3,746,057
Operations	16,931,941	16,497,595	15,376,057	19,682,579	21,375,587	21,329,289
Central Library	-	-	-	-	-	-
Branch Libraries	-	-	-	-	-	-
Technical Services	-	-	-	-	-	-
	18,720,976	18,865,464	20,255,244	25,566,341	24,814,123	25,075,346
<b>By Fund:</b>						
Library Fund	18,374,387	18,698,465	19,524,604	25,001,452	24,397,794	24,657,820
Direct Loan/Inter Library Loan	14,735					
Library - Grants	68,839	38,841	87,844	64,889	66,330	67,526
Library Friends & Gift Fund	106,205	64,117	65,428	150,000	150,000	150,000
Library Foundation	156,810	64,041	577,368	350,000	200,000	200,000
Measure FF - Branch Renovations						
	18,720,976	18,865,464	20,255,244	25,566,341	24,814,123	25,075,346

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>Library Administration</b>						
Administration						
Director	1,739,903	1,663,905	2,197,326	2,633,762	2,838,536	2,846,057
Library Information Systems Facilities						
Capital Projects	49,132	703,964	2,681,861	3,250,000	600,000	900,000
<b>Division Total</b>	<b>1,789,035</b>	<b>2,367,869</b>	<b>4,879,186</b>	<b>5,883,762</b>	<b>3,438,536</b>	<b>3,746,057</b>
<b>Operations</b>						
Deputy Director		5,754	689			
Information Systems	1,746,128	1,903,119	1,792,138	2,026,454	2,110,624	2,136,885
Facilities	1,627,052	1,401,515	1,221,508	1,771,685	1,815,254	1,823,693
Circulation Services	2,798,142	2,539,767	2,220,412	3,049,652	3,322,840	3,357,616
Central Children's Services	907,726	907,409	827,554	1,060,955	1,216,458	1,217,734
Central Art And Music	466,448	278,001	250,498	480,700	650,134	568,030
Central Reference	1,128,754	883,291	889,463	1,198,724	1,473,504	1,447,818
Central Support	58,258	351,024	387,595	962,941	996,111	977,182
North Branch	1,124,488	1,175,138	1,170,370	1,336,112	1,439,488	1,426,555
South Branch	1,113,318	1,134,267	973,428	1,240,124	1,306,143	1,323,071
West Branch	1,136,713	1,088,655	952,253	1,203,597	1,374,025	1,374,007
Claremont Branch	1,141,761	1,091,399	942,429	1,266,421	1,363,898	1,353,332
Collections	2,876,957	2,927,292	2,920,958	3,215,052	3,410,072	3,414,475
Tool Library	396,092	422,018	380,071	429,508	447,510	446,275
Literacy Programs	410,103	388,946	446,691	440,654	449,526	462,618
<b>Division Total</b>	<b>16,931,941</b>	<b>16,497,595</b>	<b>15,376,057</b>	<b>19,682,579</b>	<b>21,375,587</b>	<b>21,329,289</b>
<b>Department Total</b>	<b>18,720,976</b>	<b>18,865,464</b>	<b>20,255,244</b>	<b>25,566,341</b>	<b>24,814,123</b>	<b>25,075,346</b>

## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

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.
- Provide excellent, timely, easily-accessible service and information to the community.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	Berkeley Public Library staff, CA State Library, CALIFA, GARE (Government Alliance on Race and Equity)	Equity, Diversity and Inclusion Initiatives	Berkeley Public Library staff team, the Library Racial Justice Advisory Group (RJAG), drafting a racial equity action plan for the Library; EDI and trauma-informed service trainings for Library staff	3/21-Ongoing	Continuing	\$20,000 (Library Tax Fund)
Provide excellent, timely, easily-accessible service and information to the community	Health, Housing and Community Services (for best practices), local agencies serving people experiencing housing insecurity	Community outreach and resourcing	The Library serves patrons who experience mental health needs as well as housing insecurity. Many public libraries have identified a need for a social worker to provide services and build capacity amongst staff in working with these community members.	7/21-Ongoing	New	\$142,117 (Library Tax Fund)




Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Address Deferred Maintenance	Redesign and replacement of Bancroft Wing exterior stucco and windows. Address replacement needs for air conditional units and roof of Central Library.	12/21-12/22	Continuing	\$2 million (Library Tax Fund)
Create a resilient, safe, connected, and prepared City	Berkeley Public Library staff, administration, Foundation, Friends, City partners such as the Office of Economic Development, Berkeley Unified School District (BUSD) and the Chamber of Commerce	COVID-19 Pandemic Response	Support community resilience and growth through offering programs and awareness of or access to information and Library materials that respond to the community's changing needs during the pandemic.	7/21-Ongoing	Continuing	\$20,000 (Friends of the Berkeley Public Library)
Provide excellent, timely, easily-accessible service and information to	Information Technology, Berkeley Public Library staff	Online User Experience Improvements	Improve web-based access to Library's online catalog for the public to improve search experience; restore meeting room booking, events management, and registration.	5/22-6/24	New	\$150,000 (Library Tax Fund)


Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
the community						




## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Berkeley Public Library's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Circulation of books and electronic materials	Count of electronic and physical items that circulated in a given year	↑	<ul style="list-style-type: none"> <li>935,152 electronic items</li> <li>\$1,873,090 physical items</li> </ul>	
Access to books and materials	Number of registered users as a percentage of service population	↑	<ul style="list-style-type: none"> <li>144,041 registered users</li> </ul>	
Provision of information services	Count of reference transactions	↑	<ul style="list-style-type: none"> <li>10,000 transactions</li> </ul>	

 Meeting/exceeding target

 Near target

 Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

Berkeley Public Library's current challenges include:

- Staff vacancies at approximately 28% (departures, retirements); recruitment during citywide hiring freeze,
- Aging physical plant and equipment deferred projects at the Central Library, including stucco replacement, air conditioning units, and roof replacement,
- Transitioning programming and service back to in-person settings, centering patron and staff safety, while continuing to navigate stages and surges of the global pandemic, and
- Addressing social equity and community wellness inside and outside Library facilities.

With respect to future challenges, concerns related to balancing collection needs and increasing costs will persist, along with support of information technology (IT) infrastructure:

- The cost of licensing e-books and e-audiobooks remains high as demand continues to increase and there is need for replenishment of the physical collection at the same time. There are also pay-per use licensing costs for streaming media.
- Along with an aging physical plant, the Library will need to plan for needed maintenance and enhancements to IT infrastructure.

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## ACCOMPLISHMENTS

Highlights of recent Berkeley Public Library accomplishments include:

- **Central Library Improvement Project:** The Central Library Improvement Project, made possible through the support and partnership of the Berkeley Public Library Foundation, successfully completed its first phase. This included creating safer spaces, interior renovations, a new Teen Room, and a new Mystery Room, reopened to the public in June 2021.
- **Library Reopening:** The Central Library and all branch libraries reopened for outdoor services by June 2020 and indoor services by June 2021. In terms of programming, virtual programming began in summer 2020, followed by outdoor programming in summer 2021, and the reintroduction of limited indoor programming this winter.
- **Racial Justice Advisory Group:** The Berkeley Public Library was accepted into the year one cohort of California Libraries Cultivating Race, Equity and Inclusion

Initiative (CREI). An internal change team (Racial Justice Advisory Group [RJAG]) was formed and participated in training with the Government Alliance on Race and Equity (GARE). RJAG's work continues and is expanding, despite the state CREI initiative not being funded for a year two.

- **Increase in Electronic Holdings:** The Berkeley Public Library substantially increased its e-collections and e-resource holdings to match the increase in patron use during the pandemic.
- **Programming Pivots:** To continue to deliver the same level and quality of services in a pandemic environment, the Berkeley Public Library pivoted to develop and provide robust virtual programming for all ages as well as introducing a significant amount of outdoor, in-person programming.
- **Supporting Patrons Remotely:** Throughout the pandemic, when library buildings were closed to the public, questions continued to pour into the Reference Desk. Staff provided patrons support over the phone and through e-mail, answering information questions, such as where to register to vote, or queries asking for ideas about good books to read.
- **Ensuring Equity Access and Service:** During the pandemic, Berkeley Public Library identified a variety of methods to ensure everyone in the community especially vulnerable populations could continue to access library services. This included expanding the books-by-mail program, developing laptop and wifi hotspot lending programs, and developing and promoting outdoor service models.
- **Strengthening Partnerships:** Berkeley Public Library strengthened its partnerships with City departments, Berkeley Unified School District, and community organizations while working together on the Emergency Operations Center, outreach and crisis communications, and providing the community with resources.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23-24 proposed budget includes funding for the following items in the Berkeley Public Library:

- Conversion of one non-benefited, non-career Library Aide position to a .5 FTE benefited Library Aide
- Library Materials to >\$2M: Library Tax Fund, increase maintained from last year
- Physical Plant and Infrastructure Deferred and Ongoing Maintenance: Library Tax Fund, \$2 million budgeted
- Enhancements to the Library's information technology platforms for the public including meeting room booking and catalog access
- Funding to support key projects such as strategic planning and system-wide Equity, Diversity and Inclusion (EDI) training
- Library Tax Fund Reserves adjusted to 6% percent of adopted revenues

## MAYOR & 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.

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Following is a list of the current Council and office contact information.

Mayor Jesse Arreguín, (510) 981-7100

District 1 - Councilmember Rashi Kesarwani, (510) 981-7110

District 2 - Councilmember Terry Taplin, (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

MAYOR & COUNCIL FINANCIAL SUMMARY

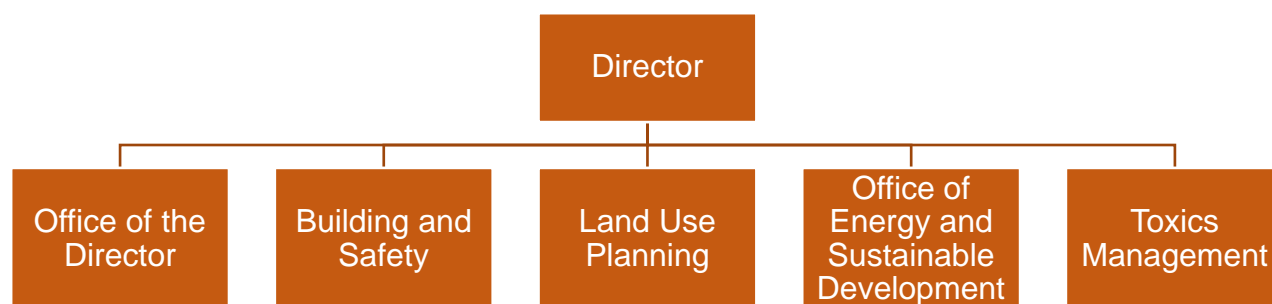
	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	1,917,751	2,041,868	2,220,692	2,723,468	3,652,040	3,701,702
Services and Materials	82,540	127,547	126,194	113,526	113,526	113,526
Capital Outlay	65					
Internal Services	81,181	356,505	361,958	259,565	259,565	259,565
Indirect Cost Transfer						
	2,081,536	2,525,920	2,708,844	3,096,559	4,025,131	4,074,793
<b>By Division:</b>						
Mayor's Office	649,348	688,527	689,572	1,118,408	1,321,961	1,337,529
Council Offices	1,432,188	1,837,392	2,019,272	1,978,151	2,703,170	2,737,264
	2,081,536	2,525,920	2,708,844	3,096,559	4,025,131	4,074,793
<b>By Fund:</b>						
General Fund	2,081,536	2,525,920	2,708,844	3,096,559	4,025,131	4,074,793
	2,081,536	2,525,920	2,708,844	3,096,559	4,025,131	4,074,793

## PLANNING

### MISSION STATEMENT

The Planning and Development Department's mission is to enhance safety, livability and resilience in the built environment and to work with the community to promote and protect Berkeley's distinctive neighborhoods, vibrant commercial areas, unique character and natural resources for current and future generations.

### ORGANIZATIONAL CHART



### PLANNING AND DEVELOPMENT DEPARTMENT OVERVIEW

The Planning and Development Department consists of approximately 100 career full- and part-time staff, and is organized into five divisions, including the Office of the Director, which all work together to plan, implement, and monitor the physical environment of Berkeley. The Department provides the following services:

- **Office of the Director:** The Office of the Director provides department-wide leadership, management oversight, and policy direction for overall operations and implementation. The Office oversees information technology projects, special projects and research, budget and fiscal oversight, regulatory compliance and reporting, and purchasing, and payroll and accounting services for the Department.
- **Building and Safety Division (B&S):** The Building and Safety Division reviews proposed construction documents for conformance to the building code 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; provides code information

and interpretation to the public and other city agencies; ensures the safety of Berkeley's rental housing stock; and manages programs to mitigate seismic risk in existing buildings.

- **Land Use Planning Division (LUP):** The Land Use Planning Division is responsible for researching and implementing land use policy and regulations for the City of Berkeley. The land use policy section prepares amendments to the Zoning Ordinance, the General Plan, area plans, and other long-range planning policies that guide future development and preservation in Berkeley. The development projects section reviews proposed projects for conformance with the Zoning Ordinance, the General Plan, and other applicable plans, policies and regulations.
- **Office of Energy and Sustainable Development (OESD):** The Office of Energy and Sustainable Development Division develops policies and implements programs to promote resilience and sustainable practices, and to reduce energy and water use and the associated greenhouse gas emissions in both City operations and the Berkeley community.
- **Toxics Management Division (TMD):** The Toxics Management Division is the City's regulatory agency and 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 of Emergency Services and State Fire Marshall within the City of Berkeley. TMD also responds to community complaints, assists the City with toxicological concerns, and inspects industrial sites for storm water pollution prevention.

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**PLANNING DEPARTMENT FINANCIAL SUMMARY**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Proposed</b>
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	13,532,855	15,122,379	15,370,250	17,985,711	19,165,156	19,714,137
Services and Materials	2,454,117	3,218,242	3,052,302	3,876,712	4,042,425	4,012,225
Capital Outlay	51,028	-	-	58,000	34,500	-
Internal Services	914,898	1,745,416	1,764,326	1,789,024	1,841,874	1,841,874
Indirect Cost	1,372,597	1,509,391	1,500,812	1,543,282	1,925,166	1,959,694
Transfer						
	<b>18,325,495</b>	<b>21,595,429</b>	<b>21,687,691</b>	<b>25,252,729</b>	<b>27,009,121</b>	<b>27,527,930</b>
<b>By Division:</b>						
Office of the Director	1,702,649	2,680,738	2,385,602	2,997,712	3,740,965	3,777,728
Toxics Management	906,434	1,131,212	1,252,026	1,415,697	1,493,004	1,520,605
Energy & Sustainability	1,084,197	1,400,369	1,248,890	1,566,545	1,917,861	1,939,650
Land Use	4,990,859	5,783,493	6,231,031	6,317,163	6,776,719	6,833,605
Building & Safety	9,641,356	10,599,617	10,570,142	12,955,612	13,080,572	13,456,342
	<b>18,325,495</b>	<b>21,595,429</b>	<b>21,687,691</b>	<b>25,252,729</b>	<b>27,009,121</b>	<b>27,527,930</b>
<b>By Fund:</b>						
General Fund	1,885,755	2,540,320	2,567,473	2,325,367	3,209,174	3,212,698
Capital	16,195	19,779	21,364	26,537	27,760	28,354
Improvement Fund						
Rental Housing	1,098,310	1,325,597	1,399,404	2,230,164	1,902,671	2,033,208
Safety						
Parks Tax	34,585	38,612	41,038	40,566	43,399	46,819
Zero Waste	25,797	41,653	43,574	49,500	108,182	105,882
Sewer	38,991	43,444	46,105	44,923	48,397	52,164
Clean Storm Water	84,202	117,946	163,524	179,238	184,870	188,010
Permit Service	13,917,286	16,092,915	15,638,895	18,762,608	19,670,708	20,040,162
Center						
Unified Program (CUPA)	518,367	688,743	671,925	803,266	859,340	867,113
Other Funds	706,008	686,419	1,094,388	790,560	954,621	953,520
	<b>18,325,495</b>	<b>21,595,429</b>	<b>21,687,691</b>	<b>25,252,729</b>	<b>27,009,121</b>	<b>27,527,930</b>



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>Office of the Director</b>						
Administration	1,702,649	2,680,738	2,385,602	2,997,712	3,740,965	3,777,728
Division Total	1,702,649	2,680,738	2,385,602	2,997,712	3,740,965	3,777,728
<b>Toxics Management</b>						
Toxics - CUPA	473,373	627,709	644,912	729,282	780,892	785,075
Toxics - Non-CUPA	433,062	503,504	607,113	686,415	712,112	735,530
Division Total	906,434	1,131,212	1,252,026	1,415,697	1,493,004	1,520,605
<b>Energy &amp; Sustainability</b>						
ESD - Green Building	1,084,197	1,400,369	1,248,890	1,566,545	1,917,861	1,939,650
Division Total	1,084,197	1,400,369	1,248,890	1,566,545	1,917,861	1,939,650
<b>Land Use</b>						
ESD - Green Building		32,725				
Land Use Plan Admin	370,073	408,215	405,921	308,097	612,105	599,667
Land Use	4,620,786	5,342,553	5,825,111	6,009,066	6,164,614	6,233,938
Division Total	4,990,859	5,783,493	6,231,031	6,317,163	6,776,719	6,833,605
<b>Building &amp; Safety</b>						
Bldg Safety Administration	321,531	331,136	335,298	331,820	340,447	346,094
Permit Center	1,547,701	1,490,812	1,579,096	1,810,541	2,153,280	2,168,094
Building Inspection	5,956,287	6,866,285	6,515,254	8,058,373	7,888,140	8,022,109
Housing Inspection	1,007,774	1,082,494	1,248,786	1,981,233	1,737,609	1,863,560
PW Engineering	442,943	412,350	299,082	246,809	471,836	499,133
Fire Permits	365,121	416,540	592,626	526,836	489,260	557,352
Division Total	9,641,356	10,599,617	10,570,142	12,955,612	13,080,572	13,456,342
<b>Department Total</b>	<b>18,325,495</b>	<b>21,595,429</b>	<b>21,687,691</b>	<b>25,252,729</b>	<b>27,009,121</b>	<b>27,527,930</b>

## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology, Public Works	Residential EV Charging Pilot Program, Next Generation	Develop equitable solutions for residential charging access such as the development of DC Fast Charging hubs.	6/17-6/24	New	Staff time only (Note a corresponding budget referral adopted by Council on 2/8/22.)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology and Public Works	Municipal Building Energy Policy (/New Municipal Building Energy Policy)	Update Municipal Building Energy/Green Building Policy and energy and water use data management system to assure efficient use of resources and reductions in greenhouse gas emissions and utility costs.	7/19-6/24	Continuing	\$50,000 (\$20,000 funded, \$30,000 requesting funding)
Be a global leader in addressing climate change, advancing		Climate Equity Fund	Implement Climate Equity Fund Pilot Programs in building and mobility electrification and equitable community	7/22-6/24	New	\$600,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
environmental justice, and protecting the environment			engagement with low-income communities			
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Climate Adaptation Planning (/Climate Adaption Work)	Participate in regional coordination and grant-funded study of geographic impacts of ground water and sea level rise.	7/19-6/23	Continuing	Staff time only
Create affordable housing and support services for our most vulnerable community members	City Attorney, HHCS	23-2031 Housing Element Update	Update the Housing Element of the General Plan, with corresponding updates to the Zoning Ordinance, to accommodate Regional Housing Needs Allocation and increase access to housing.	5/21-5/23	Continuing	\$540,000 (funded)
Create a resilient, safe, connected, and prepared city	Public Works, City Manager, City Attorney	Solar + Storage in Municipal Facilities (/Energy Assurance)	Participate with East Bay Community Energy (EBCE) in a facility assessment for solar plus battery	7/20-6/23	Continuing	Staff time only

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			storage at critical facilities and participate in a procurement process for a third party Power Purchase Provider.			
Create affordable housing and support services for our most vulnerable community members	City Attorney	Objective Development Standards (/Development/ Density Standards Project)	Establish objective standards for density to bring the zoning ordinance in better alignment with state laws, streamline project review, and provide predictable outcomes.	7/19-6/23	Continuing	\$250,000 (funded)
Create affordable housing and support services for our most vulnerable community members	City Attorney	Southside Zoning Modifications (/Increased Student Housing)	Modify development standards in the Southside to accommodate additional housing units, including a variety of housing types.	1/20-6/23	Continuing	\$192,000 (funded)
Create affordable housing and support services for our most	City Attorney, HHCS, RSB	Demolition Ordinance (/Demolition Ord and Affordable Housing)	Update the Demolition ordinance and associated fees.	3/20-1/23	Continuing	Staff time only

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
vulnerable community members						
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Sign Policy	Evaluate and update processes and policies pertaining to signs.	7/19-6/23	Continuing	Staff time only
Provide an efficient and financially-healthy City government	Public Works, Finance, City Attorney	Transportation Impact Fee Analysis	Analyze the feasibility of and appropriate rate for a Transportation Impact Fee.	7/22-6/24	New	\$100,000 (requesting funding)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology	Building Emissions Savings Ordinance Mandatory Requirements	Implement amendments to ordinance to focus on building electrification to reduce emissions in addition to improving energy efficiency. Expand the program by proposing mandatory	7/15-6/23	Continuing	\$68,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			requirements for emissions reductions improvements in existing buildings.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance, IT	Land Use Applications Payment Process Improvements	Modernize, streamline and improve land use application payment processes. This project will align the land use portion of the permitting payment process with the building portion by enabling existing software to accept land use application payments online. It will also create a mechanism for collecting housing data.	7/22-6/23	New	\$150,000 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and	IT	Land Use Applications Submittal Process Improvements	Modernize, streamline and improve land use submittal processes. This project will align the land use portion of the permitting submittal process with the building portion by enabling existing	7/22-12/23	New	\$50,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
information to the community			software to accept submittal of land use applications online.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Land Use procedures and policy interpretations	Compile and organize existing reference materials, and develop new materials, to advance consistency of interpretations by staff and guidelines for customers to use prior to project submittals (description clarified, spring 2022)	7/19-6/23	Continuing	Staff time only
Create a resilient, safe, connected, and prepared city	City Manager's Office, City Attorney	Permit Conditions Enforcement, Phase II	Update procedures and standards for monitoring and enforcing agreed-to conditions on Land Use permits.	7/22-6/23	New	Staff time only
Create affordable housing and housing support services for our most vulnerable	Human Resources	Expanded and streamlined rental housing safety program	Expand and streamline the Rental Housing Safety Program to enable proactive inspections and other actions to maintain Berkeley's aging rental housing stock.	7/19-6/23	Continuing	Staff time only (enterprise funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
community members						
Create a resilient, safe, connected, and prepared City	None	Seismic safety programs, Phase III	Using third FEMA Hazard Mitigation Grant, accepted in spring 2022, provide new phase of design and construction grants to owners of the most seismically vulnerable buildings in Berkeley. Phase I began in 2017, Phase 2 began in 2020.	7/22-6/23	New	\$4.5 million (funded)
Create affordable housing and support services for our most vulnerable community members	None	San Pablo Avenue Specific Plan	Prepare a specific plan. Zoning and General Plan amendments and appropriate CEQA document for the San Pablo Avenue Area.	7/22-4/25	New	\$900,000 (\$750,000 grant funded, \$150,000 requested)
Create a resilient, safe, connected, and prepared City						



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create affordable housing and support services for our most vulnerable community members	City Attorney, HHCS	Ashby & North Berkeley BART Stations Area Planning (/BART Stations Area Plan)	Implementation of Transit-Oriented Development at the Ashby and North Berkeley BART Station areas, including developer selection process, strategy for affordable housing, infrastructure and other desired community benefits.	7/22-6/25	New	\$300,000 (requesting funding)
Create a resilient, safe, connected, and prepared City	City Attorney's Office, Berkeley Fire Department, HHCS	Land Use, Safety & Environmental Justice Updates	Element updates required to meet State regulations; in addition, Environmental Justice Element is required to be adopted by close of 24, per SB1000.	7/22-6/25	New	\$600,000 (\$300,000 funded, requesting \$300,000)
Provide an efficient and financially-healthy City government	None	Economic Feasibility Analysis	Conduct economic feasibility analysis for Affordable Housing mitigation fee and other value capture programs.	6/23-6/25	New	\$150,000 (requesting funding)
Be a customer-focused	None	Objective Development	Objective Standards to streamline/standardize development review	6/23-6/25	New	\$350,000 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
organization that provides excellent, timely, easily-accessible service and information to the community		Standards / ZORP Phase II Revisions	and refinements to zoning code for clarity and consistency of allowed uses and permit processes across all districts.			
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology, Public Works	Residential EV Charging Pilot Program, Next Generation	Develop equitable solutions for residential charging access such as the development of DC Fast Charging hubs.	6/17-6/24	New	Staff time only (Note a corresponding budget referral adopted by Council on 2/8/22.)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology and Public Works	Municipal Building Energy Policy (New Municipal Building Energy Policy)	Update Municipal Building Energy/Green Building Policy and energy and water use data management system to assure efficient use of resources and reductions in greenhouse gas	7/19-6/24	Continuing	\$50,000 (\$20,000 funded, \$30,000 requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			emissions and utility costs.			
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Climate Equity Fund	Implement Climate Equity Fund Pilot Programs in building and mobility electrification and equitable community engagement with low-income communities.	7/22-6/24	New	\$600,000 (funded)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment		Climate Adaptation Planning (/Climate Adaption Work)	Participate in regional coordination and grant-funded study of geographic impacts of ground water and sea level rise.	7/19 - 6/23	Continuing	Staff time only
Create affordable housing and support services for our most vulnerable	City Attorney, HHCS	23-2031 Housing Element Update	Update the Housing Element of the General Plan, with corresponding updates to the Zoning Ordinance, to accommodate Regional Housing	5/21-5/23	Continuing	\$540,000 (funded)

<b>Goal</b>	<b>Supporting Departments</b>	<b>Title</b>	<b>Description</b>	<b>Planned Start/End</b>	<b>New or Continuing?</b>	<b>Estimated Budget</b>
community members			Needs Allocation and increase access to housing.			

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Planning and Development Department’s performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Percent customer satisfaction	<ul style="list-style-type: none"> <li>Percent of respondents who visited the City website prior to visiting the Permit Service Center (PSC)</li> <li>Percent who felt the website adequately prepared them for visit</li> <li>Percent who felt they received professional and courteous service</li> </ul>	↑	<ul style="list-style-type: none"> <li>83% visit website</li> <li>64% felt adequately prepared</li> <li>83% received courteous service</li> </ul>	●
Turnaround time: Land Use Permits	Administrative Use Permits (AUPs), complex, medium, or simple: <ul style="list-style-type: none"> <li>Total time to get from application to completion to staff approval; and</li> <li>Percent that get from completion to staff approval in under two months</li> </ul>	↓	<ul style="list-style-type: none"> <li>Complex AUPs: 1.87 months 63% in less than 2 months</li> <li>Medium-complexity AUPs: 2 months 50% in less than 2 months</li> <li>Simple AUPs 1.61 months 66% in less than 2 months</li> </ul>	●
Turnaround time: Building Permit Plan Check Process	For building permit plan checks, the total amount of time for staff to process, on average, regardless of complexity or need for multiple resubmittals	↓	<ul style="list-style-type: none"> <li>22.76 days</li> </ul>	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

The Planning and Development Department faces the following challenges:

- **Ongoing Pandemic Impacts:** The COVID-19 pandemic has continued to have a range of impacts on Department staff and operations. At the onset of the pandemic, the Department's core functions and services were shifted to function online and remotely. The Permit Service Center successfully restored in-person services in June 2021; however, the Department's online services still remain in high demand. The maintenance of parallel systems of service has resulted in a net increase in workload, at least in the near term. The Department will continue to evolve systems and deploy staff as efficiently as possible to meet the needs of clients.
- **Staffing:** The Department's overall vacancy rate increased by roughly half over the past year, from 13% to 19%. Staff turnover has been significant, particularly in the Land Use Planning Division, with consequences including increased workload for remaining staff, increased time spent on recruitment and training rather than core functions and special projects, decreased institutional knowledge (and related impacts on efficiency), and low morale.
- **Ineffective Permitting Software.** Existing permitting software is not effectively meeting department needs and is creating significant customer service and efficiency challenges, including turnaround times for permit applications.
- **Ongoing Resource Need to Support Climate Action Goals:** There is an ongoing need for additional resources to support the City's climate action goals, including electric vehicle infrastructure development for the City fleet and the community, planning for climate change adaptation, funding to accelerate energy efficiency and electrification in homes for low- and moderate-income community members, and a utility usage management system to track municipal energy and water use.
- **Addressing Increase in Public Records Act (PRA) Requests:** PRA requests are increasing in volume and requiring greater commitment of staff resources to address.
- **Staff Resources for Software Replacement/Upgrade Projects:** The Department is partnering with IT to advance projects during the upcoming budget cycle to replace or upgrade multiple software systems that are not currently meeting the needs of the Department and its clients (EnvisionConnect, Accela Digital Permitting System). These projects will require the dedication of significant staff resources from the Department, consultant partners, and IT staff.

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## ACCOMPLISHMENTS

Following are some of the highlights from the Planning and Development Department's numerous accomplishments during the past year:

- **Mitigated seismic risks and improved housing safety.** The Retrofit Grants program disbursed five grants for a total of \$191,888 to Berkeley property owners in the 2nd half of FY 21. The City also continued enforcement of the soft story ordinance: in FY 22 (July-December), eight buildings completed retrofits and were removed from the inventory of potentially hazardous buildings, and three additional properties were added to the inventory. The Rental Housing Safety Program expanded the Housing Inspector series to include three additional classifications and drafted a comprehensive Housing Inspector Training Manual. The team began the second cycle of enforcement for the Exterior Elevated Elements Inspection Program.
- **Advanced Solar + Storage at municipal facilities.** Completed site assessments at eight critical municipal facilities to determine suitability for solar energy generation plus energy storage. Selected sites will be capable of maintaining critical energy loads when grid power is unavailable. The systems will be financed through a Power Purchase Agreement (PPA) managed by East Bay Community Energy (EBCE).
- **Completed the Building Electrification Strategy.** In November 2021 City Council adopted a groundbreaking plan to transition existing buildings in Berkeley from gas appliances to all-electric clean energy alternatives in a way that benefits all residents, especially members of historically marginalized communities.
- **Launched the Climate Equity Fund Pilot Program.** Projects that provide climate and resilience benefits to low-income residents in Berkeley were selected in early 2022. Programs will support building and transportation electrification, providing community access to resilience measures, and electrification engagement with historically marginalized communities.
- **Maintained Essential Services.** Staff continued to process permit applications, land use entitlements, plan check services, inspections, and other essential services throughout the pandemic, even as application volume remained high. In-person services at the Permit Service Center were restored in June 2021. Staff in the Toxics Management Division were able to resume and conduct in-person inspections at pre-pandemic levels.
- **Secured grant funding.** OESD was awarded \$50,000 from East Bay Community Energy for kitchen electrification at North and South Berkeley Senior Centers.
- **Adoption of Citywide Residential Off-street Parking Reform.** In January 2021, the Land Use Planning Division (LUP) advanced new parking policy to City Council for adoption, including establishing parking maximums, eliminating parking minimums, and establishing new transportation demand management requirements.

- **Adoption of the new Baseline Zoning Ordinance.** In October 2021, LUP completed Phase I of the Zoning Ordinance Revision Project (ZORP) which was initiated to improve customer service by rewriting, reformatting, and re-organizing Title 23 of the Berkeley Municipal Code.
- **Successful Grant Awards.** Two competitive grants were awarded through the Association of Bay Area Governments (ABAG): the Regional Early Action Planning Grant (\$75,000) to identify opportunities for missing middle housing in the 6th Cycle Housing Element Update and a Priority Development Area (PDA) Planning Grant (\$750,000) to initiate the San Pablo Avenue Specific Area Plan.
- **Affordable Housing Preliminary Funding.** Staff secured provisional reservation of \$53 million in City affordable housing funds towards the Ashby and North Berkeley BART stations as prescribed in City-BART Memorandum of Understanding.
- **Affordable Housing Efforts.** Staff worked with Health, Housing and Community Services, and the City Attorney's Office to develop a consolidated framework for citywide affordable housing requirements that respond to Council referrals and recent changes in State Law. Proposals were presented to the Planning Commission and at a Council Work session in May 2021. A draft ordinance and resolution are anticipated to go to the Planning Commission and Housing Advisory Commission in March and City Council in spring 2022.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 23 baseline budget increases by \$1,756,392, or 7%, over the FY 22 Adopted Budget of \$22,252,729. This is primarily due to an increase of \$1,179,445 in salaries and benefit costs, and an increase of \$381,884 in indirect cost charges due to a rate adjustment.

There is one technology capital project proposed to start in FY 23. The Digital Permitting Software Replacement (with an estimated total project cost of \$4.5 million [through FY 26], funded by the Permit Service Center Fund). The Department is partnering with IT, Finance, and other relevant departments to plan for its upgrade or replacement.

Planning is requesting funding for the following items in FY 23 and FY 24. If these items are approved for funding, they will create significant changes from prior year's budget:

- Objective Development Standards / ZORP Phase II Revisions (\$350,000, General Fund).
- Ashby & North Berkeley BART Stations Area Planning (\$300,000, General Fund).
- Affordable Housing & Other Value Capture Programs (Economic) Feasibility Analysis (\$150,000, General Fund).



- Transportation Impact Fee (\$100,000, General Fund).
- Equitable Community Engagement for Climate Action (\$20,000, General Fund).
- Racial Equity in Planning Services and Staffing (\$75,000, General Fund).
- CEQA Review for Rezoning Referrals (\$100,000, General Fund).

In addition to the above requests, there are several requests for funding on projects where other sources of partial funding has already been secured:

- **Land Use, Disaster Preparedness & Safety, and Environmental Justice Updates (\$300,000, General Fund).** The total budget for this project is estimated at \$600,000, with \$300,000 funded by the Permit Service Center/Community Planning Fee. The amount of necessary General Funds could be reduced if the City secures grant funds to support this work.
- **Municipal Building Energy Policy (\$30,000, General Fund).** The total budget for this project is \$50,000; of that, \$20,000 is funded by a grant from East Bay Energy Watch.
- **San Pablo Avenue Specific Plan (\$150,000, General Fund).** The total budget for this project is \$900,000; of that, \$750,000 is funded by a grant from the Metropolitan Transportation Commission/Association of Bay Area Governments (MTC/ABAG).

The Department proposes the following personnel changes in order to pursue Strategic Plan priority projects and maintain essential services. These positions are requesting partial General Fund allocations. Positions are proposed to be permanent, except where indicated otherwise.

- **Principal Planner, Projects (\$60,351, General Fund).** The total cost is with 25% General Fund (GF) and 75%, \$181,519, Permit Service Center (PSC) Fund). This position would supervise staff working on large development project applications, oversee historic preservation and design review, and serve as a resource and clearinghouse for CEQA documents for City-led projects.
- **Associate Planner, Long Range & Policy (\$138,633, General Fund).** The total cost is \$184,844, 75% GF and 25%, \$46,211, PSC Fund. This position would support the General Plan Update (including the Disaster Preparedness & Safety Element, Land Use Element, and Environmental Justice Element), the San Pablo Specific Plan, and other long-range planning projects.
- **Accounting Office Specialist (AOS) Supervisor (\$76,145 General Fund).** The total cost is \$152,290, 50% GF, and 50% PSC Fund. This position is necessary to plan and oversee the daily duties of the administrative support team in the Land Use Planning Division, which have increased over the past three years, including mandated and timely responses to public records act requests, CEQA filings and other official records, and overall support activities of the staff who support several commissions, issue permits, and other operations of the division.

- **Assistant Planner/GIS Specialist: Temporary, 2-year term (\$73,544 General Fund).** The total cost is \$147,088, 50% GF and 50% PSC Fund. This temporary, project-based position would establish a Geographic Information Systems (GIS) Analyst for the Department. There is a growing need to improve the coordination, communication, and integrity of data that is used by staff, clients, and other stakeholders. This position will support policy development, project application processing, customer services, and other critical functions of the Department.

The following positions are proposed to be funded solely by enterprise funds (i.e., PSC Fund, Rental Housing Safety Program Fund):

- **Associate Planner, Current Projects: Temporary, 3-year term.** This position would process permit applications for moderate and large development projects (which have increased in volume during the current budget cycle), and support the Landmarks Preservation Commission and the Design Review Committee.
- **Planning Technician, Temporary, 3-year term.** This position would provide support services including maintaining website content, data mapping and analysis, internal systems quality control, and software updates. At present this specific role is unfilled and is required to maintain the customer service and data management functions of the Land Use Planning division.
- **Community Services Specialist I.** This existing position in the Office of Energy and Sustainable Development is funded at 75% in the Department's baseline budget, and was temporarily increased to 100% by reallocating a portion of a vacant position. The Department proposes to make the increase to 100% time permanent, using Permit Service Center funds.
- Rental Housing Safety Program positions. **The Department proposes to add two Housing Inspector positions and an AOSII** to facilitate the expansion of the Rental Housing Safety Program per council referrals.

## POLICE

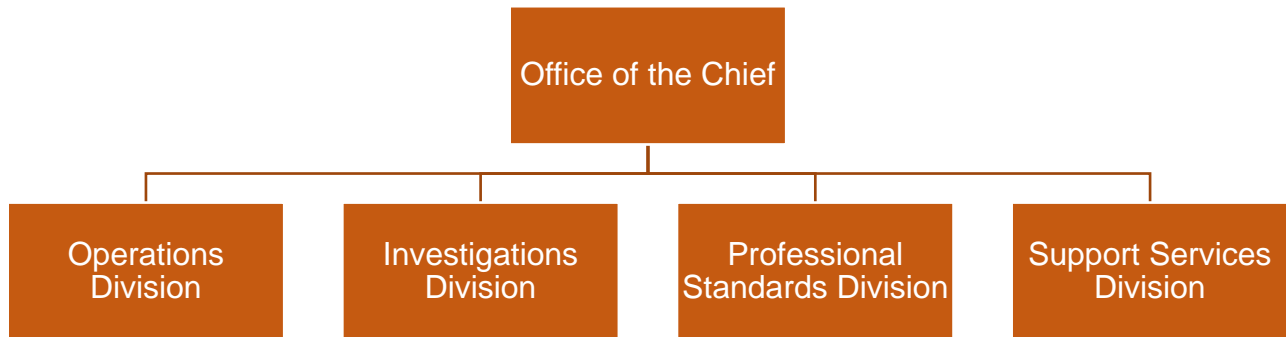
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### MISSION STATEMENT

Our mission is to safeguard our diverse community through proactive law enforcement and problem solving, treating all people with dignity and respect.

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### ORGANIZATIONAL CHART



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### POLICE DEPARTMENT OVERVIEW

The Police Department maintains law and order in the City, including laws of the United States, the state of California, and all City ordinances. There are limited exceptions when such enforcement is by law, ordinance, or the City Charter made the responsibility of another officer, department, or the responsibility of a state or federal agency. Additionally, the Police Department administers the City jail and the care, custody, and control of prisoners. The work of this department at times includes the performance of such other functions as may be assigned by the City Manager or prescribed by ordinance of the Council or by applicable state law.

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

- **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 department's mission by responding to calls for service, conducting initial criminal investigations, making arrests, issuing citations, and providing crime prevention services and proactive problem-solving efforts, all focused on safeguarding the community. The Operations

Division includes Patrol Teams, Bicycle Officers, Community Services Bureau (i.e., the Area Coordinators, Public Information Officer, Police Reserve Program, Special Events Coordinator, and Crisis Intervention Training Coordinator), the Special Response Team, and the Explosive Ordinance Disposal Team. Bicycle Officers supplement the beat officers in some of the city's most heavily populated areas, including downtown and south campus business districts, but also provide data-driven focused enforcement throughout the city.

- **Investigations Division:** The Investigations Division supports the Department's mission through the work of several Bureaus and Units. The Detective Bureau conducts follow-up investigations on felony crimes, 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 enforcement of traffic laws, 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 (PEO) 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 Department personnel with relevant data and analysis skills to inform enforcement and problem-solving efforts. The Crime Scene Unit is responsible for properly identifying, seizing, and documenting forensic crime scene evidence.
- **Professional Standards Division:** The Professional Standards Division supports the Department's mission through the administration of its hiring and training efforts, policy review and maintenance, and systems review, auditing, and project coordination. The Division includes the Personnel and Training Bureau, Policy Sergeant, and Audit Sergeant, as well as professional administrative staff. The Professional Standards Division, through Personnel and Training, facilitates and coordinates all training needs for sworn and non-sworn staff. This includes training that is mandated by law as well as training required for employee development.
- **Support Services Division:** The Support Services Division supports the Department's mission through a variety of essential operational and administrative activities. The Support Services Division comprises 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 Property and Evidence Unit, Public Safety Technology System Unit, Warrant Unit

and Court Liaison Officer. The Division provides fundamental structural support across all Department Divisions.

## POLICE DEPARTMENT FINANCIAL SUMMARY

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Adopted	Proposed	Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	63,465,165	71,461,933	71,508,798	69,511,973	76,814,793	78,401,763
Services and Materials	3,212,616	3,181,080	2,807,889	2,945,661	2,991,271	2,991,271
Capital Outlay	361,371	111,713	70,374	444,817	895,361	895,361
Internal Services	2,527,951	5,007,986	5,008,571	4,904,992	4,896,342	4,896,342
Indirect Cost						
Transfer						
	69,567,103	79,762,713	79,395,632	77,807,443	85,597,767	87,184,737
<b>By Division:</b>						
Office of the Police Chief	1,265,065	3,977,025	4,091,603	2,672,028	4,851,533	4,887,432
Professional Standards	4,207,385	4,242,994	3,533,953	3,566,942	3,937,958	4,001,502
Support Services	14,108,242	14,949,574	15,689,620	15,470,096	16,228,992	16,463,531
Police Operations	36,284,878	41,810,086	40,517,577	38,651,691	43,197,765	44,046,051
Police Investigations	13,701,533	14,783,035	15,562,879	17,446,686	17,381,519	17,786,221
	69,567,103	79,762,713	79,395,632	77,807,443	85,597,767	87,184,737
<b>By Fund:</b>						
General Fund	65,493,664	75,754,210	77,270,053	73,228,172	80,870,183	82,371,991
Asset Forfeiture	93,522	69,751	23,650	201,000	201,000	201,000
Federal Grants	138,758	170,214	148,504	182,000	192,710	192,710
State/County Grants	811,635	702,352	1,945,073	738,221	752,505	763,318
Parking Funds	3,029,523	3,066,185	-	3,458,050	3,581,369	3,655,717
Other Funds			8,352			
	69,567,103	79,762,713	79,395,632	77,807,443	85,597,767	87,184,737

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>Office of the Police Chief</b>						
Admin & Fiscal Services	688,543	3,104,765	3,265,141	1,811,562	3,698,841	3,713,353
Internal Affairs	576,523	872,260	826,462	860,466	1,152,692	1,174,079
Division Total	1,265,065	3,977,025	4,091,603	2,672,028	4,851,533	4,887,432
<b>Professional Standards</b>						
Policy And Audits	773,813	827,189	849,036	844,867	1,156,081	1,175,764
Personnel and Training	3,433,573	3,415,805	2,684,917	2,722,075	2,781,877	2,825,738
Division Total	4,207,385	4,242,994	3,533,953	3,566,942	3,937,958	4,001,502
<b>Support Services</b>						
Support Services Admin	5,720,776	5,830,279	6,224,829	5,875,783	6,210,864	6,237,783
Communications Center	5,799,782	6,132,583	6,426,964	6,243,982	6,532,460	6,671,553
Jail	2,587,684	2,986,712	3,037,828	3,350,331	3,485,668	3,554,194
Division Total	14,108,242	14,949,574	15,689,620	15,470,096	16,228,992	16,463,531
<b>Police Operations</b>						
Patrol	36,115,508	41,757,984	40,481,945	38,427,710	43,140,551	43,988,837
Community Services	169,370	52,102	35,633	223,981	57,214	57,214
Division Total	36,284,878	41,810,086	40,517,577	38,651,691	43,197,765	44,046,051
<b>Police Investigations</b>						
Detectives - SEU/CSU	7,432,272	8,776,998	9,481,558	10,019,960	9,416,937	9,654,118
Traffic And Parking	6,269,260	6,006,037	6,081,321	7,426,726	7,964,583	8,132,103
Division Total	13,701,533	14,783,035	15,562,879	17,446,686	17,381,519	17,786,221
<b>Department Total</b>	<b>69,567,103</b>	<b>79,762,713</b>	<b>79,395,632</b>	<b>77,807,443</b>	<b>85,597,767</b>	<b>87,184,737</b>

## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected, and prepared city	City Attorney, City Manager's Office, Information Technology, Fire	Community Safety During Demonstrations	Increase Police Department capacity, resources, tools and training, including training a bike-officer response unit, to effectively protect and facilitate free speech and maintain community safety when demonstrations and protests occur.	6/15-6/24	Continuing	Reflected in Reimagining Public Safety Proposals: (10) Police Officers, approximately \$2,900,000 (requesting funding)
Create a resilient, safe, connected, and prepared city	City Attorney, City Manager's Office, Information Technology	Comprehensive Police Department Policy Review	Fully implement and update Police Department policies to Lexipol format, ensuring full compliance with current law, case law, and incorporate best practices.	1/16-6/24	Continuing	Staff time
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,	7/19-6/24	Continuing	\$50,000 (requesting funding)



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			fitness, and nutrition resources.			
Attract and retain a talented and diverse City government workforce	City Manager, Human Resources	Retaining and Recruiting Personnel	In order to continue to provide excellent service to the community, this project employs a focus on maintaining a relationship with a recruiting firm and partnering with Human Resources to expedite processing, to achieve a "break even" status vis-a-vis attrition.	7/19-6/24	Continuing	Varies based on the quantity and classifications needed
Champion and demonstrate social and racial equity	City Manager	Officer Development Training Programs	Ongoing update and new trainings to be developed /completed in the areas of Fair and Impartial Policing, Procedural Justice, Implicit Bias, and Hate Crimes.	7/21-6/24	Continuing	\$100,000 (requesting funding)
Create a resilient, safe,	Fire Department, Public Works	Portable Radio Replacement	Current portable radios are no longer supported by	7/21-6/24	Continuing	\$487,504 <sup>25</sup> (funded)

<sup>25</sup> The cost each year is approximately \$487,504 over a seven-year lease.

<b>Goal</b>	<b>Supporting Departments</b>	<b>Title</b>	<b>Description</b>	<b>Planned Start/End</b>	<b>New or Continuing?</b>	<b>Estimated Budget</b>
connected, and prepared city			manufacturer, and do not have the current mandated encryption levels. The entire fleet of portables will need to be replaced.			

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Police Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Safer streets through reduction in deaths and accidents relating to vehicles/bicycles	<ul style="list-style-type: none"> <li>Number of deaths relating to vehicles/bicycles</li> <li>Number of accidents relating to vehicles/bicycles</li> </ul>	↓	<ul style="list-style-type: none"> <li>8 deaths (8 vehicle, 0 bicycle)</li> <li>722 accidents (625 vehicle, 97 bicycle)</li> </ul>	●
Demographics reflective of the overall community	Department demographic information compared to community information	Parity	The department is within 10% of parity for race, but not for gender: <ul style="list-style-type: none"> <li>84.0% male, 16.0% female</li> <li>14.1% Black, 10.7% Hispanic, 60.4% White</li> </ul>	●
Incidents of use of force	Number of uses of force; in comparison to calls for service, and, in comparison to arrests	↓	The reporting standard for Use of Force has substantively changed. Data for both the old and new standard is available in the Performance Measures appendix to this document, under the Equity goal.	
External personnel complaints	Number of external personnel complaints made against the Department, compared to number of Calls for Service	↓	<ul style="list-style-type: none"> <li>23 complaints; 60,393 calls for service</li> </ul>	●
Commendations	Number of commendations the Department receives	↑	<ul style="list-style-type: none"> <li>137 commendations</li> </ul>	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

The Police Department's challenges include:

- **Staffing and Recruitment:** Staffing and recruitment continues to be a challenge. There is a tight labor market for police recruits. Additionally, the City of Berkeley has high eligibility requirements and both the background process and academy training take considerable time. The length of time from recruitment to someone working as a solo officer can translate to vacancies remaining open for over six months. Finding and hiring suitable qualified candidates in the highly competitive hiring atmosphere has presented a challenge for the Department.
- **Officer Development Training Programs:** The nature of policing is rapidly transforming. To ensure Berkeley stays in step with the community, the Department must continue to analyze data to understand the nature and extent of disparities, in order to ensure existing training is adequate and develop or complete new trainings in the areas of Fair and Impartial Policing, Procedural Justice, Implicit Bias, and Hate Crimes. Finding or developing expanded training can create a challenge, as does having limited staff to backfill absences so that officers can attend trainings. This important work requires \$100,000 in funding to support the training costs for both course instruction and staff attendance.
- **Portable Radio Replacement:** The Department's new portable radios require setting up the new system and installing the hardware in each vehicle, handhelds, dispatch consoles, and the network for implementing over-the-air upgrades.

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## ACCOMPLISHMENTS

Highlights of recent Police Department accomplishments include:

- **Transparency Hub:** In May 2022, the Department will launch a new Transparency Hub, created to share information with the Berkeley community. Over the past several years the Department has placed an increased emphasis on expanding its data and analysis capacity, recognizing that data transparency is a foundational piece to a police department's trust and legitimacy. The Department's newly formed Data and Policy Analysis Team worked to create this Transparency Hub, with the goal of building/increasing community engagement, trust, and legitimacy. In its current design, the Transparency Hub will include data on Calls for Service, Use of Force, as well as the information collected as part of the California Racial and Identity Profiling Act (RIPA). Listening and collaborating with community partners, the Department will continue to expand this hub.
- **Inaugural Reporting – Police Equipment and Community Safety Ordinance:** The Department will bring this item to Council in May 2022 pursuant to City

Ordinance 2.100 and AB 481. The first year of reporting includes Impact Statements and Use Policies for all specified equipment. Also, in the first year and annually thereafter, the Department will produce an Annual Use Report. Any acquisitions of new specified equipment would proceed through requirements of ordinance and state law. These materials are posted on the Departmental website.

- **Efforts towards Council Referral on improving hate crimes reporting and response:** The Department prioritized work towards this Council referral, launching a public information campaign, working to conduct proactive outreach with community groups, the Police Accountability Board, Berkeley Unified School District and other City partners focused on this work, and improving communication and reporting through the Chain of Command related to hate crimes and incidents. The Department will continue to work on the other tasks related to this referral and are committed to supporting victims of these senseless acts.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Department's FY 23 baseline budget includes funding for 30 positions that were deferred in FY 22 and other operational costs, including a radio lease of approximately \$488,000 annually.

## OFFICE OF THE DIRECTOR OF POLICE ACCOUNTABILITY

### MISSION STATEMENT

To promote public trust through independent, objective civilian oversight of the Police Department by conducting prompt, fair, and impartial investigation of complaints against sworn employees of the Police Department, and by assisting the Police Accountability Board in its role to advise the public, City Council, and City Manager on policies and procedures of the Police Department with community participation.

### ORGANIZATIONAL CHART



### OFFICE OF THE DIRECTOR OF POLICE ACCOUNTABILITY OVERVIEW

The Office of the Director of Police Accountability (ODPA) accepts complaints of alleged misconduct by Berkeley police officers and helps members of the public understand the steps in the complaint process. ODPA conducts investigations and makes recommended investigative findings and disciplinary recommendations to the Police Accountability Board. The Board may hold a hearing at which the complainant and subject officer testify, before sending its findings and recommendations to the Chief of Police. Complainants may opt for mediation as an alternative to an investigation. Members of the public who file a complaint with the Police Department’s Internal Affairs Bureau (IAB) only, and receive a disposition letter following IAB’s investigation without

any sustained findings, may appeal the decision to the Director of Police Accountability. The Director may then initiate a review of IAB's record.

This Department also supports the policy work of the Police Accountability Board, whose members are appointed by the Mayor and Council and serve as the voice of the community in police-related matters. Policy reviews may be mandated by statute; self-initiated; or requested by the City Council, a member of the public, the Police Department, or ODPa staff. Review of the Police Department's policies, practices, and procedures ensures that they are up-to-date, incorporate best practices, and reflect the values of the community.

The Director of Police Accountability serves as the Board's secretary, preparing and publishing meeting agendas, packets, and minutes for the full Board and for policy subcommittees, so the public is aware of the Board's deliberations and decisions.

OFFICE OF THE DIRECTOR OF POLICE ACCOUNTABILITY  
FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	569,889	589,642	587,481	910,496	940,985	958,675
Services and Materials	25,830	22,468	15,973	124,016	135,136	126,136
Capital Outlay						
Internal Services	145,483	163,592	138,245	79,723	90,015	90,015
Indirect Cost Transfer						
	741,202	775,701	741,700	1,114,235	1,166,136	1,174,826
<b>By Fund:</b>						
General Fund	741,202	775,701	741,700	1,114,235	1,166,136	1,174,826
	741,202	775,701	741,700	1,114,235	1,166,136	1,174,826



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## CHALLENGES

The Office of the Director of Police Accountability's challenges include:

- **Staffing.** The Office was insufficiently staffed during its first year of operations, as it established a new department and supported the work of a new legislative body, the Police Accountability Board. Former Police Review Commission (PRC) staff became interim ODPa staff, and the former PRC Officer was appointed the Interim Director of Police Accountability, an added position. The PRC Officer position remained vacant, ideally to be redefined and filled by the permanent Director. Additionally, the long-time investigator retired, and a temporary investigator is in place.

Based on observed needs this year, the department plans to reallocate the vacant PRC Officer position to an Associate Management Analyst position. A second Investigator position is being proposed, and a second Associate Management Analyst position, to focus on data analysis, is also proposed.

- **Board responsibilities.** The Board was required to receive 40 hours of training on such topics as constitutional rights and liberties and Police Department operations, and policies, within 6 months of appointment. This was difficult to achieve by the end of 2021, due to other demands on the Board's time, which included hearings on complaint investigations and policy work stemming from Council referrals, ordinance mandates, and public request.
- **Interpreting Charter mandates.** Two significant parts of the Charter amendment have taken time and much reliance on the City Attorney's Office to interpret. One concerns the process for presenting findings and recommendations to the Board after staff's investigation is completed. A second new territory being explored is the ODPa and Board's access to Police Department records, necessitating new parameters and procedures for releasing records.
- **Board relationship with police association.** Successful civilian oversight of law enforcement is dependent upon the good faith collaboration of all stakeholders, and on the perceived legitimacy of stakeholders by others. More work is necessary to develop the needed trust between the parties for fruitful collaboration to occur.
- **Permanent regulations to be adopted.** The Board may approve permanent regulations for handling complaints against police officers this fiscal year, but some provisions will likely be subject to meet-and-confer with the police union. The regulations must then be approved by the City Council.

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## ACCOMPLISHMENTS

Highlights of recent Office of the Director of Police Accountability accomplishments include:

- The Office of the Director of Police Accountability began operating, with Police Review Commission staff winding down the work of the PRC and transitioning to ODPa staff.
- The Police Accountability Board began meeting, electing a chair and vice-chair, setting a meeting schedule, adopting standing rules, and establishing subcommittees.
- Training of Board members as required by the Charter began.
- Interim regulations for handling complaints were developed by the Director and the Board, and approved by the City Council. The Board also adopted Standing Rules for its internal procedures, which the City Council ratified.
- The ODPa began accepting and investigating complaints against sworn officers, and presenting findings and recommendations to the Board; the Board began its considerations of those findings and recommendations, holding hearings when warranted, all according to the new procedures established by the Charter. The Director worked closely with the Police Department to establish the new procedures, which require more coordination than under the former PRC process.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

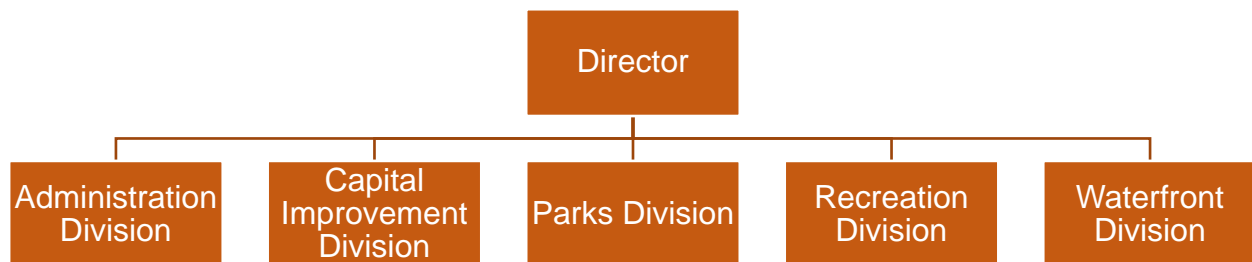
- Increasing the FY 23 & 24 budget for the Office of the Director of Police Accountability two additional full-time employees -- one investigator and one analyst -- for a total of six personnel. New personnel will require one-time allocations for furniture and equipment, and ongoing costs for office space.
- \$50,000 in the professional services – miscellaneous category, for consultant fees (which may include legal consultants) to augment the staff and the Board's policy work.
- \$50,000 for a consultant to lead the Board and Director in a strategic planning process for FY 23.
- \$25,000 for a consultant to conduct a performance evaluation of the Director in FY 24.
- These additions increase the FY 23 baseline budget by \$520,538, or 47% over the FY 22 Adopted Budget of \$1.14M.

## PARKS, RECREATION AND WATERFRONT

### MISSION STATEMENT

The Parks, Recreation and 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.

### ORGANIZATIONAL CHART



### PARKS, RECREATION AND WATERFRONT 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 Berkeley's parks, recreation, and waterfront facilities and infrastructure.

PRW is organized into five division 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 and 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, 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 accounting; and grant and lease administration.

## PARKS, RECREATION AND WATERFRONT FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	17,552,213	18,266,183	19,085,403	20,752,962	23,764,978	24,208,341
Services and Materials	10,542,222	14,383,661	11,868,375	7,110,548	10,043,616	11,025,866
Capital Outlay	2,124,215	8,573,178	27,400,591	22,354,125	13,610,713	13,411,222
Internal Services	951,502	1,993,987	2,065,851	2,343,952	2,343,952	2,343,952
Indirect Cost	425,826	376,437	374,831	417,969	465,353	443,489
Transfer						
	31,595,977	43,593,445	60,795,051	52,979,556	50,228,611	51,432,870
<b>By Division:</b>						
PRW - Director	1,626,717	2,663,911	2,925,368	3,777,692	4,244,959	4,318,278
PRW - Parks	10,232,973	11,908,352	11,386,587	12,507,027	12,722,701	13,001,264
PRW - Recreation	9,466,126	13,100,381	25,077,435	20,924,724	11,150,535	11,464,328
PRW - Waterfront	4,983,012	4,901,883	4,442,217	4,942,775	5,982,637	5,823,733
PRW - Capital Improvement	5,287,149	11,018,917	16,963,444	10,827,338	16,127,779	16,825,267
	31,595,977	43,593,444	60,795,051	52,979,556	50,228,611	51,432,870
<b>By Fund:</b>						
General Fund	5,943,167	6,987,179	7,304,226	7,675,564	9,061,484	9,290,044
Capital Improvement Fund	658,357	1,008,884	1,463,965	550,000	550,000	550,000
Federal Grants	40,363	33,274	34,826	101,900	68,451	69,820
State/County Grants	25,000	156,943	230,578	-	-	-
Playground Camp Fund	3,399,462	7,225,246	19,137,450	13,850,034	3,596,951	3,669,222
Other	340,748	851,956	550,350	396,851	2,007,512	4,095,106
Parks Tax	12,397,889	14,632,368	16,539,555	14,302,226	15,861,978	16,223,340
Measure WW Park					-	-
Bond Grant	550,464	927,398	551,598			
Measure T1- Infrastructure & Facilities		5,331,241	8,900,249	8,776,816	10,822,044	9,399,268
Zero Waste	170,134	163,148	186,628	186,276	194,999	197,472
Marina	6,154,796	6,275,809	5,895,626	7,139,889	8,065,191	7,938,598
	31,595,977	43,593,445	60,795,051	52,979,556	50,228,611	51,432,870

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
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**DIVISION/ACTIVITY SUMMARY****PRW - Director**

Office of the PRW Director - Admin			2,925,368	3,777,692	4,244,959	4,318,278
Division Total	1,626,717	2,663,911	2,925,368	3,777,692	4,244,959	4,318,278

**PRW - Parks**

Parks - Admin	357,016	526,788	519627.81	392,905	502,057	515,175
Parks - Forestry Services	2,516,651	2,917,235	2624523.89	4,239,545	3,114,945	3,192,831
Parks- Landscaping Services	5,784,979	6,361,552	6434899.55	6,105,947	7,198,142	7,335,126
Parks - Building Maintenance	1,574,328	2,102,777	1807535.82	1,768,630	1,907,557	1,958,132
Division Total	10,232,973	11,908,352	11,386,587	12,507,027	12,722,701	13,001,264

**PRW - Recreation**

Rec - Admin	1,663,428	1,873,067	2,011,519	2,272,781	2,440,470	2,516,217
Rec- Special Fee Class	434,596	324,064	301,824	446,144	585,681	602,196
Rec- Live Oak Center	379,205	273,580	261,411	433,051	350,196	364,540
Rec- Francis Albrier	788,102	693,882	664,541	828,053	987,707	1,012,146
Rec- King Swim Center	500,266	401,505	344,928	508,509	477,613	500,713
Rec- W. Campus Swim Ctr	176,266	300,710	380,653	192,339	515,629	523,176
Rec - Willard HUB	180,832	174,175	244,688	167,199	106,162	108,378
Rec - Citywide Athletics	636,705	701,326	889,723	963,845	853,974	863,033
Rec - Theraputic Rec	172,693	42,135	29,865	67,128	198,888	209,841
Rec - James Kenney Ctr	272,571	388,009	375,514	444,104	439,643	468,688
Rec - MLK Community Ctr	799,917	669,746	485,085	913,049	819,365	851,177
Rec - Cazadero Camp	30,546	46,747	153,444	259,369	61,405	63,550
Rec - Echo Lake Camp	844,104	783,256	421,263	656,042	818,164	838,260
Rec - Tuolumne Camp	2,314,964	6,182,865	18,436,073	12,447,562	2,084,917	2,121,437
Rec - Day Camp	271,931	245,296	76,902	325,549	410,723	420,976
Waterfront - Recreation		17				
Division Total	9,466,126	13,100,381	25,077,435	20,924,724	11,150,536	11,464,328

		<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2023 Proposed</b>
<b>PRW - Waterfront</b>						
Waterfront - Admin	741,625	862,387	700786.32	852,425	949,662	843,235
Waterfront - Bldg Maint	788,873	659,021	692329.75	899,004	921,799	931,868
Waterfront - Operations	2,252,311	2,234,942	2138342.91	2,138,003	2,706,521	2,652,266
Waterfront - Recreation	404,151	315,727	45519.25	152,373	465,587	463,673
Waterfront - Landscaping Svcs	796,052	829,805	865238.62	900,970	939,069	932,691
Division Total	4,983,012	4,901,883	4,442,217	4,942,775	5,982,637	5,823,733
<b>PRW - Capital Improvement</b>						
	5,287,149	11,018,917	16,963,444	10,827,338	16,127,779	16,825,267
<b>Department Total</b>	<b>31,595,977</b>	<b>43,593,444</b>	<b>60,795,051</b>	<b>52,979,556</b>	<b>50,228,612</b>	<b>51,432,870</b>

## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Develop Online payment for Waterfront Marina Slipholders (Payment System – Waterfront)	Build capacity for boaters to pay online rather than via phone, mail or autopay.	7/21-6/23	Continuing	Staff time/to be determined
Provide an efficient and financially-healthy City government	City Attorney	199 Seafront Lease Completion	Finalize new lease for 199 Seawall at the Berkeley Marina.	7/21-7/23	Continuing	\$700,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Grove Park Construction: Renovation of 2-5 and 5-12 Play Areas (Grove Park Field Renovation)	Measure T1 project to renovate two play areas at Grove Park (Renovation of existing ballfield backstop, dugout, lights, and irrigation – Construction).	7/21-7/23	Continuing	\$700,000 (funded, Measure T1)



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		John Hinkel Park Planning: Hut Conceptual Plan Development	Parks Tax-funded project to do planning and design for Scout Hut at John Hinkel Park.	7/21-6/23	Continuing	\$150,000 (funded, Parks Tax)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		MLK Junior Youth Services Center Planning: Facility Conceptual Plan Development	Measure T1-funded project to seismically retrofit and renovate the MLK YAP community center.	7/21-4/23	Continuing	\$7,000,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Ohlone Park Planning and Design: Lighting Improvements	Measure T1-funded to improve park lighting.	7/21-6/24	Continuing	\$700,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Ohlone Park Planning and Design: New Restroom	Measure T1-funded project to build a new public restroom at Ohlone Park.	7/21-6/23	Continuing	\$500,000 (funded, Measure T1)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Tom Bates Fields Design: Restroom and Community Space	Measure T1-funded project to build a new restroom and community space at the Tom Bates Sports Complex.	7/21-4/23	Continuing	\$2,900,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Waterfront Construction: O and K dock Electrical	Project funded by the Marina Fund and General Fund to replace the electrical infrastructure at O&K docks at the Berkeley Marina.	7/21-10/22	Continuing	\$1,200,000 (funded, \$550,000 General Fund, \$650,000 Marina Fund)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Waterfront Construction: Piling Replacement	Measure T1-funded project to replace failed or deteriorated pilings at the Berkeley Marina.	7/21-6/23	Continuing	\$1,200,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Waterfront Design: D and E Dock Replacement	California State Parks Division of Boating and Waterways (DBW) Loan and Measure T1-funded project to replace D&E docks at the Berkeley Marina.	7/21-3/23	Continuing	\$6,000,000 (funded, \$5,500,000 DBW loan, \$500,000 Measure T1)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Willard Park Design: New Center and Restroom	Measure T1-funded project to replace Willard Park clubhouse and restroom.	7/21-3/23	Continuing	\$7,000,000 (funded, Measure T1)
Champion and demonstrate social and racial equity		Diversity, Equity and Inclusion Departmental Changes	Implementing 15 initiatives across 4 divisions to improve diversity, equity and inclusion in our programs, services, projects, and staffing. One initiative involves increasing the number of families that can access scholarships for camps and recreation programs. Another focuses on increasing the tree canopy in South and West Berkeley.	7/22-12/22	New	\$75,000 (requesting funding; most initiatives funded by grants and reallocation of baseline)
Provide an efficient and financially-healthy City government	City Attorney	Waterside Workshops Lease	Establishing a new lease for park buildings at Aquatic Park for local, nonprofit Waterside Workshops.	7/22-10/22	New	Staff time
Provide an efficient and	City Attorney	YMTC Lease	Establishing a new lease for park buildings	7/22-12/22	New	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
financially-healthy City government			at Aquatic Park for local nonprofit Youth Music Theater Company (YMTC).			
Provide an efficient and financially-healthy City government	City Attorney	Bay Area Hispano Institute for Advancement (BAHIA) Lease	Establishing a new lease for park building at James Kenney for local nonprofit BAHIA.	7/22-4/23	New	\$40,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		James Kenney Skate Spot Conceptual Design	Design of small skate park adjacent to basketball courts at James Kenney.	7/22-4/23	New	\$40,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Glendale LaLoma 2-5 and 5-12 Play Structures Conceptual Design	Conceptual design for replacement of existing play structures, including public process.	7/22-8/23	New	\$150,000 (funded)
Provide state-of-the-art, well-maintained infrastructure,		Cedar Rose 2-5 and 5-12 Play Structures Conceptual Design	Conceptual design for replacement of existing play structures, including public process.	7/22-9/22	New	\$150,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities						
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Waterfront Main Harbor Dredging: Permitting	Bathometric survey and permitting: BCDC, Army Corps of Engineers and all related permits.	7/22-9/22	New	\$300,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		African American Holistic Resource Center Conceptual Design	Measure T1-funded project to complete a public process, initial studies and cost estimate.	7/22-3/23	New	\$350,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Aquatic Park Bolivar Improvements (600 Addison) Design Development	Bolivar from Addison to Dreamland street, bike and pedestrian path, landscape.	7/22-3/23	New	Developer funded community benefit agreement
Provide state-of-the-art, well-maintained infrastructure,		Aquatic Park Tide Tube Cleanout Phase 1B (Soil Removal) Construction	Measure T1-funded project to remove dredged soil related to tide tube cleanout (Phase 1A).	7/22-8/22	New	\$500,000 (funded, Measure T1)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities						
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Aquatic Park Boaters and Rowers Access Parking and ADA Construction	Southern Aquatic Park lagoon boat access improvements and ADA parking.	7/22-10/22	New	\$400,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities		Civic Center Upper Plaza/Turtle Garden Design Development	Measure T1- and grant-funded project to replace existing fountain with native pollinator garden.	7/22-10/22	New	\$175,000 (funded, Measure T1)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney	Santa Fe Right of Way (SFROW) Conversion to Park Conceptual Design	Grant-funded project to convert 4 undeveloped blocks of SFROW to park land.	7/22-3/23	New	\$500,000 (funded)

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Parks, Recreation and Waterfront Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Number of community contacts	<ul style="list-style-type: none"> <li>Number of community communications, including brochures, press releases and flyers</li> </ul>	↑	<ul style="list-style-type: none"> <li>54 communications</li> </ul>	●
	<ul style="list-style-type: none"> <li>Number of, and time spent at, community meetings/pop-ups</li> </ul>		<ul style="list-style-type: none"> <li>35 community meetings/pop-ups, 95 hours</li> </ul>	●
	<ul style="list-style-type: none"> <li>Number of, and time spent at, Commission and Sub-Committee meetings</li> </ul>		<ul style="list-style-type: none"> <li>32 Commission and Sub-Committee meetings, 75 hours</li> </ul>	●
Tonnage of fire debris removed	Amount of fire fuel debris tonnage removed from the hills	↑	<ul style="list-style-type: none"> <li>327 tons</li> </ul>	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

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## CHALLENGES

PRW's current challenges include:

- **Marina Fund:** PRW's challenge will continue to be to improve infrastructure and improve safety and security so that existing revenue sources are stabilized, and so that PRW has the potential to grow new revenue sources. These are central to positioning the Berkeley Marina to compete against neighboring marinas to attract and retain boaters, to attract tenants and their investments, and to attract new special events that are able to pay Waterfront fees. While the planned \$1.15 million in American Rescue Plan Act (ARPA) funds will keep the Marina Fund solvent through FY 23, fund reserves will be exhausted in FY 24. An estimated \$1.36 million in new funding or cost shifts will be required to continue to operate the Waterfront through the next budget cycle.
- **Unfunded Waterfront infrastructure:** Much of the existing Marina infrastructure – docks, pilings, buildings, and parking lots – was originally constructed in the 1960s and 1970s. The majority of Waterfront infrastructure has reached the end of its useful life. The immediate unfunded need is estimated to exceed \$130 million, (see table below).

Needed Improvements	Cost Estimate
Waterfront Pier and Docks	\$90,650,000
Waterfront Pathways, Shoreline and Buildings	\$27,385,000
Waterfront Parking Lots	\$10,102,000
Waterfront Streets	\$2,750,000
<b>Total</b>	<b>\$130,867,000</b>

For many years, capital projects and large maintenance projects were only completed if absolutely necessary or if they were funded by grants. Since the inception of the Marina Fund, funds have not been set aside on an annual basis in a dedicated account for capital projects. Staff estimate that the needed capital set aside should have been between \$1.5M million/year and \$2.5 million/year. The previous annual allocations for capital (\$150,000 to \$250,000) have primarily been used for minor maintenance and have just scratched the surface of what is needed. Despite these fiscal restraints staff have been able to secure funding and complete the following projects during the last 20 years, relying largely on grants and external funding.



- **Camps Fund:** The challenge going forward will be to operate Berkeley Tuolumne Camp (BTC) successfully, to narrow the current \$260,000/year structural deficit. Success will mean attracting the community to Camp, at levels similar to those pre-fire, while continuing to improve our existing Camp programs. Occupancy levels pre-fire at Camp were greater than 90%. However, after a gap of 9 years during which families had to find alternatives to BTC, a physically changed environment at camp with reduction in tree canopy, and the reality of a new generation of families needing to be introduced to camp, the likelihood that BTC will be immediately successful is limited. It may take several years to re-establish a camper community. In the meantime, there will be pressure for the other Camp programs like Echo Lake and Berkeley Day Camp to continue to perform to not lose any ground. The Department will need to closely monitor performance in each program and of the Camps Fund more broadly to ensure that the Fund remains stable until BTC can be fully re-established.

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## ACCOMPLISHMENTS

Highlights of recent PRW accomplishments include:

- **Completed Capital Projects:** PRW has completed 58 projects since 2016, including 14 in 2021, and has 40 funded projects in design, planning, or construction.

Highlights include:

- **Rebuilding Berkeley Tuolumne Camp:** In August, 2013, the California Rim Fire destroyed Berkeley Tuolumne Camp, which pre-fire included 115 structures, an amphitheater, a nature center, recreation hall and dining hall, and its own water intake, water treatment, and wastewater disposal system. After the fire, only 17 structures remained: a single restroom and 16 family tent cabins. The \$54 million rebuild of Camp, funded more than 95% by insurance, Federal Emergency Management Agency (FEMA) and donations, has included construction of:
  - 62 new tent cabins;
  - 20 staff housing cabins;
  - 4 restroom/laundry buildings;
  - Water intake, pumping, treatment, storage and distribution;
  - Wastewater intake, pumping, treatment and disposal;
  - Dining Hall, including commercial kitchen;
  - Recreation Hall and Maintenance Shop;
  - Pedestrian bridges and accessible pathways; and
  - Numerous recreational and operations facilities, including Nature Center, first aide, sauna, amphitheater, sports court, registration office and store, and seasonal weirs.

- **Marina Streets:** The Marina Streets project is an \$8 million project to reconstruct the infamously bumpy University Ave west of I-80, to create a new gateway to the City's waterfront. The reconstruction included shifting University Avenue lanes to the north, off of the old Berkeley Pier crossbeams that led to uneven pavement settling. The project also includes the creation of a new roundabout at Marina Boulevard and University Avenue, resurfacing of Marina Boulevard, and reconstruction of Spinnaker Way along Cesar Chavez Park. The project was funded by Measure T1 (\$4.2million), a one-time capital contribution from the Doubletree Hotel (\$3 million), and Public Works streets funding (\$1 million).
- **King School Park 2-5 and 5-12 Play Structure:** Unforeseen, a giant eucalyptus tree toppled during the night of February 26, 2019, crushing and destroying the King School playground designed for 2-5 year-olds, known as King School Park Totlot. Following several years of insurance negotiations, coordination with the School District, and design and construction, the new playground is complete. The park improvements include a new 2-5 tot lot, picnic area, and popular new 5-12 DNA play structure element. The park re-opened to the public in the summer of 2021.
- **Pier-Ferry Feasibility Study:** In December 2021, the City completed the conceptual planning process and identified a preferred concept for a potential dual-use recreational pier and Water Emergency Transportation Authority (WETA) ferry terminal at the Berkeley Pier. This process started in 2018, and included a large-scale ferry feasibility study, as well as a year-long public process with multiple focus groups, 3 large community workshops, and 2 Council work sessions. Next steps will be to work with WETA to identify funding sources and to initiate design development and permitting.
- **Set up operations of Berkeley Tuolumne Camp:** To prepare the Camp for re-opening for the first time in 9 years, PRW has worked on multiple fronts to: recruit, hire, and train a new camp manager and new camp staff; furnish all camp supplies from cots to dining tables to utensils; learn, test, use, and train staff on the 89 different systems including water and wastewater systems needed to operate camp; establish fees that cover the costs to operate camp; reduce barriers to participation by expanding scholarships and subsidized programs; develop new programs; and market and outreach, with a focus on attracting a new, more diverse generation of families and making camp more inclusive.
- **Tree Planting in South and West Berkeley:** Parks staff launched Trees Make Life Better, a tree planting campaign to increase the tree canopy in south and west Berkeley. With the help of two grants totaling \$1.25 million, Urban Greening, received in 2020 and Environmental Enhancement and Mitigation Program (EEMP), received in 2022, the Trees Make Life Better program will attempt to plant 1,800

street and park trees in northwest and southwest Berkeley. This program includes purchase of trees, associated supplies, and concrete cutting and watering if needed.

- **Expanded Access and Reduced Barriers to Scholarships:** On January 18, 2022, Council approved changes to PRW scholarship policies to significantly increase access to scholarships for Recreation programs, camps, and events. The changes expand eligibility for 100% scholarships from “extremely low income” to “very low income” US Department of Housing and Urban Development (HUD) levels for Berkeley residents, and similarly increasing the threshold for 50% scholarships. Additionally, City and school district staff collaborated to align scholarship programs, so that going forward, Berkeley families who are qualified for BEARS, the school district’s subsidized after-school program, will automatically qualify for City scholarships.
- **Transition back to pre-COVID program offerings:** For the first time in two years, Recreation programming will return to pre-COVID levels in the spring of 2022, including a full slate of summer camps (resident and day camps), tot and 0-5 programs, aquatic programs, drop-in programs (basketball, volleyball, weight room, badminton), and community center and pool rentals. Additionally, the Parks and Recreation Divisions will offer 36 special events between March and August of 2022.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR’S BUDGET

The FY 23 proposed budget is \$50.3 million and reflects an overall decrease of \$2.8 million over the FY 22 Adopted Budget. The personnel budget increases by \$3.0 million, or 14.5%, over the FY 22 Adopted personnel budget. This is primarily due to an increase in salaries and benefit costs. The General Fund baseline budget increases by approximately \$98,000 to cover rising costs for utilities, janitorial supplies, pool chemicals and other operational necessities. The budget also includes \$450,000 for fire fuel mitigation for hazardous vegetation and tree removal.

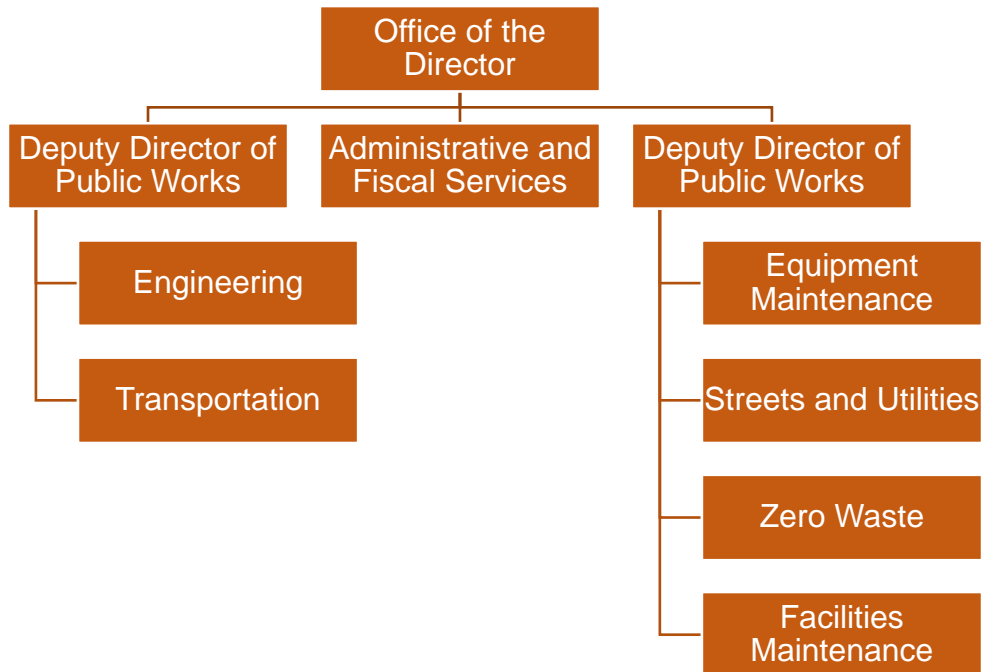
PRW is requesting \$4.4 million from the General Fund for Waterfront capital projects and CIP staffing; minor maintenance needs at pools, camps, parks and the Waterfront; camp scholarships and diversity, equity and inclusion programs.

## PUBLIC WORKS

### MISSION STATEMENT

The Public Works Department is committed to providing quality services to the Berkeley community with pride, courtesy, and excellence.

### ORGANIZATIONAL CHART



### PUBLIC WORKS 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, and training and development. Public Works has two Deputy Directors to assist the Director in these efforts. Duties and areas of responsibility are divided into two separate areas: Deputy Director of Operations and Deputy Director of Engineering & Transportation.
- Administrative and Fiscal Services Division:** The Administrative and 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 and accounting services for approximately 328 full time staff.

- **Engineering Division:** The Engineering Division comprises 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 100 and 50+ fleet of vehicles, and funds another 27.74 FTEs throughout other City departments. The ZWD provides the weekly curbside collection service of refuse and compost for over 23,000 single family and multi-family (up to five units) residential customers and up to seven-day per week curbside collection service of refuse, dual-stream recyclables (fiber and containers collected separately) and compost for over 5,000 multi-family (more than six units) and commercial customers. ZWD also manages third party vendor provided contracts for:
  - Various Services: landfill disposal services; food/green material offsite hauling and composting; and offsite hauling and recycling of construction and demolition, metal, tires, cylinders, and appliances.
  - Recycling Collection: third-party non-profit organizations for: the collection of residential dual-stream recyclables (8,400 tons per year).
  - Recycling Processing: operates Berkeley Recycling for the sorting, processing, and marketing of residential, multi-family, and commercial recyclables (16,000 tons per year and a Recycling Buyback and Drop Off program; and salvaging 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 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 curbs, sidewalks and pathways, 214 miles of streets, 400 miles of sanitary sewers, and 78 miles of storm water piping, including approximately 5,800 storm structures 30 green infrastructure installations. 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 metered spaces.
- **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 730 fleet vehicles, heavy duty trucks and large equipment, including public safety, fire, and alternative fuel vehicles and equipment.

## PUBLIC WORKS FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	45,837,444	48,014,066	47,899,824	54,750,159	59,072,739	59,697,245
Services and Materials	34,552,236	35,313,048	30,900,914	36,582,860	43,502,204	41,480,315
Capital Outlay	18,630,681	40,917,768	31,668,015	39,499,469	71,604,884	61,051,864
Internal Services	9,825,958	12,494,464	12,282,094	13,379,529	14,159,811	13,517,827
Indirect Cost	3,091,188	3,282,509	3,156,576	3,226,639	4,363,707	4,434,240
Transfer						
	111,937,507	140,021,855	125,907,423	147,438,656	192,703,345	180,181,492
<b>By Division:</b>						
PW - Office of the PW Director			6,467,050	8,036,585	8,664,442	8,748,951
PW - Transportation	20,534,230	19,460,565	15,034,042	14,157,293	35,021,305	22,072,684
PW- General Engineering	19,792,069	43,620,242	31,272,980	42,193,671	59,136,333	59,190,268
PW - Facilities Management	8,365,576	9,317,072	8,395,914	13,543,181	13,761,455	13,936,641
PW - Streets and Sanitation	12,309,135	13,313,631	13,093,294	15,582,230	17,288,835	17,243,617
PW - Equipment Maintenance	8,120,656	10,323,144	13,555,710	13,844,182	14,391,148	14,104,216
PW- Zero Waste	38,671,979	37,204,132	38,088,434	40,081,514	44,439,828	44,885,117
	111,937,507	140,021,854	125,907,423	147,438,656	192,703,345	180,181,492
<b>By Fund:</b>						
General Fund	4,691,231	4,729,001	5,499,277	4,742,625	5,993,903	5,886,935
Capital Improvement Fund	3,045,311	7,662,086	5,055,843	6,689,147	9,405,071	8,529,258
Federal Grants	431,512	2,693,406	793,300	125,000	1,757,529	752,827
State/County Grants	2,894,209	5,449,181	2,021,139	378,244	10,127,522	3,280,910
Gas Taxes	7,186,872	12,395,153	9,842,724	14,735,920	22,307,941	18,152,291
Street Light Assessment	1,156,223	1,633,874	1,359,122	2,279,288	2,918,953	2,906,686
Parks Tax	88,624	90,386	35,591	39,996	39,996	39,996
Zero Waste	42,231,872	42,753,883	42,813,822	46,482,814	54,573,345	57,618,013
Marina	141,346	204,744	166,636	168,513	138,866	152,857
Sanitary Sewer	10,993,652	23,673,264	17,010,658	29,654,740	34,584,528	32,114,067
Equipment Replacement	1,973,127	3,174,339	7,755,546	5,738,197	6,500,018	6,292,519
Equipment Maintenance	7,319,727	8,448,185	7,130,354	9,812,320	9,573,258	9,527,237

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES (CONTINUED)</b>						
Building Maintenance	3,398,704	3,425,214	3,363,019	4,463,546	4,798,308	4,815,297
Bldg Purchase & Management	1,071,981	1,267,177	1,157,868	1,798,252	2,196,543	2,253,520
Bonds-Measure G//Q/R/GG/M/T1	8,745,411	9,293,606	10,859,691	4,370,038	7,366,271	9,458,435
Clean Storm Water	1,535,236	1,403,147	2,366,107	4,698,529	6,965,494	5,246,665
Off Street Parking	9,770,873	5,267,372	2,755,089	4,639,156	4,878,777	5,027,907
Parking Meter Fund	3,780,271	4,209,151	3,867,665	4,766,071	5,193,520	4,960,183
Permit Service Center	829,319	990,966	961,222	1,524,819	1,545,684	1,565,547
Other	652,005	1,257,722	1,092,750	331,441	1,837,817	1,600,343
	111,937,507	140,021,855	125,907,423	147,438,656	192,703,345	180,181,492



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>						
<b>PW - Office of the PW Director</b>						
PW Director - Director	128	1,146	6,363	129,178	50,286	50,286
PW Director - Admin & Fiscal	2,998,479	5,430,374	5,237,874	6,160,235	6,782,904	6,860,195
PW Director - Corp Yard Admin	751,006	954,333	952,624	1,341,281	1,394,310	1,388,437
PW Director - Customer Service	394,249	397,216	270,189	405,891	436,942	450,032
Division Total	4,143,861	6,783,069	6,467,050	8,036,585	8,664,442	8,748,951
<b>PW - Transportation</b>						
Administration	676,688	666,789	689,388	767,174	713,679	721,024
Transportation Planning	1,205,795	1,147,211	1,104,144	1,082,777	1,535,888	1,296,058
Traffic Engineering	851,576	980,485	1,000,085	1,252,649	1,539,652	1,583,730
Parking Services	1,225,641	7,013,042	3,964,491	6,523,303	7,225,298	7,004,827
Capital Projects	14,812,646	6,524,363	5,347,813	1,232,966	20,511,530	7,909,507
Traffic Maintenance	-	1,305,883	1,134,444	1,197,331	1,365,869	1,392,787
Parking Meter Collection	591,040	642,302	720,517	886,886	891,835	916,392
Repair/Maintenance	1,170,845	1,180,491	1,073,160	1,214,207	1,237,554	1,248,359
Division Total	20,534,230	19,460,565	15,034,042	14,157,293	35,021,305	22,072,684
<b>PW - General Engineering</b>						
Gen Eng - Administration	837,131	876,595	600,691	1,280,415	1,275,177	1,047,357
Gen Eng - Services	292,702	218,586	248,871	994,877	1,794,354	1,102,343
Gen Eng - Streets	8,690,053	10,516,902	10,113,760	10,213,269	14,379,583	14,449,257
Gen Eng - Sidewalks	648,602	1,660,280	128,963	2,198,510	3,009,487	1,265,748
Gen Eng - Storm	651,600	2,906,802	2,170,656	2,124,822	4,361,817	3,048,983
Gen Eng - Sewers	2,946,201	14,141,604	7,949,693	18,536,266	22,687,720	19,979,233
Gen Eng - Facilities/Buildings	3,243,027	10,975,908	7,522,433	3,486,323	7,685,832	14,293,437
Gen Eng - Inspection	1,689,782	1,838,660	1,643,525	2,538,422	2,751,133	2,798,788
Gen Eng - Development/Permits	792,972	484,904	894,389	820,767	1,191,230	1,205,122
Division Total	19,792,069	43,620,242	31,272,980	42,193,671	59,136,333	59,190,268
	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>

## DIVISION/ACTIVITY SUMMARY cont.

**PW - Facilities****Management**

Administration	71,256	71,236	71,293	71,233	71,233	71,233
Routine Building Maintenance	1,873,875	2,104,415	1,714,606	2,538,326	2,639,710	2,720,916
Environmental Compliance	381,324	434,496	450,649	709,701	690,456	708,180
Electric/Communication System Mtce	2,877,383	3,370,563	2,597,238	3,960,182	4,084,597	4,115,878
Traffic Signal Maintenance	724,075	731,179	830,164	1,561,611	1,374,011	1,391,556
Janitorial Services	1,315,125	1,329,827	1,635,339	1,778,019	1,880,923	1,899,737
Property Management	1,016,903	984,119	859,432	1,411,742	1,623,629	1,631,657
ADA Building Improvements	7,500	194,915	168,710	1,300,120	1,300,120	1,300,120
Internal Non-Routine Mtc.	11,342	8,736	9,441	5,000	5,000	5,000
External Non-Routine Mtc.	8,294	19,526	5,162	-	-	-
Capital Projects	-	-	-	184,267	67,851	67,851
University Avenue Center	78,501	68,061	53,879	22,980	23,926	24,512
<b>Division Total</b>	<b>8,365,576</b>	<b>9,317,072</b>	<b>8,395,914</b>	<b>13,543,181</b>	<b>13,761,455</b>	<b>13,936,641</b>

**PW - Streets and Sanitation**

Administration	256,568	529,719	535,650	486,225	523,113	538,192
Clean Cities		4,365,756	4,303,481	4,349,698	5,519,387	5,511,008
Sanitary Sewer Maintenance	4,978,520	6,009,587	5,759,950	6,693,666	6,768,910	6,928,167
Storm Drain Maintenance	989,729	647,022	787,707	1,725,452	1,841,840	1,878,902
Traffic Maintenance	4,114,945	-	-	-	-	-
Street Maintenance	1,473,901	1,729,018	1,493,150	1,910,189	2,085,586	1,987,348
Parking Meter Maintenance	495,470	-	-	-	-	-
Sidewalk Maintenance		32,529	213,357	417,000	550,000	400,000
<b>Division Total</b>	<b>12,309,135</b>	<b>13,313,631</b>	<b>13,093,294</b>	<b>15,582,230</b>	<b>17,288,835</b>	<b>17,243,617</b>

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>DIVISION/ACTIVITY SUMMARY cont.</b>						
<b>PW - Equipment Management</b>						
Administration	286,428	296,898	283,904	282,944	303,134	308,693
Equipment Mtc - Corp Yard	6,344,218	7,364,097	6,086,156	8,474,843	8,287,051	8,226,001
Equipment Replacement	1,490,010	2,662,149	7,185,650	5,086,395	5,800,962	5,569,522
Division Total	8,120,656	10,323,144	13,555,710	13,844,182	14,391,148	14,104,216
<b>PW - Zero Waste</b>						
Administration	1,274,583	1,307,360	1,283,954	1,809,027	2,047,316	2,101,073
Residential Refuse Collect Service	14,301,892	14,425,332	13,174,341	15,980,098	18,251,857	18,029,137
Commercial Refuse Collection Service	9,593,757	7,842,435	10,316,071	9,236,134	10,733,180	11,185,941
Container/Cart Maintenance	786,674	863,403	834,742	853,107	871,052	888,055
Transfer & Disposal Service	11,473,366	10,961,633	11,399,704	11,029,580	11,252,462	11,424,090
Special Collections	1,241,707	1,803,969	1,079,621	1,173,568	1,283,961	1,256,821
Division Total	38,671,979	37,204,132	38,088,434	40,081,514	44,439,828	44,885,116
<b>Department Total</b>	<b>111,937,507</b>	<b>140,021,854</b>	<b>125,907,423</b>	<b>147,438,656</b>	<b>192,703,345</b>	<b>180,181,492</b>

## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Parks, Recreation and Waterfront; City Attorney; City Manager's Office; Finance; Health Housing and Community Services; Human Resources; Information Technology; Planning and Development	Transfer Station - Master Plan	Phase 1 – Feasibility Study for replacement of Transfer Station & Recycling Center (completed), Phase 2 - consultant retained to conduct CEQA Compliance for Initial Study and Migrated Negative Declaration or Environmental, Phase 3 – Final Eng. Design & Planning & Development permitting, Phase 4 – RFP for construction.	4/20-6/24 (Phase 2)	Continuing	\$1,000,000 (Phase 2, funded)
Provide state-of-the-art, well-maintained infrastructure,	City Attorney, City Manager's Office, Parks Recreation	Gilman Street Interchange Project	Improve the mobility and safety of the Gilman Street Corridor by reconstructing the Gilman Street Interchange and	10/18-12/24	Continuing	\$65,000,000 (funded <sup>26</sup> ACTC, Measure BB)

<sup>26</sup> Funded primarily through Alameda County Transportation Commission (ACTC). City contribution includes staff time and \$1,000,000 in Measure BB funds.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities	and Waterfront		creating a new gateway into North Berkeley.			
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	City Manager's Office, Planning and Development, Information Technology	Long-Term Waste Operations Strategy	Develop long term Zero Waste Strategic Plan – a comprehensive road map to reduce land filled waste.	7/21-12/24	Continuing	\$700,000 (funded)
Provide an efficient and financially-healthy City government	Parks, Recreation and Waterfront	50/50 Sidewalk Program	Reduce 50/50 sidewalk backlog to improve mobility.	7/19-12/23	Continuing	\$3,000,000 (funded)
Provide an efficient and financially-healthy City government	Police, Fire, Health Housing and Community Services, Parks Recreation and Waterfront	Bicycle Plan FY 2022 Update	Update the Bicycle Plan to identify and prioritize bikeway projects and 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.	1/21-06/23	Continuing	To be determined (to be paid out of Measure BB Bicycle and Pedestrian funds)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	Planning and Development	Update Watershed Management and Storm Drain Master Plans	Updating the citywide watershed management and storm drain master plans.	3/21-6/24	Continuing	\$1,500,000 (funded)
Provide an efficient and financially-healthy City government	Finance	Zero Waste Rate Evaluation	Developing a study that provides for a new five-year rate structure that sets rates through the Proposition 218 process.	7/19-7/23	Continuing	\$165,000 (funded)
Provide an efficient and financially-healthy City government	City Manager's Office, Finance	Undergrounding Utility Wires	Construction of Underground Utility District #48 (Grizzly Peak) including installation of decorative solar street lighting in support of this Undergrounding District.	7/20-10/26	Continuing	\$12,000,000 (funded)
Provide an efficient and financially-healthy City government		Sewer Master Plan	The plan will assess condition and capacity of the sewer system. It will provide prioritization of capital sewer improvements and a basis for a sanitary sewer rate study.	10/19-06/23	Continuing	\$1,200,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	City Manager's Office, Police, City Attorney, Finance	BerkDot	Develop plans for establishing a Berkeley Department of Transportation to ensure racial justice and equity in Transportation policies, programs, services, capital projects, maintenance, and enforcement. Coordinate this with the Reimagining Police effort.	7/20-6/24	Continuing	\$550,000 (\$250,000, funded; \$300,000 requesting funding)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Parks, Recreation and Waterfront, Planning and Development, Information Technology	Streetlight Comprehensive Plan	Plan to establish operations, recommended maintenance, future system needs, and related funding needs of the City's current street lighting infrastructure.	1/21-12/22	Continuing	\$200,000 (funded)
Be a global leader in addressing climate change, advancing environmental	City Attorney	Shared Electric Micromobility Program	Establish a program to allow permitting of shared electric bikes, scooters, and other mobility devices provided to the public	1/21-12/22	Continuing	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
justice, and protecting the environment			by third party operators.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Finance	Long-term Paving Plan (Response to Audit)	Plan to determine funding, operations, and recommended maintenance of the City's streets.	1/21-12/23	Continuing	\$100,000 (funded)
Provide an efficient and financially-healthy City government	Public Works, City Auditor	Fleet Audit Response	Implement new Assetworks fleet management software to improvement fiscal and records management of equipment replacement funds and fleet assets.	1/21-12/22	Continuing	\$487,249 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Office of Economic Development	Southside Complete Streets	Install bikeways, transit lanes, and pedestrian safety improvements on various streets in Berkeley's Southside of campus area.	1/21-12/24	Continuing	\$9,719,926 (funded)
Provide state-of-the-art, well-	Parks Recreation and	Measure T1 Infrastructure Bond	Design and construct approved projects for Phase 2 adopted by	4/21-6/25	Continuing	\$45,000,000 (funded)



Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
maintained infrastructure, amenities, and facilities	Waterfront, City Manager's Office, Finance	Measure, Phase 2A	City Council on 12/15/20. FY2022 efforts will focus on conceptual design and design development of Phase 2A projects.			
Provide an efficient and financially-healthy City government	City Manager's Office	Equitable Clean Streets	Purchase of new rear-end loader and hiring of two-person crew to facilitate increased cleaning of areas, including encampments. Add clean up services by non-profit organization.	2/21-12/22	Continuing	\$415,000 (funded)
Create a resilient, safe, connected, and prepared city	Police, City Manager's Office, City Attorney	Installation of Public Safety Surveillance Cameras	The purchase and installation of Public Safety Surveillance Cameras at City Council approved locations per Berkeley Police Department Policy No. 351.	2/22-6/23	New	\$1,300,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Ohlone Greenway Modernization and Safety Improvements	Upgrade pathway as a low-stress bikeway and pedestrian path between Virginia Gardens and border.	1/22-12/24	New	\$2,100,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Woolsey-Fulton Bike Blvd	Class 3b bicycle boulevard along Woolsey from Adeline to Wheeler, Wheeler from Woolsey to Prince, along Prince from Wheeler to Fulton, and along Fulton from Prince to Dwight.	1/22-12/24	New	\$2,600,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Parker Street to Addison Bikeway	A Class 3B bicycle boulevard along Parker from 9th to Mabel, Mabel from Ward to Dwight, Bonar from Dwight to Bancroft, Bancroft from Mable to the Strawberry Creek Park entrance, West Street from Allston to Strawberry Creek Park and from this park to Addison.	1/22-12/24	New	\$950,000 (funded)

## PERFORMANCE MEASURES SUMMARY

The below table summarizes the Public Works Department's performance measures. More detailed information is available in the Performance Measures appendix to this document.

Measure	Description	Target	Actual	Tracking
Average days to abate illegal dumping on private property	Average Lagan (service request system) case closed date <sup>27</sup>	↓	• 4.58 days	●
Percent of commute trips by solo occupant vehicle	Calculated as part of the US Census Bureau's American Community Survey	↓	• 33% of commute trips	●
Three year average of fatalities/severe injuries on City streets	Calculated with Statewide Integrated Traffic Records System	↓	• 4.9 fatalities • 49.7 severe injuries	●
Pavement condition index (PCI)	Numerical rating of pavement condition based on type and severity of distress observed	↑	• 56 PCI	●
Percent of waste diverted from landfill	Calculated using CalRecycle's online calculator	↑	• 74% diverted	●

● Meeting/exceeding target

● Near target

● Not meeting target

↑ Target is to increase numbers/percentages

↓ Target is to decrease numbers/percentages

<sup>27</sup> Residential requests are reported to 311 Customer Service and then once a work order is generated it is given to the crew to respond. Data is based on Lagan Case Closed date. These are not encampment cleanups, which instead, occur twice per week and serve several locations.

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## CHALLENGES

Major challenges the Public Works Department has faced over FY 22 include:

- **Vacancy Rate:** Throughout all of FY 22, Public Works has experienced a vacancy rate among career positions at about 15-18%. With vacant positions, delays occur, remaining staff already at capacity absorb additional work, and morale decreases. Staff is working on expediting internal processes and coordinating with Human Resources to reduce the vacancy rate.
- **Resource Alignment:** As of the last inventory, the Department had approximately 159 outstanding pieces of direction from City Council referrals, adopted Strategic Plan projects, budget referrals, and audit findings. The high volume of direction, particularly when not matched with available resources (i.e., financial or staff capacity), can be difficult to track and prioritize.
- **Key Challenged Funds/Programs:**
  - Public Works continues to experience major revenue related impacts related to COVID-19 in the On-Street Parking Fund (Meters) and Off-Street Parking Fund (Garages), driven by COVID-19 policies from local agencies restricting activity, but also customer/resident behavior. Revenue has begun to return to approach pre-COVID levels, but fund balances are still insufficient to fund the planned Elevator Replacement at the Telegraph/Channing Mall and Garage and the citywide Parking Meter Replacement projects.
  - Equipment Replacement Fund balances have been depleted over time due to historical under-collection not accounting for staff expenditures, as well vehicle upfitting costs that are part of the Fund's expenses. This fund balance as further been depleted by strategic city budget balancing measures, meaning that significantly less is available than has been collected for replacement.
  - A challenge for the Sanitary Sewer Fund will be the inability to predict the outcome of Consent Decree Mid-Course check-in, and if a Performance Evaluation Plan (PEP) will need to be implemented. The draft PEP calls for Berkeley to install up to 100 flow monitors to collect additional information to identify intrusion sources. The potential impact will be \$500,000 to \$1,000,000, and funding for these potential projects are not a part of the current sanitary sewer rate structure.
- **Critical Unfunded Needs:** Public Works is charged with the maintenance of City facilities and public right-of-way infrastructure. Recurring funding to support maintenance of this infrastructure has been perennially underfunded. The longer the asset's maintenance is deferred, the greater the future costs are to repair or replace. A FY 22 revised estimate of these assets under the Department's portfolio projects

an accumulated more than \$1 Billion in deferred maintenance costs and needed improvements. To address the systemic funding issues, Public Works is coordinating with other departments to put a Vision 2050 infrastructure revenue measure before City Council for consideration. The measure's goal would be to address the infrastructure funding gap and improve Berkeley streets, sidewalks, storm facilities, buildings and traffic safety infrastructure managed by Public Works. Approved bond or tax funding would be combined with an increased priority allocation of local funds towards ongoing regular maintenance on infrastructure to keep infrastructure in good condition.

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## ACCOMPLISHMENTS

Highlights of recent Public Works Department accomplishments include:

- **Completion of Measure T1 Bond Phase 1 Construction Projects and Beginning Phase 2:** Public Works, along with the Parks, Recreation and Waterfront Department, met the 85% expenditure milestone for Phase 1 bond funds, and completed a community process for developing the Phase 2 project list. Measure T1 Phase 1 projects are completed with the exception of Marina Streets and North Berkeley Senior Center projects which are expected to be completed by June 2022. Measure T1 Phase 2 Projects have started and the John Hinkel Storm Drain Project has been completed.
- **Sidewalk Safety Improvements:** Public Works made significant gains towards addressing the 50/50 sidewalk repair program list backlog. 656 repairs were completed in FY 21, which reduced the backlog by 18%. Overall, as of January 31, 2022, there have been 1,907 repairs which has reduced the 50/50 sidewalk repair program backlog by 53%. During COVID, the sidewalk shaving program took advantage of the reduced pedestrian traffic and focused on the repair areas in the typical high pedestrian traffic areas of the City. This greatly reduced potential tripping hazards, with minimal construction impacts. Projects are underway to continue this work over the next two years, and, by the end of FY 23, it is projected that the 50/50 program backlog repair will have been reduced by 88% from the 2019 backlog total.
- **Vision Zero & Healthy Streets:** Public Works completed construction of the Milvia Bikeway Project, Sacramento Complete Streets Project, 9th Street Path Way Phase II, and the Shattuck Reconfiguration Project. There is continued construction on Addison Street Bike Boulevard Project and North Berkeley BART-Sacramento Street. The Department applied and received grant awards for pedestrian and bicycle crossing safety improvements on various high-injury streets. Also, the Department expanded on the use of the “quick-build” program to deliver Vision Zero traffic safety projects. In addition, Public Works developed a Shared Electric Micromobility Permit Program.

- Equity:** Public Works has taken important strides in building equity into its programs and services. It has adopted formal equity components into its Berkeley Strategic Transportation Plan, Pedestrian Plan, and Vision Zero Action Plan. This year, City Council adopted an update to its Street Maintenance and Rehabilitation Policy that included a formal Equity Zone. Automatic fee discounts for low-income residents are being built into the Department’s sewer fees. As the Department leads implementation of Vision 2050, it seeks more opportunities to build equity into City programs and services based on the Vision 2050 equity definition: disadvantaged residents with more pressing needs should experience infrastructure benefits sooner than others.
- Customer Service:** Public Works has conducted scientific surveys involving 1,483 constituents to gauge the services the Department delivers through the City’s infrastructure and its divisions. These surveys show broad satisfaction with Public Works’ sewer and Zero Waste services (and rates); mostly positive ratings of the City’s traffic safety and bike/pedestrian infrastructure; mixed ratings of the safety and ease in getting around Berkeley; and negative views of the City’s street condition.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR’S BUDGET

The FY 23 baseline budget is \$192,703,345 and translates to an overall increase of 30.70% or \$45,264,689 over the FY 22 Adopted Budget of \$147,438,656. The expenditure categories, amounts, and percentages of the Public Works budget increases are shown in the table below.

	FY 2022 Adopted	FY 2023 Proposed	Increase/(Decrease)	%
Salaries and Benefits	54,750,159	59,072,739	4,322,580	7.90%
Services and Materials	36,582,860	43,502,204	6,919,344	18.91%
Capital Outlay	39,499,469	71,604,884	32,105,415	81.28%
Internal Services	13,379,529	14,159,811	780,282	5.83%
Indirect Cost Transfer	3,226,639	4,363,707	1,137,068	35.24%
<b>Total</b>	<b>147,438,656</b>	<b>192,703,345</b>	<b>45,264,689</b>	<b>30.70%</b>

Public Works is requesting funding for the following items in FY 23 and FY 24. If these items are approved for funding, they will create significant changes from prior year’s budget:

- Key Staffing Proposals supporting BerkDOT, the Reimagining of Public Safety and Vision 2050:** Public Works is proposing several new positions, including Transportation Manager, Mobility Coordinator, Assistant Planner (Vision Zero), Capital Improvement Program (CIP) Manager, and Traffic Maintenance Worker I that

will improve department capability for delivering capital projects in the 5 Year CIP as well as Vision 2050 initiatives.

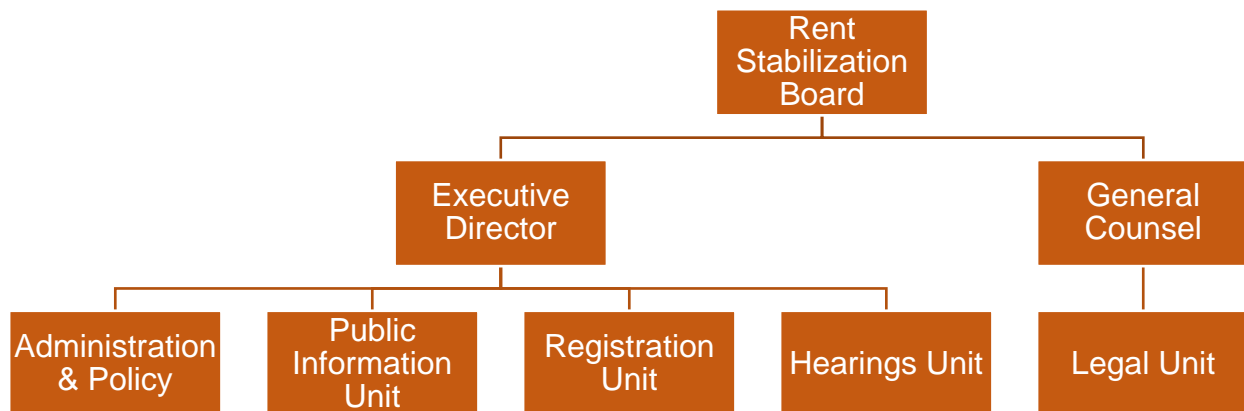
- **Capital Investment:** The Department is proposing to increase annual Capital Improvement Fund allocations to Streets (+\$8.0 million), Facilities (+\$1.0 million) and ADA Improvements (\$1.0 million). These new funding levels will be critical to maintain or improve facilities at or above current levels. Public Works will continue Vision 2050 Master Planning and Infrastructure Investment in FY 23, including the final outreach and the balloting process for a revenue bond or parcel tax. FY 23 will also see significant project budgeting and beginning of construction for approved projects for Phase 2 of the Measure T1 Infrastructure Bond.
- **Grant Funding:** Public Works will manage over \$14.0 million in federal, state and local grant funds in FY 23 and FY 24, including One Bay Area Grant (OBAG) funds to the Southside Complete Streets Project, and Affordable Housing and Sustainable Communities grant funds applied toward several transportation infrastructure related projects in support of the Berkeley Way HOPE Center project, including: Milvia Street Bikeway Improvements, Addison Street Bicycle Boulevard, and University Avenue/Grant Street Bus Bulb and Pedestrian Crossing Improvements, as well as other bike boulevard and bus stop projects.
- **Updated Internal Service Fund Methodology:** Public Works is implementing updated Building Maintenance Fund, Building Purchases and Management Fund (1947 Center St.), Equipment Replacement Fund, and Equipment Maintenance Fund methodologies to make the funds cost recoverable, simplify and increase transparency in how the rates are generated, and smooth year by year cost impacts to client departments.

## RENT STABILIZATION BOARD

### MISSION STATEMENT

The mission of the Rent Stabilization Board is to regulate residential rent increases in the City of Berkeley, protect against unwarranted rent increases and evictions, and provide a fair return to property owners. The Board 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 OVERVIEW

The nine elected commissioners of the Rent Stabilization Board enact regulations, hear petition appeals, and administer 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 fully covered by the Ordinance and most partially



covered properties are required to register their units and pay annual registration fees, which cover the program's cost.

The Rent Stabilization Program is organized into five units to deliver the following baseline services:

- **Administration and Policy:** This Unit provides Rent Board and Committee meeting support to ensure compliance with the Brown Act, public access, and transparency, and the coordination of agendas, minutes, and related documents, and assists with electronic outreach including email and helps maintain the agency's website. It also provides office administration, payroll, purchasing, finance, and accounting support; and prepares, executes, monitors, and reports on the budget and contracts. The Unit develops and implements administrative policies and operational processes, and works with City Council and other departments to develop and implement a coordinated housing policy consistent with the Ordinance, including monitoring legislation and conducting surveys and studies to help guide the formulation of sound public policy.
- **Public Information Unit:** This Unit provides active outreach and education to owners and tenants regarding their rights and obligations by publishing newsletters, postcards, maintaining an up-to-date website and Facebook page, attending events in the community, and conducting workshops and webinars. Housing Counselors provide in-office, offsite, phone, and e-mail counseling on the Ordinance and applicable state housing laws to over 10,000 clients per year, and assist landlords and tenants with filing petitions. During the COVID-19 pandemic, staff also provides outreach and counseling on complex and rapidly-changing state and local anti-displacement laws.
- **Registration Unit:** This Unit assists property owners and tenants with understanding unit and tenancy registration requirements under the Ordinance and Rent Board Regulations, bills and collects registration fees, processes and tracks changes in rental status, maintains the Rent Board's electronic property database, collects penalties and processes requests to waive penalties, issues the Annual General Adjustment, provides rent ceiling notices, and communicates with new tenants and owners.
- **Legal Unit:** This Unit represents the Board in litigation; analyzes housing-related legislation and public policy and advises the Director and Board; advises the Board on appeals from administrative hearing decisions; drafts regulations, resolutions, and contracts; and provides legal advice to the Director on matters related to the Ordinance and its administration. Legal staff also conduct mediations to help landlords and tenants voluntarily resolve disputes, and processes and gathers responses to Public Records Act requests.

- **Hearings Unit:** This Unit conducts administrative hearings under standard due process procedures for a variety of claims, including rent reductions due to habitability/code violations, rent increases for additional occupants or capital improvements, and determinations of a property's exempt status. Upon conclusion of the hearing a written decision is issued, which can be appealed to the Board and/or the courts. Hearings examiners focus on conflict resolution by holding informal settlement conferences before formal hearings, and conducting voluntary mediations.

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**RENT STABILIZATION BOARD FINANCIAL SUMMARY**

	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Adopted</b>	<b>FY 2023 Proposed</b>	<b>FY 2024 Proposed</b>
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits	3,831,455	4,074,227	3,928,261	4,705,500	4,863,157	5,006,854
Services and Materials	1,260,894	1,675,894	1,533,120	2,038,130	2,038,130	2,038,130
Capital Outlay	2,504	-		2,500	2,500	2,500
Internal Services	14,600	5,100	55,809	79,405	79,405	79,405
Indirect Cost Transfer						
	<b>5,109,453</b>	<b>5,755,222</b>	<b>5,517,190</b>	<b>6,825,535</b>	<b>6,983,192</b>	<b>7,126,889</b>
<b>By Division:</b>						
Rent Stabilization Board	5,109,453	5,755,222	5,517,190	6,825,535	6,983,192	7,126,889
	<b>5,109,453</b>	<b>5,755,222</b>	<b>5,517,190</b>	<b>6,825,535</b>	<b>6,983,192</b>	<b>7,126,889</b>
<b>By Fund:</b>						
General Fund	265,419					
Measure U1			460,420	550,000	550,000	550,000
Rent Stabilization Board	4,844,034	5,755,222	5,056,770	6,275,535	6,433,192	6,576,889
	<b>5,109,453</b>	<b>5,755,222</b>	<b>5,517,190</b>	<b>6,825,535</b>	<b>6,983,192</b>	<b>7,126,889</b>

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## STRATEGIC PLAN PRIORITY PROJECTS AND PROGRAMS

The Rent Stabilization Board has not adopted the City of Berkeley Strategic Plan and does not have performance measures connected with its goals.

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## CHALLENGES

The Rent Stabilization Board's challenges include:

- **Ending of State and Local Eviction Moratoriums:** The Rent Board is the only city department providing counseling and outreach on complex and rapidly changing state and local anti-displacement laws. The state and local eviction moratoriums that are currently in place have prevented evictions from going forward during a time when many tenants owe a significant amount of rent due to the economic impacts of the COVID-19 pandemic. As these laws change or come to end, the Rent Board will continue to counsel tenants and landlords on the status of all applicable anti-displacement laws, and the elected Rent Board will work with the City Council to explore policies to reduce the number of evictions that eventually move forward.
- **Completing a New Tenant Survey:** The Rent Board surveys Berkeley tenants about every 10 years. The Rent Board's tenant survey asks tenants to answer questions on their household characteristics, the conditions of their unit or building, and their knowledge and opinion of the services that are provided by the Rent Board. The previous tenant survey was completed in 2009 and this survey, which has been delayed due to the COVID-19 pandemic, is scheduled to be completed in fall of 2022, with results published in 23. Updating the tenant survey will provide important information for Berkeley rental housing policy.
- **Transitioning to New Rent Tracking and Case Management Systems:** The Rent Board is working with a vendor to transition to a new software system that integrates the tracking of rental unit registration and the agency's case management system. The Rent Board's new software platform launched in the 1st quarter of 2022. Counseling cases are now being entered into the new system and the FY 23 rental unit registration will take place entirely in the new platform. Replacing and integrating the agency's outdated rent tracking system and case management systems with an integrated software solution will create greater efficiencies for staff, but it is a major challenge to transition to a new system and successfully migrate over 40 years of rental unit data.

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## ACCOMPLISHMENTS

Highlights of recent Rent Stabilization Board accomplishments include:

- **Implementing Berkeley’s Fair Chance Ordinance:** The City Council passed the Ronald V. Dellums Fair Chance Access to Housing Ordinance (Berkeley Municipal Code, Chapter 13.106) in April of 2022. The Rent Board agreed to administer this Ordinance on behalf of the City and assisted the City Attorney’s Office with the drafting of the administrative regulations to establish an administrative review and hearings process for Fair Chance complaints. Rent Board now provides counseling to existing landlords and tenants on the Fair Chance Ordinance and is equipped to process any Fair Chance complaints that arise.
- **Registration of Rental Units Under Measure MM:** In November 2020, Berkeley voters passed Measure MM which, amongst other things, created new registration requirements for most rental units partially covered by Berkeley’s Rent Ordinance. The new Measure MM fee was due on July 1st, 2021 and the agency has successfully registered nearly 5,000 units that qualify for registration under Measure MM.
- **New Executive Director:** In the spring of 2020 the Rent Board’s Executive Director of almost 19 years unexpectedly retired. The Rent Board conducted an agency assessment to guide recruitment of a new Executive Director. The Rent Board then began the recruitment process in the fall of 2021 and hired DéSeana Williams in November 2021 after a nationwide search for the best candidates. DéSeana was born and raised in New York and comes from a position with the Detroit Housing Commission where she worked for 15 years. The Rent Board is excited to begin a new chapter with DéSeana onboard.
- **Providing High Quality Counseling and Outreach During the COVID-19 Pandemic:** The demand for Rent Board counseling services has increased as tenants and property owners struggle with the financial impacts of COVID-19. In response, the Rent Board quickly pivoted to providing remote counseling and outreach by phone, videoconference, email, and webinars. Staff have gotten quickly up-to-speed on a constant stream of changes to state and local anti-displacement laws—including Berkeley’s Emergency Ordinance, Assembly Bill 2179, and Senate Bill 91—and have provided counseling and created outreach materials designed to help tenants stay in their homes, and property owners understand their rights and obligations under these complex laws. The Rent Board also implemented a new online appointment system for clients that wish to schedule an appointment to consult with a Rent Board housing counselor.

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## SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Rent Stabilization Board adopted the FY 22 staffing model and budget on June 17, 2021. The Rent Board's Budget and Personnel Committee meets regularly between January and June of each year to discuss the agency'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 Board's Executive Director.

The Rent Stabilization Board's FY 23 budget will be published on the Board's webpage (<https://rentboard.berkeleyca.gov/>) after it is adopted by the Board in June of 2022.

## 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 (\$4,950,905).\*

Some examples of other transfers include the following:

- General Fund to Measure U1 - \$5,120,350
- General Fund to Stability Reserve Fund (\$1,375,000) and the Catastrophic Reserve Fund (\$1,125,000)\*
- General Fund to the PERS Savings Fund (Section 115 Trust) - \$2,000,000
- General Fund to Health State Aid Realignment Fund (\$1,953,018)
- General Fund to the Public Liability Fund (\$3,895,888)
- Health State Aid Realignment to the General Fund - \$2,643,280
- Parking Meter Fund to General Fund - \$1,742,288

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)
- Allocation for Community-Based Organizations
- General overhead costs such as Property Insurance and School Board Salaries

\*Dollar amounts currently reflect the baseline budget and have not been adjusted for the General Fund transfer to the Capital Improvement Fund for Tier 1 Capital projects or the additional \$4.5 million in recommended contributions to reserves.

## NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES</b>						
<b>By Type:</b>						
Salaries and Benefits						
Services and Materials	84,752,912	56,913,626	79,186,118	127,522,399	74,905,663	70,364,121
Capital Outlay						
Internal Services						
Indirect Cost						
Transfer						
<b>Total</b>	<b>84,752,912</b>	<b>56,913,626</b>	<b>79,186,118</b>	<b>127,522,399</b>	<b>74,905,663</b>	<b>70,364,121</b>
<b>By Division:</b>						
Non-Departmental	84,752,912	56,761,522	78,633,402	127,522,399	74,905,663	70,364,121
Emergency Operations		152,104	552,716			
<b>Total</b>	<b>84,752,912</b>	<b>56,913,626</b>	<b>79,186,118</b>	<b>127,522,399</b>	<b>74,905,663</b>	<b>70,364,121</b>
<b>By Fund:</b>						
General Fund	51,972,083	27,414,646	29,995,640	51,669,260	41,230,901	40,739,358
Measure U1			946,163	-		
GF - Stabilization Reserves			6,900,000			
GF - Catastrophic Reserves			4,500,000			
Capital Improvement	2,099,738	1,598,404	1,054,047	1,054,047	1,054,047	1,054,047
Section 108 HUD Loan	543,837	546,678	553,108	553,108	587,612	587,612
CDBG	147,456	154,260	143,373	138,719	176,194	176,194
UC Settlement	1,255,717	1,294,328	1,210,073			
ARPA - Local				46,300,355	4,050,000	
Fiscal Recovery Workers Compensation	5,198,207	4,296,758	5,320,633	5,332,340	5,332,340	5,332,340
Zero Waste	1,951,645					
Sewer Fund	557,501	90,501	90,501	90,501	90,501	90,501
Off Street Parking	1,169,475	1,915,550	1,348,325	1,911,850	1,911,850	1,911,850
Parking Meter	1,781,649	1,742,288	1,742,288	1,742,288	1,742,288	1,742,288
Health State Aid	2,643,280	2,643,280	2,643,280	2,643,280	2,643,280	2,643,280
Realignment						
Mental Health Services Act			400			
Debt Service						
09 Measure FF	1,618,924	1,620,705	1,500,664	1,343,638	1,343,638	1,343,638
Library Debt Service						



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	FY 2024 Proposed
<b>EXPENDITURES (CONTINUED)</b>						
CFD#1 Dis Fire Protect Bond	854,788	1,424,337	2,611,840	2,803,978	2,803,978	2,803,978
2012 Ref Lease Rev Bonds	500,735					
Successor Agency	57,600	56,960	57,120	57,120	57,120	57,120
2015 GORBS - 2002 G.O.	481,793	480,100	479,460	379,561	379,561	379,561
Refunding Bonds						
Thousand Oaks	97,556	102,751	73,636	98,448	98,448	98,448
Underground						
2015 GORBS (2007 Series A)	181,181	180,826	180,302	142,865	142,865	142,865
2015 GORBS	2,616,747	2,611,620	2,604,056	2,051,966	2,051,966	2,051,966
2015 GORBS (2008 Measure I)	612,867	611,666	609,895	481,286	481,286	481,286
Sustainable Energy Finance	40,011	23,951	18,724			
2010 COP (Animal Shelter)	404,833	404,533	5,329,159	406,991	406,991	406,991
Measure FF - Public Safety				757,925	757,925	757,925
Measure M GO	1,656,838	1,648,488	1,642,613	740,738	740,738	740,738
Street & Water Imp						
Measure O - Affordable Housing		785,000	2,003,748	2,023,940	2,023,940	2,023,940
Measure T1 Infrastructure & Facilities	3,015,181	2,471,056	1,730,806	1,731,181	1,731,181	1,731,181
Building	1,631,277	1,634,111	279,202	1,636,188	1,636,188	1,636,188
Purchases & Mgmt						
Other	1,661,995	1,160,830	3,617,063	1,430,826	1,430,826	1,430,826
<b>Total</b>	<b>84,752,912</b>	<b>56,913,626</b>	<b>79,186,118</b>	<b>127,522,399</b>	<b>74,905,663</b>	<b>70,364,121</b>

## COMMUNITY AGENCIES

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 contained appropriation recommendations only for FY 23.

## 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. FY 23 will be the 4th year of a 4-year allocation of federal funds for community agencies.

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 23, the City will spend \$22,043,881 in General Funds, Federal Funds, and other funds for community agencies. This amount represents a 4% increase from the \$21,260,574 amount allocated to community agencies in FY 22.

The following charts represent a listing of the entire community agency allocations proposed for FY 23. These charts show the following:

- FY 23 Community Allocations by Service Type
- FY 23 Proposed Budget Community Agency Allocations for all funding sources

## FY 23 Community Agency Allocations by Service Type

Funding by Category	General Funds	Federal Funds	Other Funds
Arts	\$586,652	\$0	\$0
Childcare	630,627	-	13,275
Community Facilities Improvements	24,575	505,008	-
Community Media	230,710	-	-
Disability Programs	103,305	159,660	1,569,911
Economic Development	181,125	-	-
Employment Training	295,165	-	-
Health	2,060,256	160,000	-
Homeless	11,991,322	634,930	177,045
Housing Dev & Rehab	303,475	250,000	-
Legal/ Advocacy	895,486	35,000	-
Other	168,104	-	-
Recreation	18,573	-	-
Seniors	9,110	-	-
Youth	1,040,567	-	-
<b>TOTAL</b>	<b>\$18,539,052</b>	<b>\$1,744,598</b>	<b>\$1,760,231</b>

Funding by Category	FY 2022 All Sources	FY 2023 All Sources	Percent Change
Arts	\$586,652	\$586,652	0%
Childcare	\$643,902	\$643,902	0%
Community Facilities Improvements	\$1,169,826	\$529,583	-55%
Community Media	\$230,710	\$230,710	0%
Disability Programs	\$1,694,976	\$1,832,876	8%
Economic Development	\$181,125	\$181,125	0%
Employment Training	\$295,165	\$295,165	0%
Health	\$2,220,256	\$2,220,256	0%
Homeless	\$11,517,647	\$12,803,297	11%
Housing Dev & Rehab	\$553,475	\$553,475	0%
Legal/ Advocacy	\$930,486	\$930,486	0%
Other	\$168,104	\$168,104	0%
Recreation	\$18,573	\$18,573	0%
Seniors	\$9,110	\$9,110	0%
Youth	\$1,040,567	\$1,040,567	0%
	<b>\$21,260,574</b>	<b>\$22,043,881</b>	<b>4%</b>

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Arts</b>									
Berkeley Art Center	86,652	86,652						86,652	
Civic Arts Grants	500,000	500,000						500,000	
<b>Arts Total</b>	<b>586,652</b>	<b>586,652</b>						<b>586,652</b>	
<b>Childcare</b>									
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	87,616						87,616	
Nia House Learning Center	39,999	39,999						39,999	
<b>Childcare Total</b>	<b>643,902</b>	<b>643,902</b>						<b>630,627</b>	<b>13,275</b>
<b>Community Facilities Improvements</b>									
Rebuilding Together									
Community Facilities	24,575	24,575						24,575	
Public Facility Improvements RFP	1,145,251	505,008	505,008						
<b>Community Facilities Imp.Total</b>	<b>1,169,826</b>	<b>529,583</b>	<b>505,008</b>					<b>24,575</b>	
<b>Community Media</b>									
Berkeley Community Media	230,710	230,710						230,710	
<b>Community Media Total</b>	<b>230,710</b>	<b>230,710</b>						<b>230,710</b>	
<b>Disability Programs</b>									
Bay Area Outreach and Recreation Program									
Recreational Services for the Disabled	43,592	43,592						43,592	

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Disability Programs (cont.)</b>									
Berkeley Place	17,183	17,183						17,183	
Bonita House									
Creative Wellness Center	15,324	15,324						15,324	
Center for Independent Living:									
Wheelchair, Ramp & Lift Program	159,660	159,660	159,660						
Easy Does It	1,432,011	1,569,911							1,569,911
Through the Looking Glass	27,206	27,206						27,206	
<b>Disability Programs Total</b>	<b>1,694,976</b>	<b>1,832,876</b>	<b>159,660</b>					<b>103,305</b>	<b>1,569,911</b>
<b>Economic Development</b>									
Berkeley Convention and Visitors Bureau	181,125	181,125						181,125	
<b>Economic Development Total</b>	<b>181,125</b>	<b>181,125</b>						<b>181,125</b>	
<b>Employment Training</b>									
Bread Project	57,850	57,850						57,850	
Inter-City Services	101,351	101,351						101,351	
Multicultural Institute Lifeskills Program	68,136	68,136						68,136	
Rising Sun – Green Energy Training Services	67,828	67,828						67,828	
<b>Employment Training Total</b>	<b>295,165</b>	<b>295,165</b>						<b>295,165</b>	
<b>Health</b>									
Lifelong Medical Care:									
Access for Uninsured (BPC, WBFP, Uninsured, Acupuncture Detox Clinic)	189,855	189,855		160,000				29,855	
Geriatric Care/Hypertension	114,543	114,543						114,543	
Berkeley Free Clinic									
Free Women and Transgender Health Care Service	15,858	15,858						15,858	
Sugar - Sweetened Beverage	950,000	950,000						950,000	
Berkeley Unified School District									
Sugar - Sweetened Beverage Panel (POE)*	950,000	950,000						950,000	
<b>Health Total</b>	<b>2,220,256</b>	<b>2,220,256</b>		<b>160,000</b>				<b>2,060,256</b>	

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Homeless Services</b>									
Alameda County Homeless Action Center									
SSI Advocacy	129,539	129,539						109,539	20,000
Rapid Rehousing for Homeless Elders Project	68,220	68,220						68,220	
Alameda County Housing & Community Development Department									
HMIS Support	6,676	6,676			6,676				
COVID Rapid Re-Housing Pass Through to Abode									
Alameda County Network of Mental Health Clients									
Daytime Drop-In	35,721	35,721						35,721	
Representative Payee Services	32,016	32,016						32,016	
Locker Program	50,000	50,000				50,000			
Bay Area Community Services									
North County HRC	3,781,785	2,181,785	248,419		0	1,000,000	100,000	833,366	
Permanent Housing		1,600,000				1,600,000			
Subsidies/Shallow Subsidies									
STAIR Pathways	2,708,858	2,708,858			209,333	2,499,525			
Berkeley Food & Housing Project									
Case Management Tied to Permanent Housing	100,190	100,190						100,190	
Men's Shelter	170,502	170,502	170,502						
Hope Center - Mental Health Services		71,250				71,250			
Russell Street Supportive Housing Program	157,045	157,045							157,045
Women's Shelter	119,963	119,963						119,963	
COVID Respite Program									
COVID Rapid Re-Housing									
Bonita House									
Case Management Tied to Permanent Housing	24,480	24,480						24,480	
Building Opportunities for Self Sufficiency:									

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Homeless Services (cont.)</b>									
BOSS House Navigation Team	86,831	86,831						86,831	
Representative Payee Services	52,440	52,440						52,440	
Ursula Sherman Village Families Program	51,383	51,383						51,383	
Ursula Sherman Village Singles Shelter	104,662	104,662						104,662	
Step Up Housing (1367 University)	233,244	1,133,244				1,133,244			
City of Berkeley EveryOne Home Covenant House California (YEAH!) Shelter Services - HCRC	23,837	23,837						23,837	
Dorothy Day Berkeley Emergency Storm Shelter	318,388	318,388						318,388	
Drop In Center	30,101	216,601				186,500		30,101	
Vets Shelter	182,000	182,000				182,000			
Horizon	566,000	566,000				566,000			
Downtown Berkeley Association	784,000	1,011,900				1,011,900			
Double Helping Hand									
Homeless Outreach Worker	40,000	40,000				40,000			
Downtown Streets Team	225,000	225,000				225,000			
Fred Finch Youth Center:									
Turning Point	189,255	89,255						89,255	
Lifelong Medical Care:									
Case Management Tied to Permanent Housing	163,644	163,644						163,644	
Supportive Housing Program UA Homes	55,164	55,164						55,164	
Street Medicine / Trust Clinic	525,000	525,000				525,000			
Options Recovery Services - Detox Services & Day Treatment									
Transitional Housing and Case Management	50,000	50,000						50,000	



Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Homeless Services (cont.)</b>									
Telegraph Business Improvement District									
Berkeley Host Program	49,139	49,139						49,139	
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	118,728	118,728						118,728	
Daytime Drop-In Services	48,153	48,153						48,153	
Homeless Case Management - Housing Retention	100,190	100,190						100,190	
Youth Spirit Artworks - TAY Tiny Homes Case Management	78,000	78,000				78,000			
<b>Homeless Services Total**</b>	<b>11,517,647</b>	<b>12,803,297</b>	<b>418,921</b>	<b>0</b>	<b>216,009</b>	<b>9,168,419</b>	<b>100,000</b>	<b>2,722,903</b>	<b>177,045</b>
<b>Housing Development &amp; Rehabilitation</b>									
Bay Area Community Land Trust	5,200	5,200						5,200	
Organizational Capacity Building	200,000	200,000					200,000		
CHDO Programs	Refer to HTF/CHDO	Refer to HTF/CHDO							
Habitat for Humanity East Bay/Silicon Valley									
Housing Rehabilitation Grant Program	250,000	250,000	250,000						
Rebuilding Together									
Safe Home Project	98,275	98,275						98,275	
<b>Housing Develop. &amp; Rehab. Total</b>	<b>553,475</b>	<b>553,475</b>	<b>250,000</b>				<b>200,000</b>	<b>103,475</b>	<b>0</b>
<b>Legal/Advocacy</b>									
East Bay Community Law Center									
Consumer Justice Clinic/Housing Advocacy	33,644	33,644						33,644	
Eviction Defense Services	275,000	275,000					275,000		

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Legal/Advocacy (cont.)</b>									
Housing Retention		0							
Eden Council for Hope and Opportunity	35,000	35,000	35,000						
Eviction Defense Center									
Rent Board	275,000	275,000					275,000		
COVID Rental Assistance									
Housing Retention	250,000	250,000					250,000		
Basic Needs									
Family Violence Law Center - Domestic Violence & Homelessness Prevention Project	61,842	61,842						61,842	
<b>Legal/Advocacy Total</b>	<b>930,486</b>	<b>930,486</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>	<b>95,486</b>	<b>0</b>
<b>Other</b>									
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						25,000	
Eden Information & Referral	35,000	35,000						35,000	
McGee Avenue Baptist Church	17,844	17,844						17,844	
SEEDS Community Resolution Center	22,553	22,553						22,553	
<b>Other Total</b>	<b>168,104</b>	<b>168,104</b>						<b>168,104</b>	<b>0</b>
<b>Recreation</b>									
Ephesians Children's Center - Greg Brown Park Supervision	18,573	18,573						18,573	
<b>Recreation Total</b>	<b>18,573</b>	<b>18,573</b>						<b>18,573</b>	
<b>Seniors</b>									
J-Sei	9,110	9,110						9,110	
<b>Seniors Total</b>	<b>9,110</b>	<b>9,110</b>						<b>9,110</b>	
<b>Youth</b>									
Bay Area Community Resources									

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
<b>Youth (cont.)</b>									
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	30,000	30,000						30,000	
Biotech Partners – Biotech Academy at Berkeley High	91,750	91,750						91,750	
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	
Stiles Hall	90,000	90,000						90,000	
Supplybank.Org (Formerly K to College)		0							
Through The Looking Glass - Parenting Education and Kindergarten Readiness	25,000	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						40,000	
School Readiness Program	50,875	50,875						50,875	
<b>Youth Total</b>	<b>1,040,567</b>	<b>1,040,567</b>	<b>0</b>					<b>1,040,567</b>	
<b>TOTAL COMMUNITY AGENCY ALLOCATIONS</b>	<b>21,260,574</b>	<b>22,043,881</b>	<b>1,368,589</b>	<b>160,000</b>	<b>216,009</b>	<b>9,168,419</b>	<b>1,100,000</b>	<b>8,270,633</b>	<b>1,760,231</b>

Agency/Individual Name	FY 2022 Adopted	FY 2023 Proposed	CDBG	CSBG	ESG	General Fund Measure P	Measure U1	Other	Funds
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o Community Development Block Grant (CDBG)/Emergency Solutions Grant (ESG)

\*Subject to the Sugar – Sweetened Beverage Panel of Experts (POE) allocation.

\*\*General Fund Homeless Allocation does not reflect proposed plan to shift these allocations to Measure P as proposed in the Tier 1 budget recommendations.

## CAPITAL IMPROVEMENT PROGRAM

### WHAT IS A CAPITAL PROJECT?

A capital project is a project that helps maintain, improve, or adds to the City's infrastructure. Typically, a project is considered a capital project if it results in an acquisition of a new asset or new construction, improvements, expansion, renovation, rehabilitation, repairs, or replacement of an existing City facility and other infrastructure assets. It usually requires a large investment of City funds and staff resources from project conception to project closeout. A capital project is expected to result in a long-term useful life and long-term benefit to the City and its residents. A completion of a capital project usually impacts the operating budget by either increasing or decreasing it depending on the type of project.

### WHAT IS A CAPITAL IMPROVEMENT PROGRAM AND CAPITAL BUDGET?

In conjunction with the biennial budget process, the City of Berkeley prepares a CIP that identifies anticipated project expenditures over a five-year timeframe. The Capital Improvement Program represents the spending plan for infrastructure improvements and other specific large-scale recurring purchases. The goal of the CIP is to create a roadmap of the projected infrastructure improvement needs of the City of Berkeley to assist in the planning and budgeting process.

The first year of the CIP is known as the Capital Budget. It is intended to closely reflect that year's projected appropriation for capital projects and is usually adopted in conjunction with the City's annual operating budget. It is important to point out that the FY 23 Capital Budget does not include capital project budget which has previously been encumbered and unspent from the previous fiscal year.

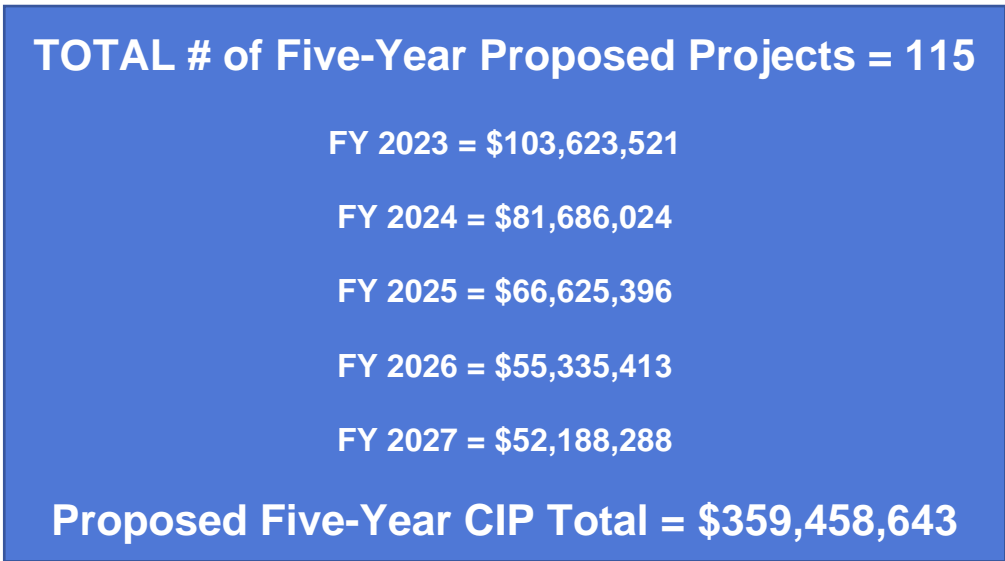
Projects and funding sources identified in subsequent years are not formally approved until the budget for those years is legally adopted. Beyond the first year, the CIP serves as a planning and budgetary management tool and are subject to annual re-evaluation to reflect community needs and Council priorities, as well as funding opportunities and challenges.

A CIP is necessary as the City has an extensive portfolio of capital assets and infrastructure. Below is a partial list of the City's capital inventory:

- 95 public buildings of various ages,
- Approximately 215 centerline miles of improved streets,
- Over 300 miles of concrete sidewalk,

- A storm drain system that consists of approximately 78 miles of underground pipes, maintenance holes, catch basins, and cross-drains (corner inlets and outlets),
- A sewer system consisting of 255 miles of public sanitary sewer mains and 130 miles of public sewer laterals,
- 52.5 miles of bicycle infrastructure
- 250 park acres,
- 11.5 miles of medians,
- 175 acres of land in the Waterfront,
- Three resident camps outside of the City,
- A fleet of 730 vehicles and pieces of large equipment, and
- 42 different facilities served by the City's information technology systems.

Maintaining these assets is a costly and time-consuming enterprise that requires significant resources and constant attention. Additionally, Berkeley is an aging city and thus, its infrastructure faces challenges that other younger cities do not.



### FUNDING SOURCES

The City's ability to fund its CIP is limited by the total available resources that are competing with other community priorities. However, years of limited funding and deferred maintenance have resulted in aging City infrastructure that desperately needs repair and improvement.

CIP funding resources include the General Fund (this includes the CIP Fund), a number of special revenue funds and enterprise funds, as well as grants and loans. The City uses outside funding sources to the greatest extent possible. This CIP section of the budget book endeavors to identify all known CIP projects, categorizing these projects as

Baseline (annual, recurring program), One-time (special allocations, grants, loans), and Unfunded or Requesting Funding (funding source has yet to be identified).

Funding sources include:

- General Fund, CIP Fund;
- Special Revenue Funds such as Measure B and Measure BB Sales Tax, Vehicle Registration Fee, State Transportation Tax Fund (Gas Tax), Measure F, Parks Tax, Playground Camp, Streetlight Assessment, UC Settlement;
- Measure T1 Infrastructure GO Bond;
- Enterprise Funds such as Zero Waste, Marina, Sanitary Sewer, Clean Storm Water;
- Internal Service Funds such as Equipment Replacement Fund; and
- Federal, State, and Local funds and grants.

The following provides a brief description of some of the above-named funds:

- **General Fund:** In FY 23, a baseline transfer in the amount of \$4,950,905 from the General Fund to the Capital Improvement Fund is proposed. The total General Fund resources (this includes the CIP Fund) proposed for FY 23 is \$26,470,623 and includes the annual baseline allocations plus one-time funding requests that do not have other funding sources.
- **Measure T1:** [Measure T1](#)<sup>28</sup> was approved by Berkeley voters in November 2016. It consists of General Obligation Bonds not-to-exceed \$100 million, for use 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. Council approved 45 projects to be completed in Phase 1. The majority of these projects are now complete. On December 15, 2020, Council approved more than 30 additional projects to be completed in Phase 2, between 2021 and 2026. It is anticipated that the full \$100 million of Measure T1 funds will be expended by 2026.
- **Measure F:** Measure F was approved by Berkeley voters in November 2014. It benefits the Parks, Recreation & Waterfront Department in terms of additional annual funding for major maintenance and capital expenses for parks facilities. Measure F funds will provide the majority of funding for major renovations and upgrades to the Rose Garden Trellis.
- **Measure BB:** Measure BB was approved by Alameda County voters in November 2014. It implements a 30-year Transportation Expenditure Plan by renewing the 0.5 percent transportation sales tax approved in 2000 and increasing the tax by 0.5 percent. Measure BB benefits the City's streets and roads, as well as pedestrian and bicycle infrastructure. This one percent sales

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<sup>28</sup> <https://berkeleyca.gov/your-government/our-work/ballot-measures/measure-t1>.

tax is managed by the Alameda County Transportation Commission and Berkeley will receive over \$3 million a year in additional funding, as well as capital funding for the Gilman interchange project.

**The Capital Improvement Fund is a funding source created to pay for some of the City’s capital projects.**

**Fiscal Policy Pertaining to the CIP Fund**

In FY 2013, during budget development discussions of the challenges ahead in FY 2014 and FY 2015 and beyond, several fiscal policies were identified to work towards resolving some of the City’s long-term problems. The following policy is targeted to help fund the City’s capital improvement needs:

- ❖ Transfer Tax in excess of \$10.5 million dollars will be treated as one-time revenue, available for one-time expenditures. We will first consider use of these funds for the City’s capital improvement needs (fund 610).

In the FY 18 and FY 19 Biennial Budget, the threshold amount was increased and is still the current amount today.

- ❖ On May 27, 2017<sup>29</sup>, Council adopted the proposed reset of the Property Transfer Tax baseline from 10.5 million to \$12.5 million beginning FY2018. While this will reduce the amount available for new infrastructure needs, the additional \$2.0 million contribution to the City’s General Fund operating base line is need to balance the \$5 million shortfall in FY2018 and \$5.3 million shortfall in FY2019.

**Funding Sources for the CIP Fund**

The primary source of funding is an annual transfer from the General Fund to the CIP Fund. For the last 10 years or so, the annual allocation has hovered between \$5.4M to \$4.9M (with the exception in FY 21) without any increases to account for CPI increases and other inflationary factors. The secondary source of funding is the excess property transfer tax over \$12.5M; however, currently, this is not a guaranteed source of funding. Other miscellaneous sources of funding are from interest income, mitigation fees, and other department specific revenue.

**Annual CIP Fund Baseline Allocation to CIP programs**

Facilities	\$900,000
Parks	\$400,000

<sup>29</sup> FY 18 & FY 19 Biennial Budget Adoption:  
[https://www.cityofberkeley.info/Clerk/City\\_Council/2017/06\\_June/City\\_Council\\_06-27-2017\\_-\\_Regular\\_Meeting\\_Agenda.aspx](https://www.cityofberkeley.info/Clerk/City_Council/2017/06_June/City_Council_06-27-2017_-_Regular_Meeting_Agenda.aspx) (Item 47)



Sidewalk	\$635,000
Streets	\$1,925,000
Transportation	\$170,000

**\*The annual allocations have not kept up with increases in cost. They have not effectively changed for at least 10 years.**

### Personnel Funding

The CIP fund is charged some personnel cost. HHCS, Planning, and Public Works have FTEs budgeted in the CIP fund baseline. Public Works offsets most of this cost by charging to specific projects during the fiscal year and the CIP fund realizes some salary savings.

Another Factor to consider in relation to funding capital projects, include:

- General Obligation Bond Capacity:** Based on the existing bond authorizations, outstanding balances and projected tax revenues, the City is likely to have the ability to generate new bond proceeds in excess of the outstanding \$200 million over the next 30 years. Finance is developing scenarios for bond debt programs that would keep the taxes paid by property owner's level over a course of time. This could mean that as old debt is retired, new debt could be issued for new projects. Staff will develop and complete a timeline for the debt issuance for the two outstanding measures.

### UNFUNDED CITYWIDE CAPITAL INFRASTRUCTURE NEEDS

The City has a number of major infrastructure project needs that are not addressed in the capital plan. Included in the [Projections of Future Liabilities report](#)<sup>30</sup> that went to Council on March 16, 2021, is a summary of the City's capital assets and infrastructure needs including an overview of the City's long-term expenditure obligations.

The City's infrastructure requires investments of capital in order to maintain them in a good working condition and replace or rehabilitate assets at the end of their useful lives. Without sufficient and timely capital investments, the assets will deteriorate, costing the City of Berkeley substantially more in maintenance costs, and infrastructure will ultimately fail. The unfortunate outcome of this is a requirement of a much larger capital investment. Adequate amount of funding is needed to provide proper annual maintenance as this keeps assets in good working condition and typically prolongs their useful lives. Adequate funding is also necessary for when assets reach the end of their useful lives to pay for total repair or replacement in a timely manner. Due to limited

<sup>30</sup> Projections of Future Liabilities:

[https://www.cityofberkeley.info/Clerk/City\\_Council/2021/03\\_Mar/Documents/2021-03-16\\_WS\\_Item\\_02a\\_Unfunded\\_Liability\\_Obligations\\_pdf.aspx](https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_02a_Unfunded_Liability_Obligations_pdf.aspx)

available funding and competing priorities, the City has had to defer several capital improvement projects. For each year that a capital project is deferred, the project cost increases due to inflation (compounded each year the project is delayed), construction demands and construction bid results, the cost increases year over year due to scope changes as the longer the project is delayed, the more issues arise, unpredictable trends in the industry, and other unknown factors (economic, public health, and others).

Despite support from a variety of City funds, City facilities and infrastructure needs continue to exceed available funds. The City's **unfunded capital needs** have increased over the years and is anticipated to reach a five-year total of **around \$1.65 billion** from FY 23 to FY 2027.

### **PROJECT CATEGORIES**

The proposed CIP plan presents the City's blueprint for funding critical capital projects based on resource availability and Council's capital investment priorities. Elements of CIP project costs are grouped into broad program categories:

- City Facilities,
- Equipment & Fleet,
- Information Technology,
- Parks, Marina & Waterfront,
- Sanitary Sewers,
- Storm Drains,
- Sidewalks,
- Streets,
- Transportation, and
- Other Infrastructure.


The resources that the City will commit to its priority capital projects are identified within these program categories. While the budget adopts appropriated funds for capital projects in FY 23, there are still some unknowns (i.e. status of the economy and pending State and Federal funding for approved projects) that exist. Furthermore, funding for the remaining years of the five-year plan are subject to the availability of resources.

**APPENDIX 1 – PERFORMANCE MEASURES DETAIL**

## PERFORMANCE MEASURES

This section provides detailed data and contextual information on many of the City’s performance measures. Over time, staff continue to review and improve not only performance, but how it’s measured. Staff may come to better understand the data or find more efficient ways to analyze or collect data. When staff discover an error due to outlying data, it brings the remaining data into better clarity, which in turn exposes new outliers. Sometimes outliers are just that, anomalous data points, but other times they expose errors in the way the data is calculated or filtered.

In some cases, staff may identify different things to track that better answer “how well are we doing?” and “is anyone better off?”

The data is organized by Strategic Plan Goal, as shown in the table below. Please note, abbreviations are used for each Strategic Plan Goal. Additionally, throughout this section, Calendar Year (CY) denotes January through December and Fiscal Year (FY) denotes July through June. In sections where the impact of COVID-19 is discussed, this is denoted by 

STRATEGIC PLAN GOAL	ABBREVIATION	PERFORMANCE MEASURES
Create affordable housing and housing support services for our most vulnerable community members	AFFORDABLE HOUSING	<ul style="list-style-type: none"> <li>Percentage of STAIR<sup>1</sup> clients exiting to permanent housing</li> <li>Shelter uptake rate<sup>2</sup></li> </ul>
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	ENVIRONMENT	<ul style="list-style-type: none"> <li>Climate Action Plan progress/decreasing community greenhouse gas (GHG) emissions</li> <li>Average days to abate illegal dumping on private property</li> <li>Percent of commute trips by solo occupant vehicle</li> </ul>

<sup>1</sup> STAIR (stability, navigation, and respite) is Berkeley’s Housing Navigation center.

<sup>2</sup> For contextual reasons, this measure is shown in the following pages under the goal “Resilient” alongside the other measures relating to the work of the Homeless Response Team (HRT).

STRATEGIC PLAN GOAL	ABBREVIATION	PERFORMANCE MEASURES
Champion and demonstrate social and racial equity	EQUITY	<ul style="list-style-type: none"> <li>• Percentage of waste diverted from landfill</li> <li>• Number of meals provided (Aging Services)</li> <li>• Access to technology (Library)</li> <li>• Number of registered users as percentage of Berkeley residents (Library)</li> <li>• Average days to close a complaint; number of complaints (Equal Employment Opportunity [EEO])</li> <li>• Citywide workforce demographics compared to community</li> <li>• Police Department demographics compared to community</li> <li>• Use of (police) force in comparison to calls for service and to arrests</li> <li>• Complaints (relating to police) in comparison to call for service</li> </ul>
Provide an efficient and financially-healthy City government	FISCAL HEALTH	<ul style="list-style-type: none"> <li>• Achieving a balanced budget</li> <li>• Number of budget adjustments made</li> <li>• Number of contracts reviewed for budget</li> <li>• Receiving a Government Finance Officers' Association (GFOA) award</li> <li>• Reporting on unfunded liabilities</li> <li>• Meeting target contributions for General Fund reserves and Section 115 trust</li> <li>• Number and dollar amount of purchase orders; percent returned as noncompliant; percent requiring review</li> <li>• Dollar amount of cash and investments; rate of return; meeting safety, liquidity, and reasonable return requirements</li> </ul>

STRATEGIC PLAN GOAL	ABBREVIATION	PERFORMANCE MEASURES
		<ul style="list-style-type: none"> <li>Meeting statutory publication date for Annual Financial Report; receiving no audit findings</li> </ul>
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	INFRASTRUCTURE	<ul style="list-style-type: none"> <li>Pavement condition index (i.e., roads/streets)</li> </ul>
Foster a dynamic, sustainable, and locally-based economy	LOCAL ECONOMY	<ul style="list-style-type: none"> <li>Number and dollar amount of payments processed; percent noncompliant or requiring additional review</li> <li>Number of arts and culture grant applications received; count of arts and culture grants awarded; total dollar amount distributed</li> <li>Number of active Revolving Loan Fund (RLF) loans; number of private sector jobs saved with RLF loans; number of jobs created</li> <li>Amount of American Rescue Plan Act (ARPA) funds disbursed to arts and culture organizations, visitor and tourism sector, and small business support</li> </ul>
Create a resilient, safe, connected, and prepared City	RESILIENT	<ul style="list-style-type: none"> <li>Count of volunteers; volunteer hours (Animal Services)</li> <li>Foster rate (Animal Services)</li> <li>Number of spays/neuters performed; number of vaccinations administered (Animal Services)</li> <li>Average tonnage/pounds of debris removed (Homeless Response Team [HRT])</li> <li>Average number of storage notices and violation notices provided/month (HRT)</li> <li>Average number of encampment closures performed/month (HRT)</li> </ul>

STRATEGIC PLAN GOAL	ABBREVIATION	PERFORMANCE MEASURES
		<ul style="list-style-type: none"> <li>• Average and median call response time (Fire and Emergency Services)</li> <li>• Percentage of scheduled fire prevention inspections completed</li> <li>• Fire fuel debris removed (Parks, Recreation and Waterfront)</li> <li>• Three-year average of fatalities/severe injuries on City streets</li> <li>• Deaths and accidents relating to vehicles or bicycles</li> </ul>
<p>Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community</p>	<p>SERVICE</p>	<ul style="list-style-type: none"> <li>• Number of records indexed online; number of City Council and Policy Committee meetings administered; number of legislative items collated and tracked; number of disclosures processed</li> <li>• Average days per animal shelter stay; percentage of animals adopted; percentage of animals going to nonprofit rescues; percentage of animals returned to owners (Animal Services)</li> <li>• Low euthanasia rate (Animal Services)</li> <li>• Non-sterilization surgeries provided (Animal Services)</li> <li>• Number of community contacts; time spent during community meetings (Parks, Recreation and Waterfront)</li> <li>• Average days to resolve a case; case completion rate; total cases; completed cases (Neighborhood Services – Code Enforcement Unit)</li> <li>• Number of information and assistance sessions provided (Aging Services)</li> <li>• Percent reduction days spent in psychiatric hospital among clients in</li> </ul>

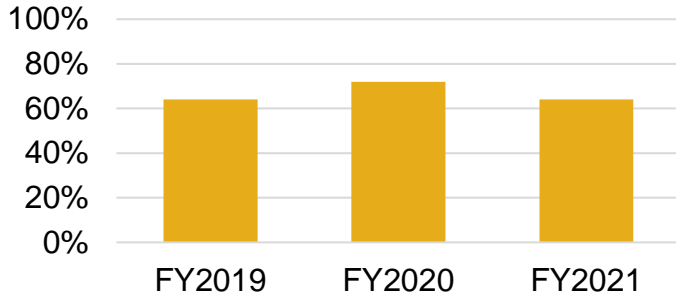
STRATEGIC PLAN GOAL	ABBREVIATION	PERFORMANCE MEASURES
		<p>Full Service Partnership program (Mental Health Division)</p> <ul style="list-style-type: none"> <li>• Number of vector service requests and complaints received</li> <li>• Percent of COVID-19 cases and contacts with outreach initiated (e.g., for case investigation and contact tracing)</li> <li>• Number of items circulated; amount of information services provided, number provided and amount of participation in cultural and educational programs (Library)</li> <li>• Customer satisfaction (Permit Service Center)</li> <li>• Time from land use permit application completion to staff approval</li> <li>• Average building permit plan check review time</li> <li>• Number of (police) commendations, annually; commonly occurring words/themes in commendations</li> <li>• First call resolution and abandonment rate (311, IT Help Desk)</li> </ul>
<p>Attract and retain a talented and diverse City government workforce</p>	<p>WORKFORCE</p>	<ul style="list-style-type: none"> <li>• Time to hire (from requisition approval to hired status)</li> <li>• Employee training attendance; number of trainings available; number of requests for tuition reimbursement</li> <li>• Number of appointments; number of grievances (Labor Relations Coordinating Committee [LRCC])</li> </ul>





# AFFORDABLE HOUSING

Percentage of STAIR Clients that Exit to Permanent Housing



## Factors Contributing to Current Performance

- Program is unique because it combines outreach component and rapid rehousing to help people that are living on the streets and in encampments get housed quickly.
- Richer constellation of services are available than typically found in other shelters.

## Factors Restricting Performance Improvement

- Housing placements are limited by the supply of affordable housing and income of participants served.

## Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Percent of STAIR <sup>3</sup> clients that exit to permanent housing	It was challenging to support clients to obtain and maintain benefits during the pandemic, as services for benefits claims, applications, and appeals were delayed. Most benefit offices became operational via phone, requiring clients to verify their identity via mail before receiving services i.e. (adjustment in payment, request and appeal for supplemental security income [SSI] and health insurance, proof of identification needed to reinstate payment or coverage). Benefits services have since increased, but had a direct impact on housing placements. The pandemic decreased landlord participation and inhibited Bay Area Community Services (BACS) from expanding its landlord pool. Due to safety precautions, there was a significant decrease in affordable “shared” housing options being offered by landlords. The program saw an increase in self-exits attributed to shelter in place, site quarantines, and newly implemented safety policy and procedure regulations.	BACS has grown its Housing Coordination and Employment Services Team that provides greater resources to identify affordable housing for all resident income levels and IPS services including a wide range of bridge support including career and job placement, connections to legal advocacy for benefits, fix income work programs, school/work programs and more. In order to house the growing number of residents who have fixed income, BACS continues to extend its landlord platform to offer a variety shared housing options at affordable price point to its participants.

<sup>3</sup> STAIR (stability, navigation, and respite) is Berkeley’s Housing Navigation center.



# ENVIRONMENT

## Climate Action Plan

✓ Total community greenhouse gas (GHG) emissions in 2019 **decreased 26%** from the 2000 baseline and decreased 4% from 2018.

Learn about Berkeley's progress toward achieving its Climate Action Plan

(<https://berkeleyca.gov/your-government/our-work/adopted-plans/berkeley-climate-action-plan>)

goals. View the latest Berkeley Climate Action Plan 2022 Update presentation

([https://berkeleyca.gov/sites/default/files/2022-](https://berkeleyca.gov/sites/default/files/2022-05/February%208%202022%20CAP%20Workshop_Slides_final_0.pdf)

[05/February%208%202022%20CAP%20Workshop\\_Slides\\_final\\_0.pdf](https://berkeleyca.gov/sites/default/files/2022-05/February%208%202022%20CAP%20Workshop_Slides_final_0.pdf)) and accompanying

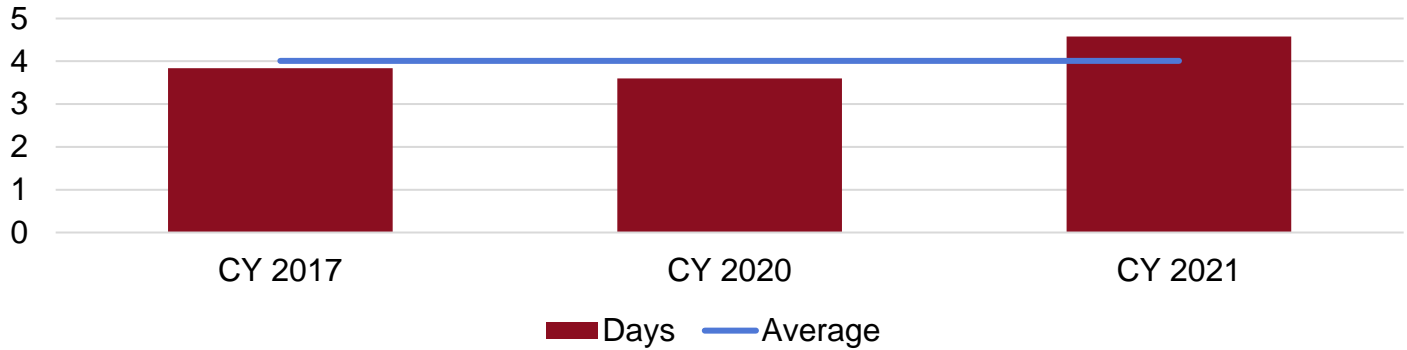
staff report ([https://berkeleyca.gov/sites/default/files/2022-04/2022-02-](https://berkeleyca.gov/sites/default/files/2022-04/2022-02-08%20Item%2017%20Greenhouse%20Gas%20Emissions%20Inventory.pdf)

[08%20Item%2017%20Greenhouse%20Gas%20Emissions%20Inventory.pdf](https://berkeleyca.gov/sites/default/files/2022-04/2022-02-08%20Item%2017%20Greenhouse%20Gas%20Emissions%20Inventory.pdf))



# ENVIRONMENT

Average Days to Abate  
Illegal Dumping on Public Property



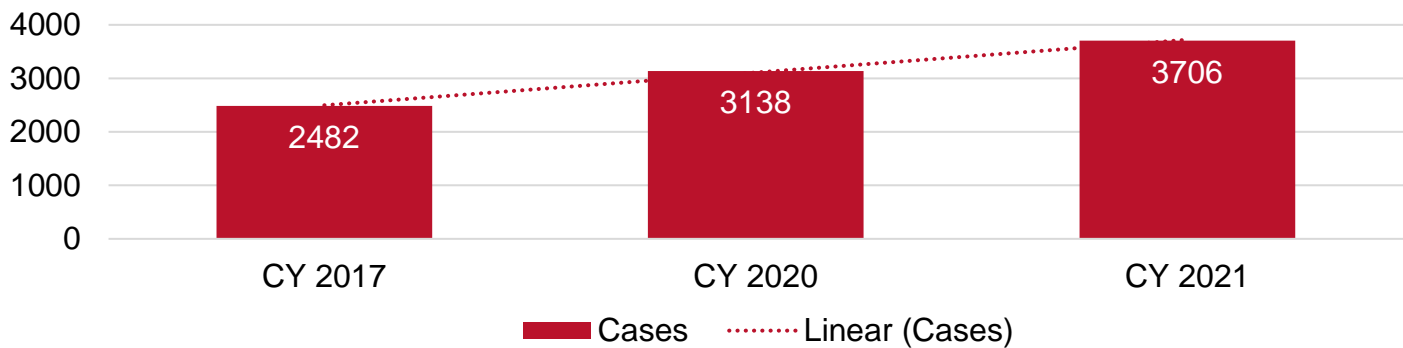
## Factors Contributing to Current Performance

- The Public Works Clean City program staff work seven days a week to keep Berkeley clean. They are very responsive and often resolve most illegal dumping issues the same day reported.

## Factors Restricting Performance Improvement

- There has been a 72% increase in the number of requests for service over the last 6 years. Cases for repeat (third call within a year) illegal dumping locations remain open longer to ensure they are processed with Code Enforcement. Staff vacancies within the Clean City program have impacted response time.

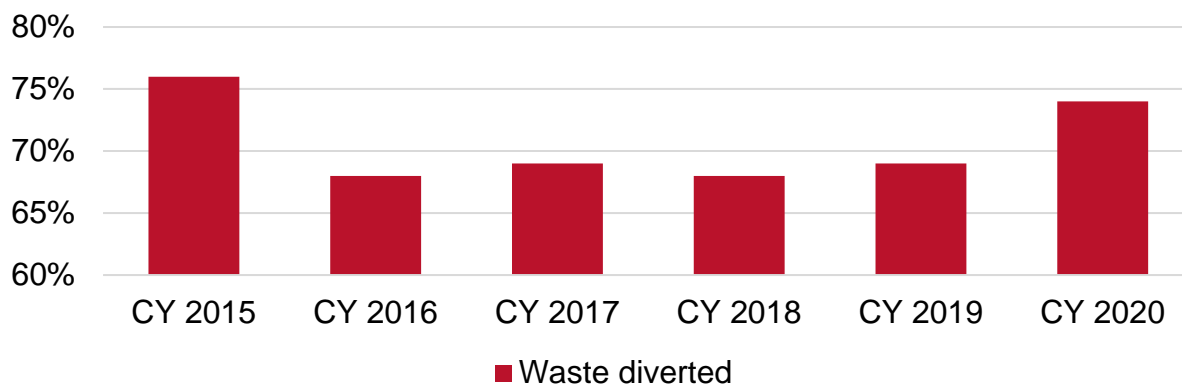
Number of Cases for  
Illegal Dumping on Public Property





# ENVIRONMENT

Percentage of Waste Diverted from Landfill



## Factors Contributing to Current Performance

- The existing long-term partnerships with Community Reuse and Recycling companies continue to improve the volume of waste diverted from the landfill.
- The Public Works Department Zero Waste Division expanded collection service to 400+ commercial accounts previously serviced by non-exclusive haulers. Commercial refuse, recycling, and organic volumes increased when Zero Waste began servicing these 440 commercial accounts. The overall increase from CY 2019 to CY 2020 is the result of a change in CalRecycle's reporting methodology.

## Factors Restricting Performance Improvement

- The City opted in to a phased Alameda County Mandatory Recycling/Composting Ordinance in 2012 and 2014 with associated outreach/education campaigns. This likely increased recycle/compost participation through 2015. The City has limited staff available to conduct continued outreach and education to Berkeley residents and businesses. Currently, residents divert 65% of their waste into their curbside recycle and compost bins. Businesses and large multifamily properties recycle/compost only 35% of their waste.
- In November 2021, the City opted in to the StopWaste.org ordinance for compliance with CA's SB1383 - Organic Reduction.
- In 2017, the closure of Pacific Steel Castings eliminated 12,000+ of recyclable slag.\* This material had previously been included as "diversion" in the City's diversion rate.
- In future years, StopWaste will replace this metric with disposal pounds per person per day.
- Current Transfer Station Facility is not designed or built to expand reuse and recycling services to commercial or residential customers. The proposed alternative is to replace all facilities at 2nd St. The Solid Waste & Recycling Transfer Station Replacement Project Feasibility Study was completed in November 2019. The Council approved plans to proceed with the CEQA process for the Study's two proposed Transfer Station Replacement concepts which are currently scheduled to be completed by December 2023. The final engineering of plans and specifications would be awarded and construction projected in CY 2025-26.

\*Slag is a by-product of steel making and is produced during the separation of the molten steel from impurities in steel-making furnaces.



# ENVIRONMENT

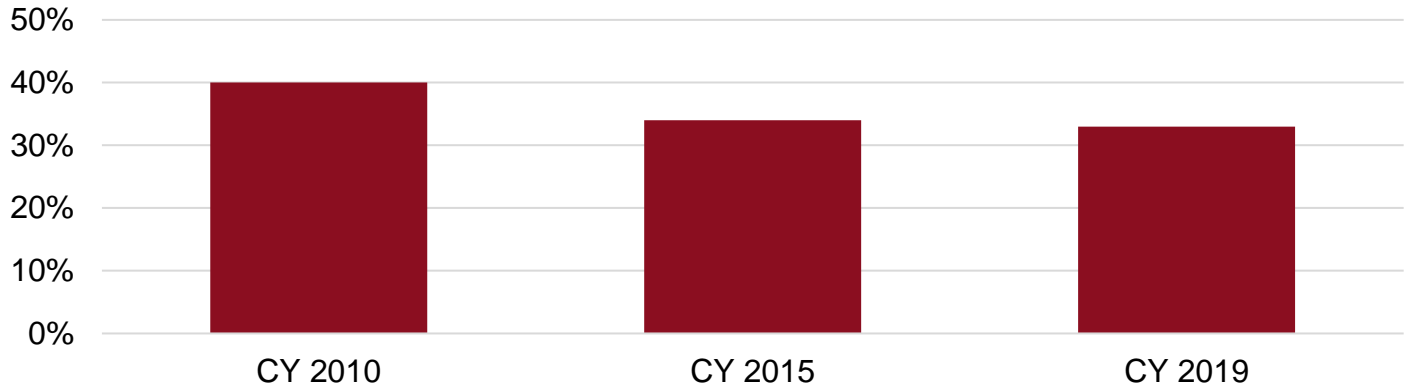
## Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Waste diverted from landfill	The Zero Waste Division continues to support source reduction and reduced recycling and composting through existing and the implementation of new programs, including a recent carpet recycling program and expanded mattress recycling options. However, the City faces many of the same challenges as the rest of the State, as outlined in California's 2019 State of Disposal and Recycling. Due to the plateau in diversion rates and the increase of landfill tonnage countywide, Alameda County StopWaste is considering changing from diversion rate goals to reducing volumes of waste landfilled.	To meet state legislation SB 1383 requirements, Council approved an ordinance opting in to Alameda County's Organics Reduction and Recycling Ordinance (ORRO) in November 2021. Staff is currently working to implement the programmatic regulations of SB 1383 and ORRO that are effective beginning 2022 through 2024.



# ENVIRONMENT

Percent of Commute Trips  
by Solo Occupant Vehicle




## Factors Contributing to Current Performance

- With the City's off-street bike path network nearly complete, the recent addition of protected on-street bikeways and low-stress biking facilities has increased the comfort for people to bike instead of driving. Also, recent safety improvements at many crossings of major and collector streets have made walking and biking easier as a way of taking trips or connecting to transit services. The increased availability of shared mobility options, including short-term rentals through bicycle sharing and car sharing services, has improved the viability of not owning a car for many people.

## Factors Restricting Performance Improvement

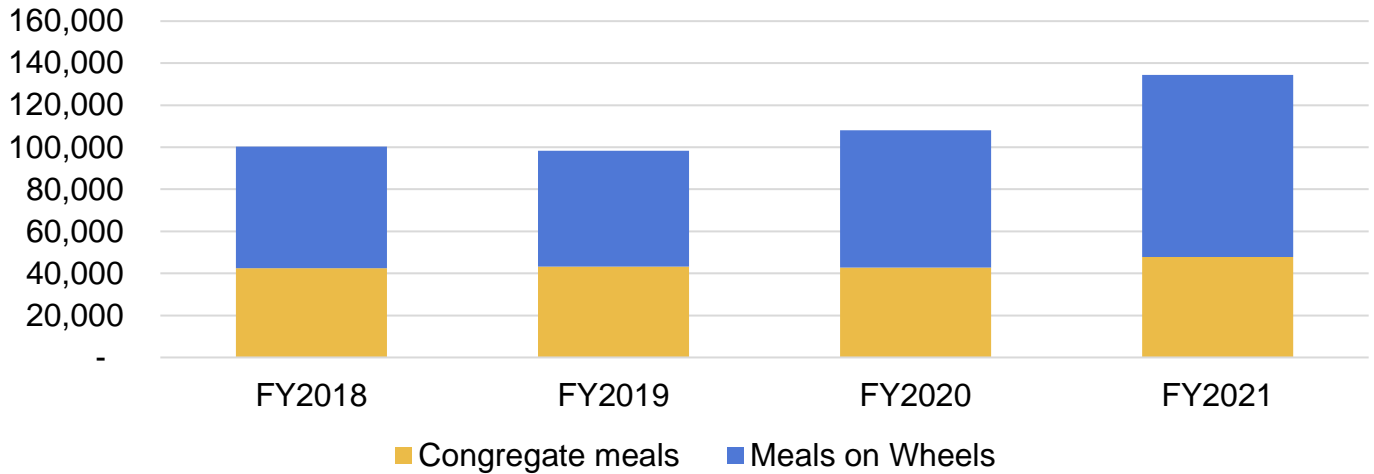
- Changes in transit service sometimes reduce coverage of areas, particularly in the hills, making it harder for people to choose transit instead of driving.

 The data predates the COVID-19 pandemic and resultant increase in work from home. However, this has also led to an avoidance of mass transit and shift to driving alone for more of the remaining commute trips. This phenomenon was observed in 2021 when freeway peak period volumes returned to near pre-pandemic levels even as most office employees were still working either entirely or mostly from home.



# EQUITY

## Meals Provided by Aging Services FY2018-2021



### Factors Contributing to Current Performance

- Dramatic increase in Meals on Wheels numbers are due to greater number of older adults sheltering in place due to pandemic.
- Due to home quarantine recommendations that occurred during the first part of FY21, seniors had more limited food access options. Congregate meal delivery to seniors shifted to a combination home delivery and grab & go model. Aging Services was also able to deliver more meals with assistance of other City staff during first part of FY21.

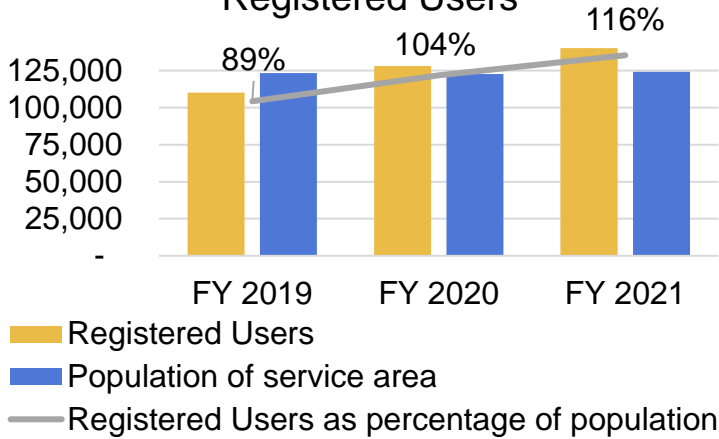
### Factors Restricting Performance Improvement

- Provision of meals limited by County funding and Aging Services staffing to pack and deliver meals.



# EQUITY

## Registered Users



### Factors Contributing to Current Performance

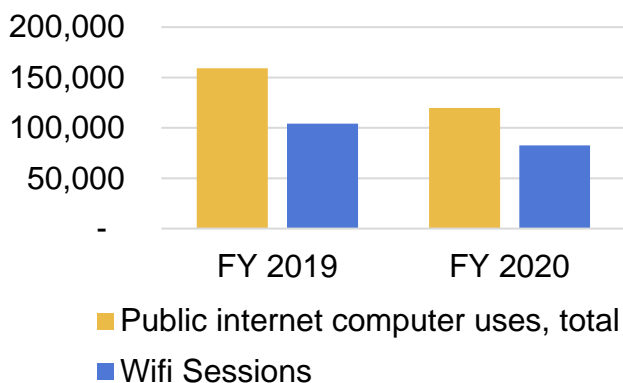
- The significant increase in registered users can be attributed to the heightened interest in electronic materials inspired by the public health crisis, and potentially changing demographics.
- The Library launched a temporary eCard program in response to the pandemic that made it easier for people to access electronic and physical materials. This program was discontinued in December of 2021, but this data represents fiscal year 2021 (from July 2020 through June 2021).

- The Library partnered with Berkeley Unified School District (BUSD) to facilitate easier access by students to some kinds of digital materials. This might have inspired interest in new library card registration. In addition, California residents are eligible for Berkeley Public Library cards.

### Factors Restricting Performance Improvement

- Demand for electronic materials continues to increase, which also drives interest in new library card registration.
- The extent of awareness of library services plays a role in determining registration rates for new records. If people in the community either do not know or experience barriers in completing the registration process, they will not register for new cards. The Library seeks approaches on an ongoing basis to mitigate both concerns.

## Access to Technology/Internet



### Factors Contributing to Current Performance

- The Library created and offered loan of wifi hotspots and laptops. Also, many people were able to access the Library's public free wifi from outside of the closed buildings.
- During part of the period measured, library and City services were temporarily closed. On-site computer services could not be accessed, except public wifi, which remained available and is accessed frequently from outside the facility. Libraries began to open in May 2021, shortly before the period from which this data is drawn concluded.

### Factors Restricting Performance Improvement

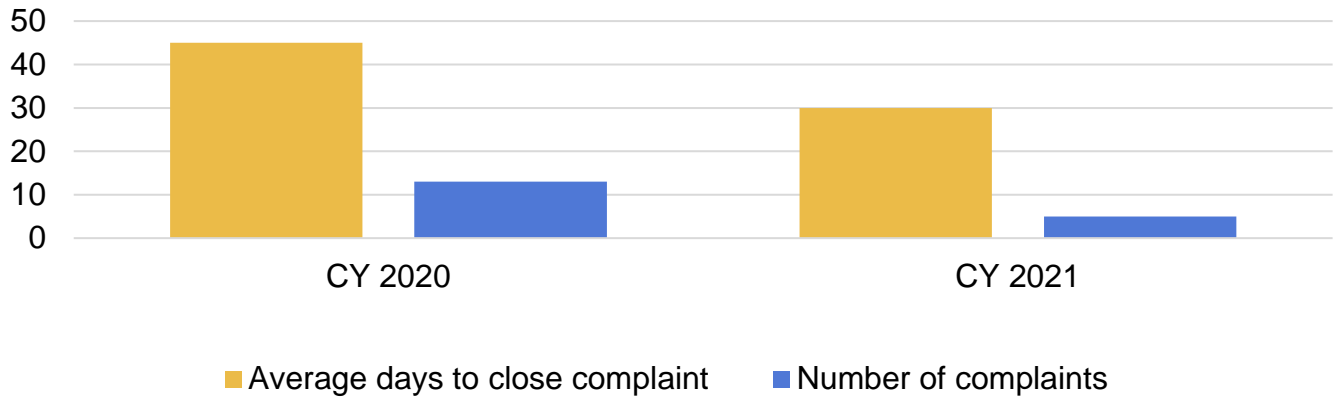
- In FY 2021, library buildings were closed, thus limiting access to use of public computers.





# EQUITY

## Equal Employment Opportunity (EEO) Complaints



### Factors Contributing to Current Performance

- Increased collaboration between EEO and Employee Relations through implementation of a new HR case management system, easier identifying potentially duplicative matters with overlapping allegations.
- Simplified intake process making it easier to resolve issues early on at the department level, particularly if allegations are not rising to the level necessitating a formal investigation.
- Better education of employees and managers/supervisors through EEO Division-led harassment prevention training results in fewer complaints received that are unable to meet jurisdictional threshold.

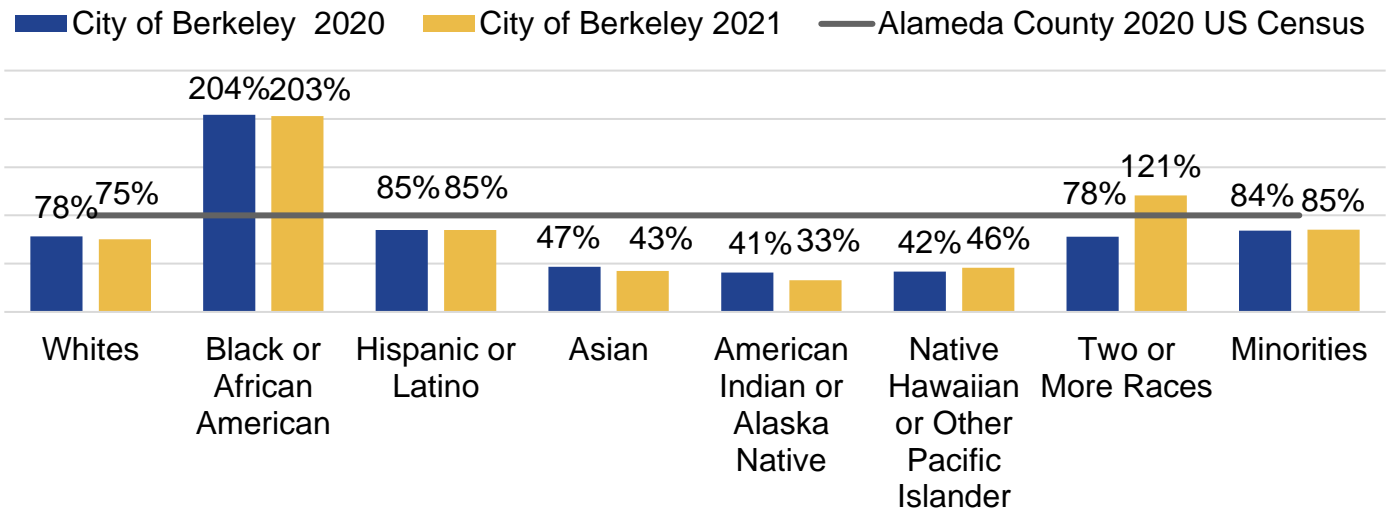
### Factors Restricting Performance Improvement

- Federal and state laws require employers are required to conduct an investigation and make a factual determination whenever they become aware of allegations of misconduct that, if true, would violate rules, expectations, or policies.
- The number of complaints received may be tied to workplace risk factors outside of the EEO Division's control (e.g. cultural and language differences, power disparities, discourse outside of work, etc.).
- Need to avoid risk of potential chilling effect on complaint process, duty to identify and eliminate obstacles that might inhibit employees from filing discrimination, harassment, or retaliation complaints.



# EQUITY

## Work Force Parity Comparison City of Berkeley 2020 & 2021 vs. 2020 US Census, Alameda County



Based on 2020 US Census for Alameda, CA, U.S. Census Bureau QuickFacts: Alameda County, California

### Factors Contributing to Current Performance

- Citywide commitment to advancing strategic plan goal of attracting and retaining a talented and diverse City government workforce.
- The racial/ethnic composition of the City and surrounding labor market is very diverse and has high levels of educational attainment.
- Transparency and accountability, workforce demographic trends are monitored by the EEO Division and Personnel Board and published online for the public, prospective job applicants, hiring managers, and City Departments.
- Department level commitment to cultivate and promote a highly qualified and diverse pool of internal job candidates when vacancies open.

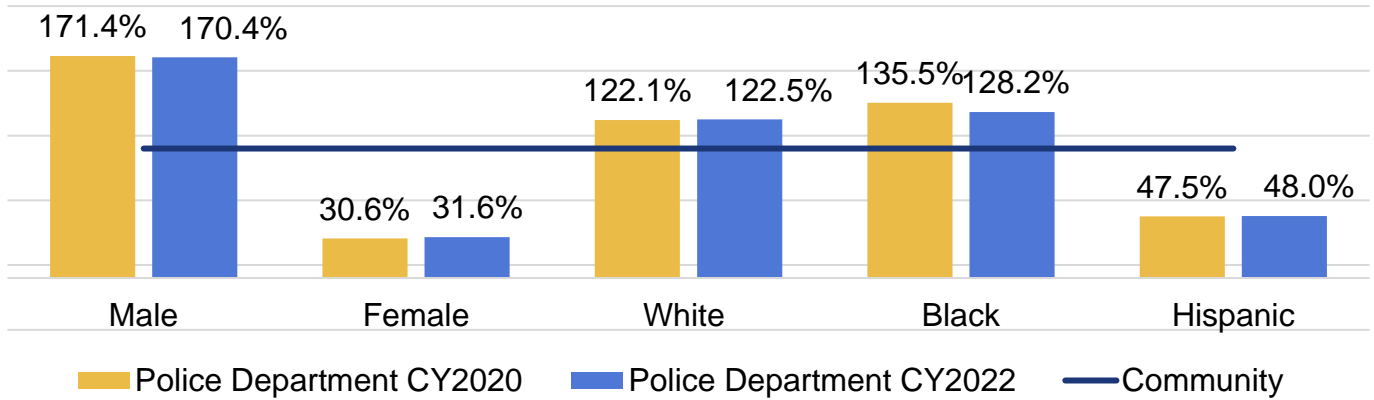
### Factors Restricting Performance Improvement

- The civil service or merit system by design limits the ability to promote and hire government employees only to their ability to perform a job without consideration of a protected class status.
- Historical trends resulting in overrepresentation or underrepresentation in certain jobs or fields of work based on race, ethnicity, and/or gender stalling full integration of certain groups across occupations.
- Proposition 209 amended state constitution to prohibit governmental institutions from considering race, sex, or ethnicity, specifically in the area of public employment.



# EQUITY

## Police Department Demographics Compared to Community



Based on 2020 US Census for Alameda, CA, U.S. Census Bureau QuickFacts: Alameda County, California

### Factors Contributing to Current Performance

- Streamlined hiring/background practices allowed the Department to hire the best candidates.

### Factors Restricting Performance Improvement

- Police departments overall are predominately made up of men and it is challenging to find women candidates interested in the profession.
- A reduction in the Department’s authorized staffing numbers have affected hiring.
- The law enforcement profession has seen a significant decrease in applications.
- Other City staff saw a reduction in staff which had a direct impact on the Department’s ability to hire.



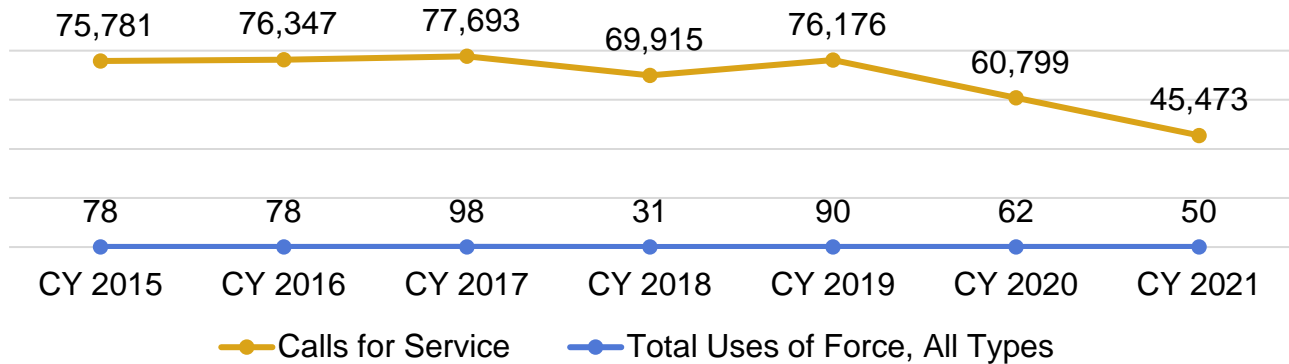
# EQUITY

The Berkeley Police Department proudly accomplishes its work with minimal reliance on force through approaches such as de-escalation, awareness of mental health issues, and a culture valuing the dignity and sanctity of human life.

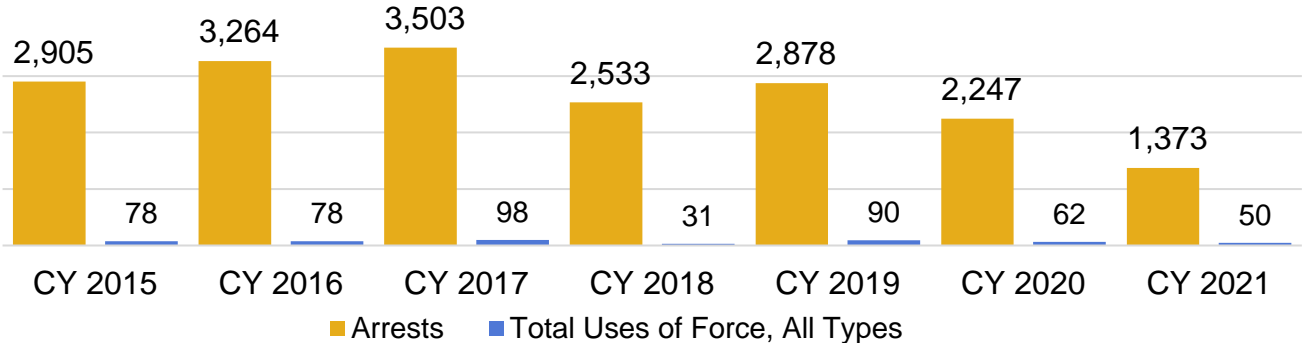
Recently, the Department adopted a higher bar for how it defines and records use of force. The older policy focused on more significant uses of forces involving complaint of pain, injury, or the use of a weapon. The new policy more accurately captures lower levels of force more frequently relied on when officers need to use force—such as grabs, control holds, and the use of leverage or body weight with no injury or complaint of pain. In a given incident, more than one technique may be used to bring a resistant individual into custody, and more than one officer may use force during the incident. As an example, if two officers grab a suspect that is pulling away from them, that would be counted as two uses of force.

## OLD REPORTING STANDARDS

Uses of Force in Comparison to Calls for Service



Uses of Force in Comparison to Arrests

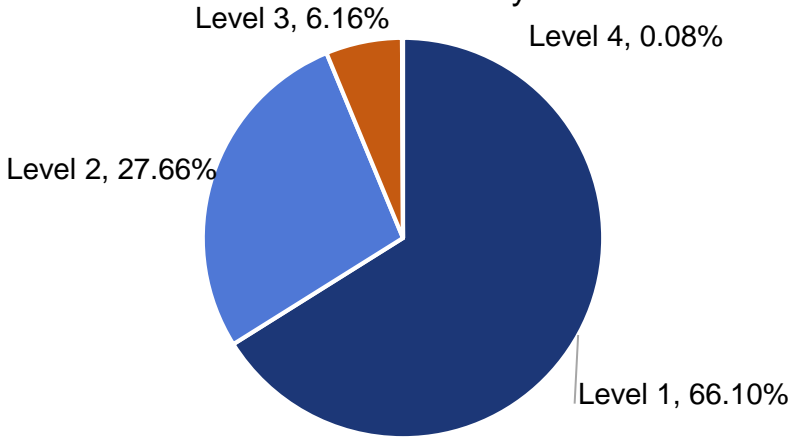




# EQUITY

## NEW REPORTING STANDARDS

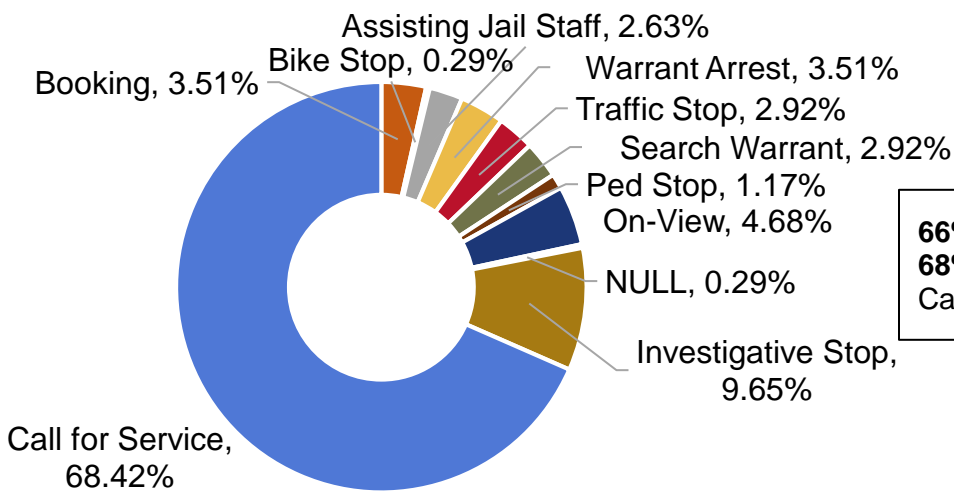
### Policy 300 Use of Force Data - 2021



The levels range from 1, the lowest reporting level associated with momentary discomfort to 4, the highest level which is associated with deadly force. Learn more on page 13 of the Use of Force Policy at [https://berkeleyca.gov/sites/default/files/2022-05/Use\\_of\\_Force.pdf](https://berkeleyca.gov/sites/default/files/2022-05/Use_of_Force.pdf)

**342** Total Use of Force Incidents  
**1,186** Total Applications of Force  
**6%** resulted in no injury or complaint of pain  
**66%** Level 1; **94%** Level 1 or Level 2

### Reason for Officer Presence



**66%** Level 1 Use of Force  
**68%** in response to Community Call for Service (CFS)

### Factors Contributing to Current Performance

- Higher levels of training especially in the areas of de-escalation have a positive impact.
- Having a variety of available tools and less than lethal options results in safer outcomes for all involved.

### Factors Restricting Performance Improvement

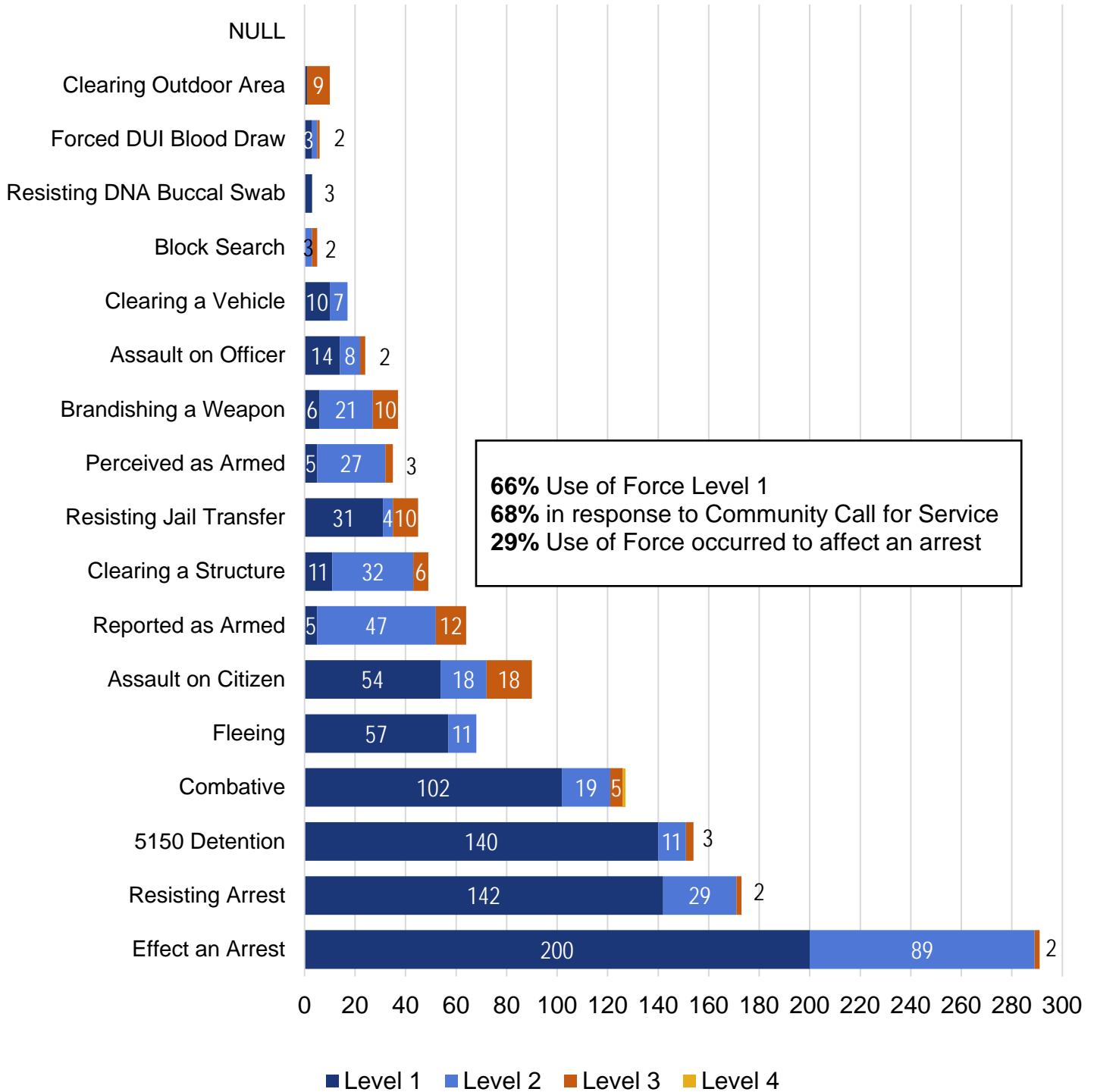
- Officers are required to resolve situations and do not have control over a subject's actions. Police often do not have a choice about when they will be required to use force. If a subject requires police contact and the subject initiates a violent encounter, police may be required to use force to resolve the situation or effect an arrest.
- Lack of some additional less than lethal tools may limit the types of available responses.



# EQUITY

## NEW REPORTING STANDARDS

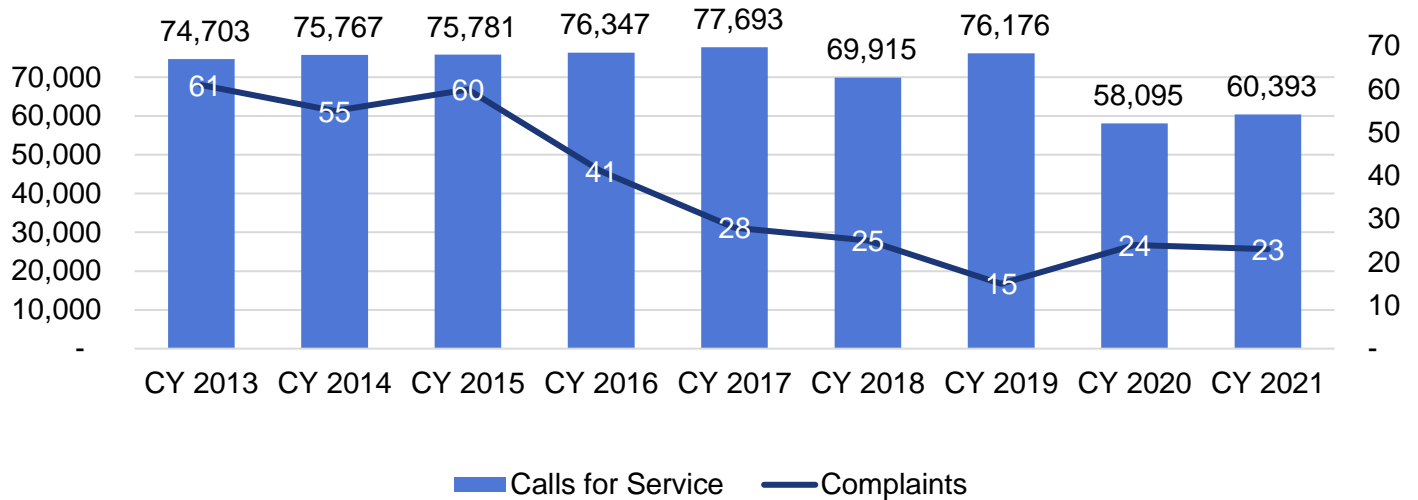
### Reason Force Was Used





# EQUITY

## Complaints in Comparison to Calls for Service



### Factors Contributing to Current Performance

- The Berkeley Police Department (BPD) considers meaningful and regular community engagement a vehicle to enhancing community trust. Engagement occurs daily, around the clock as officers interact with the citizens we serve. It also occurs through more organized events, ranging from far reaching public events to focused smaller group interactions. Thought and effort is given to reach many groups within the community including and especially those most in need of services or least familiar with the BPD.
- People who are unhappy with the interaction they had with BPD can file a complaint with BPD's Internal Affairs. These complaints are recognized as a reflection of the way individuals feel about their interaction or the service they received.

### Factors Restricting Performance Improvement

- Perception of "police" and "policing" is strongly influenced by media and culture. While any negative perceptions can be mitigated by good interactions, they are difficult to eradicate.
- An individualized complaint may be tied to factors beyond the Police Department's control or be a result of a very particular situation or set of facts, and thus may not directly connect to the experiences or level of trust of the greater community.



# FISCAL HEALTH

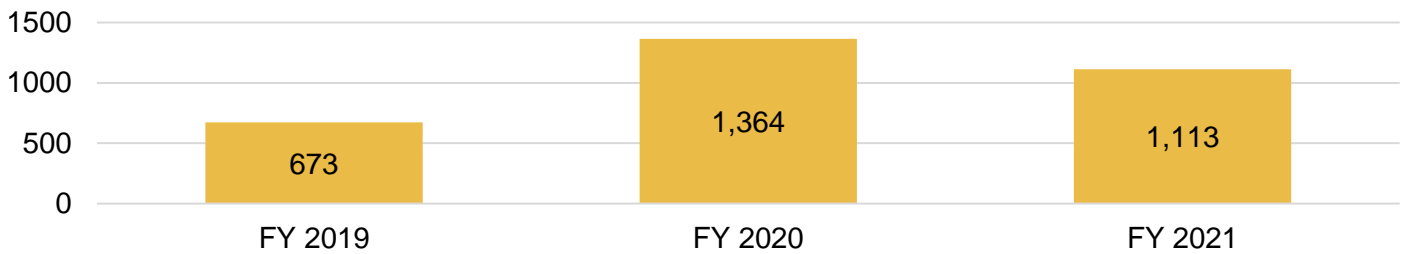
## Budget Activities Overview

	FY 14-15	FY 16-17	FY 18-19	FY 20-21	FY 22
<i>Balanced Budget</i>	✓	✓	✓	✓	✓
<i>Received GFOA Award</i>	✓	✓	✓	✓	✘
<i>Issued Unfunded Liabilities Report</i>	✓	✓	✓	✓	n/a*

\*The unfunded liabilities report is issued every two years.

**726 reports and 549 contracts reviewed** for fiscal impact and consistency.

### Budget Adjustments



### Factors Contributing to Current Performance

- **Balanced Budget:** Working with City departments, Budget and Finance Policy Committee, and Council to prepare a biennial budget where expenditures are equal to or less than anticipated revenues in all funds.
- **GFOA Award:** Having adequate time and staffing to produce the budget document that encompasses the various rigorous GFOA requirements needed to receive the GFOA Distinguished Budget Presentation Award.
- **Unfunded Liability Report:** This report is only prepared on a biennial basis.
- **Budget Adjustments:** Adequate staffing, system training/understanding citywide fiscal staff and time allotted to ensure budget adjustments are performed correctly and within appropriate spending authority.
- **Contract and Report Review:** Adequate staffing and time allotted to ensure that no adverse financial impacts would result from, and that sufficient funding is identified, in relation to any agenda report proposal and contract.

### Factors Restricting Performance Improvement

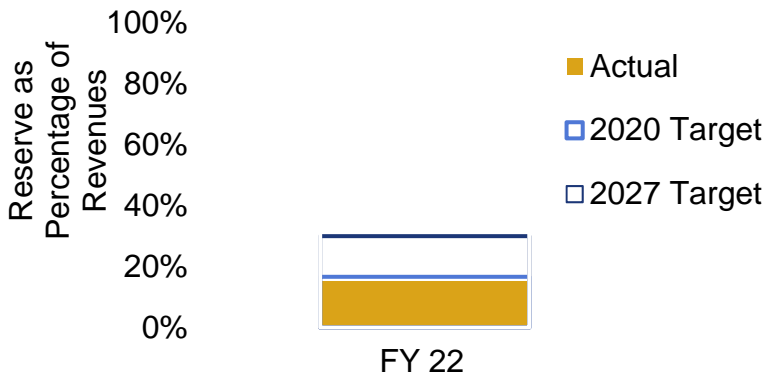
- **For GFOA Award:** Shortened timelines/staff availability due to competing priorities and staff vacancies led to not applying for the Awards Program.





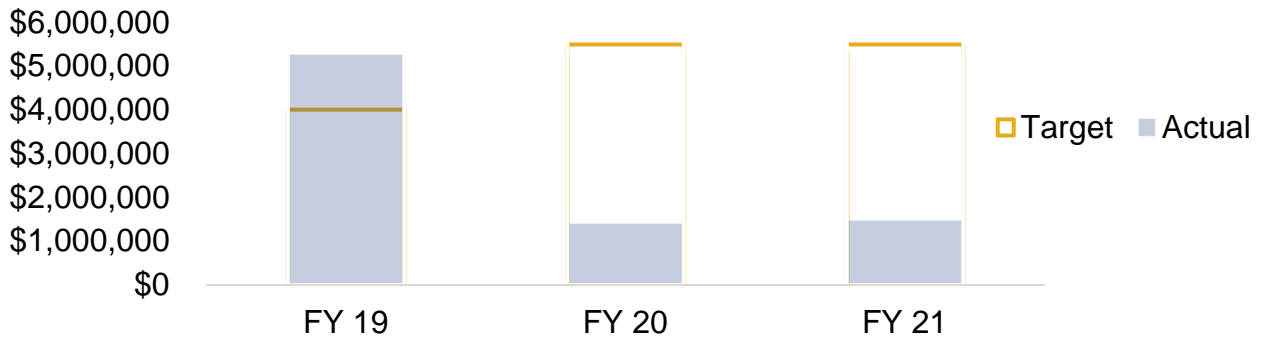
# FISCAL HEALTH

## Health of General Fund Reserves



The majority of performance measures in this report are things the organization itself directly impacts and for which staff can answer “how much did we do, how well did we do it, is anyone better off”. On this page are some fiscal measures that staff does not have a direct impact on, but are equally important and provide context.

## Section 115 Trust Contributions



### Factors Contributing to Current Performance

- The ongoing COVID-19 pandemic impacts on the economy and the City’s revenues, as well as the additional services and funding needs triggered by the City’s response to COVID-19, have drawn down on the General Fund and included use of reserves.
  - The City was able to refinance some of its debt and the savings from that refinancing were used as the original seed money for the Section 115 Trust.
  - The City found an innovative way to contribute to this Trust. The City Manager approved the pre-funding of the City’s Unfunded Liability piece of its premium. Prefunding allows the City to make a rate of return on the investment and then adds the savings to the Trust.

### Factors Restricting Performance Improvement

- The nature of the pandemic is ongoing and will require significant resources even during recovery. This limits the amount of available excess equity, inhibiting the City’s ability to fully contribute to these items.
  - Although the City has found innovative ways to contribute to its Section 115 Trust, it is still falling short of its targeted contribution level. The Section 115 will be a valuable resource in aiding the City to effectively maintain operations and services while confronting soaring pension costs.



# FISCAL HEALTH

## City Portfolio Overview

	FY 2020	FY2021
<i>Total cash and investments</i>	\$596,640,057	\$660,517,110
<i>Rate of return, pooled</i>	1.87%	0.97%
<i>Rate of return, trust</i>	3.17%	4.23%
<i>Meeting safety, liquidity, &amp; reasonable return requirements</i>	✓	✓

### Factors Contributing to Current Performance

- These include macro-economic activity, interest rates, inflationary pressures and investment confidence.

### Factors Restricting Performance Improvement

- Cash and investments are subject to City Council restrictions and statutory limitations.

## Financial Reporting

	FY 2020	FY 2021
<i>Meet statutory publication date for Annual Comprehensive Financial Report</i>	x	✓
<i>Receive no audit findings</i>	✓	✓

### Factors Contributing to Current Performance

- For financial reporting (i.e., audits, annual comprehensive financial report) the implementation of a new financial system contribute to current performance.

### Factors Restricting Performance Improvement

- The lack of adequate resources can restrict performance improvement.



# FISCAL HEALTH

## Purchasing Overview

	FY 2020	FY 2021
<i>Noncompliant, returned</i>	10%	4%
<i>Partially compliant, require review</i>	20%	0%
<i>Total purchase orders, count</i>	4,968	4,129
<i>Total purchase orders, amount</i>	\$206,961,915	\$155,828,129

## Factors Contributing to Current Performance

- The city implemented a new financial system in 2018 which streamlined procure-to-pay processes. The system provides purchasing staff with visibility of required documentation, and the ability to reject and return non-compliant requisitions, and to communicate efficiently with the departments submitting requisitions.
- Reporting capabilities in the new system are enhanced compared to the old system, and provide for easy access to the count, amount, and status of requisitions, purchase orders, and contracts.
- Staff provided internal training on requisitioning procedures.

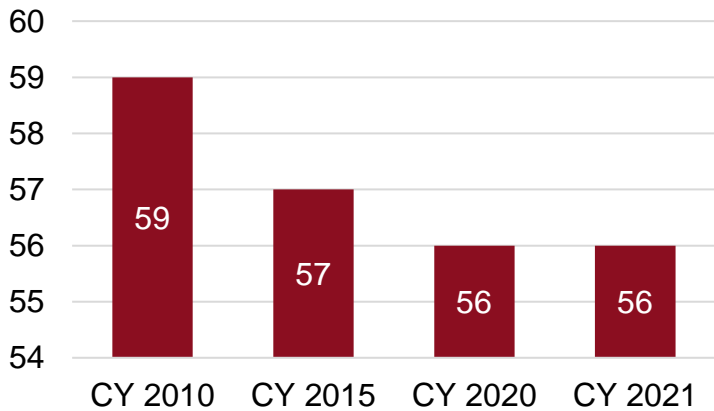
## Factors Restricting Performance Improvement

- There are certain requisitions that require special handling.
- Staff turnover in requisitioning departments can affect performance improvement. For example, newer staff may not have experience or training on requisitions. The Finance Department's General Services Division provides training but it may lag behind the initial onboarding of new staff.



# INFRASTRUCTURE

## Pavement Condition Index (PCI)



## Factors Contributing to Current Performance

- Between FY 20-21, Public Works paved 18.6 miles. Public Works was able to increase the amount of annual paving due to funding from Measure T1 and leveraging existing funding by cost sharing with East Bay Municipal Utilities District (EBMUD) and Pacific Gas & Electric (PG&E) to pave segments of Ellsworth, Stuart, Blake, Parker, and Mathews.

## Factors Restricting Performance Improvement

- Improving the Pavement Condition Index requires significant additional funding as identified in the recent Auditor's Report entitled Rocky Road: Berkeley Streets at Risk and Significantly Underfunded. Deferred maintenance continues to impact the current condition and increase the costs of future repairs.

## Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
PCI	The Paving Condition Index (PCI) is utilized throughout the nation to indicate the condition of the pavement of the streets. The current city-wide average Pavement Condition Index (PCI) is 56, ranging from 52.8 to 61.9 across council districts. The average PCI is down from 58 in 2019.	<p>Improving the City's streets and roads continue to be a severely underfunded need. Public Works is investing \$26.3 million in repaving funds, including \$6.75 million in Measure T1 funds over the next two years. However, the lack of resources available to the Paving Program is resulting in a continual decline in the condition of the City's streets.</p> <p>As part of the FY 2023-2024 budget process, the Public Works Department is asking that City Council secure an additional \$8 million per year just to maintain our street conditions and prevent further decline from their "at risk" state. Also, in June 2022, the Public Works Department will present Council information on options to bring forward an infrastructure-focused revenue measure on the November ballot.</p>



# LOCAL ECONOMY

## Payment Requests

	FY 2020	FY 2021
<i>Noncompliant/requiring additional review</i>	20%	5%
<i>Total payments, count</i>	91,428	87,626
<i>Total payments, amount</i>	\$407,577,485	\$513,637,408

### Factors Contributing to Current Performance

- The City implemented a new financial system in 2018 which streamlined procure-to-pay processes. The system provides accounts payable staff with visibility of required documentation, and the ability to reject and return non-compliant payment requests, and to communicate efficiently with the departments submitting payment requests.
- Reporting capabilities in the new system are enhanced compared to the old system, and provide for easy access to the count, amount, and status of payment requests.

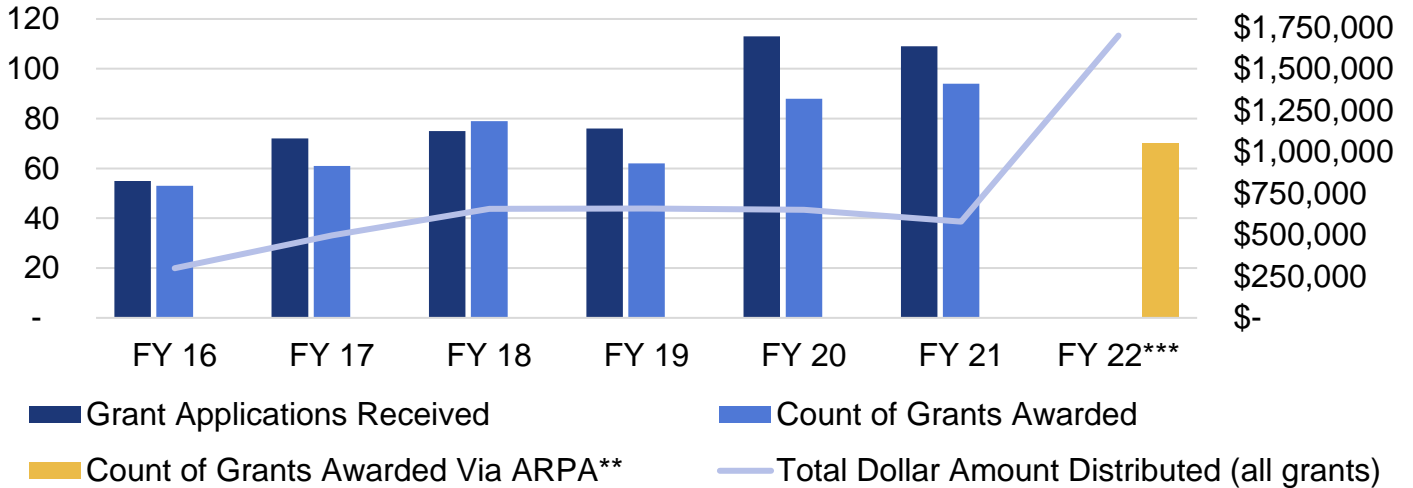
### Factors Restricting Performance Improvement

- There are certain payment requests that require special handling.
- Staff turnover in requesting departments can affect performance improvement.



# LOCAL ECONOMY

## Arts and Culture Grants



\*\*City Council approved funds for Berkeley Arts Relief Grants with equity-centered criteria aligned with American Rescue Plan Act (ARPA) guidelines.

\*\*\*With the exception of Berkeley Arts Relief Grants (ARPA funded), the arts and culture grants cycle has moved to a two-year cadence, the next application window will open in the fall of 2022.

### Factors Contributing to Current Performance

- Professionalized grant review program with transparent scoring, professional grant review panelists, and a streamlined application program.
- The program is moving towards a two-year grant cycle, which will allow applicants to plan budgets and design programs with more longevity and efficiency.

### Factors Restricting Performance Improvement



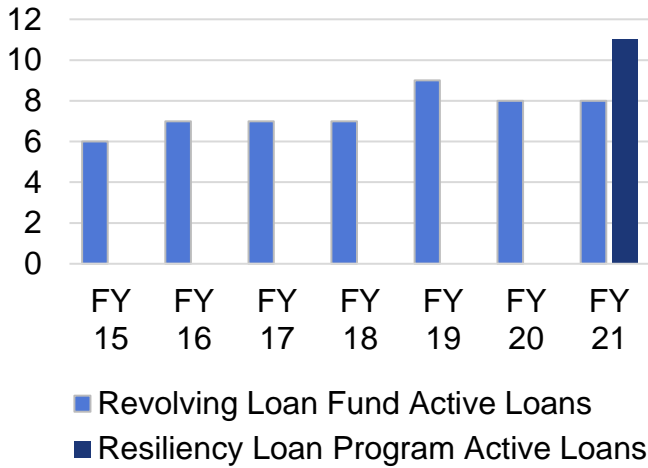
COVID-19's impact on the arts and cultural sector will mean that demand will likely far outstrip supply of grant monies.

- Limitations of the current contracting and invoicing/payment systems can make processing grant payments cumbersome to staff, and not as timely to recipients.



# LOCAL ECONOMY

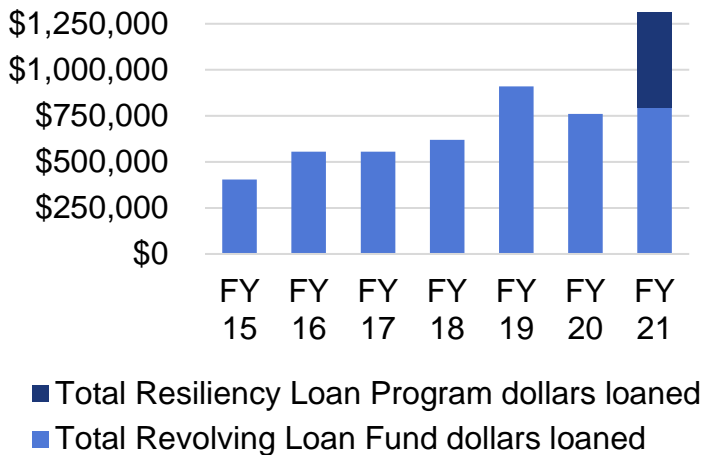
## Active Loans



## Factors Contributing to Current Performance

- Changes to the Revolving Loan Fund (RLF) Administrative plan allowed for larger loans to be offered, with corresponding impact to jobs retained and created.
- Active marketing of RLF loans and a professionalized underwriting system have increased program efficiencies.
- Transitioning to an online application intake process has made the program more attractive to many potential Berkeley RLF program applicants.

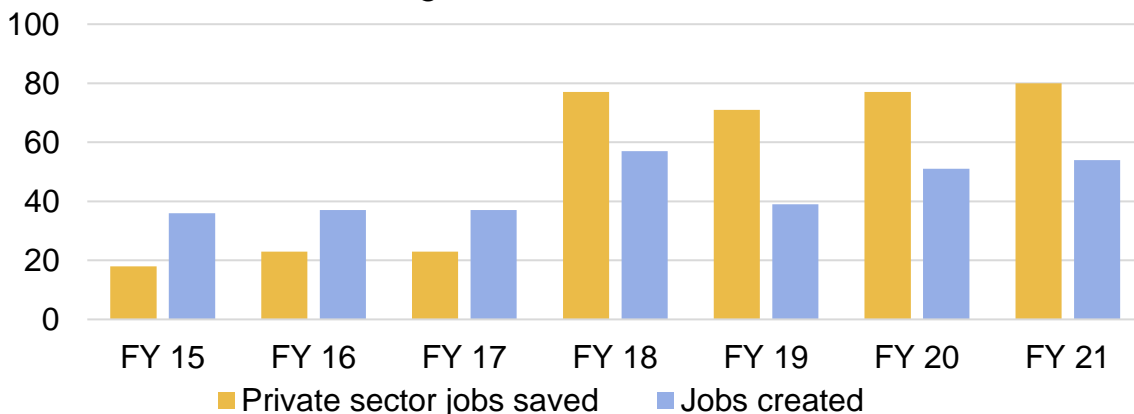
## Total Dollars Loaned



- COVID-19's impact on the small business sector will mean that demand for financial support will likely far outstrip supply of loan monies. However, staff has been able to use leverage other funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act to establish a second loan fund (Resiliency Loan Program [RLP]) and provide additional technical assistance to RLP program participants.
- Limitations of the current contracting, loan servicing and payment systems, can make processing loan payments cumbersome to staff, and loan disbursement not as timely to recipients.

## Factors Restricting Performance Improvement

## Revolving Loan Fund and Jobs



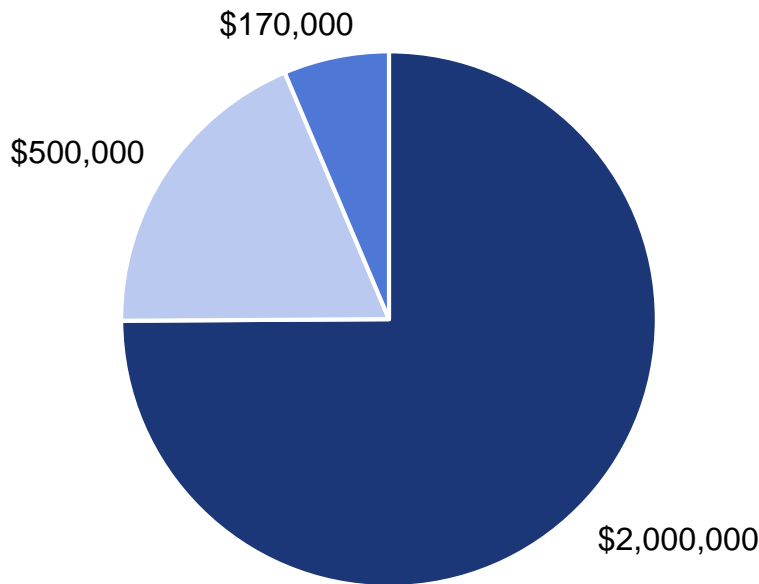


# LOCAL ECONOMY

## Pandemic Recovery Funds

- ✓ City Council awarded American Rescue Act (ARPA) Funds on June 30, 2021.
- ✓ Office of Economic Development disbursed \$500,000 to Visit Berkeley (Conventions and Visitors Bureau) to support the visitor and tourism sector.
- ✓ Office of Economic Development developed the grant program *Berkeley Arts Relief Grants* with equity-centered criteria, aligned with American Rescue Act guidelines. The effort involved creating an application, guidelines, working with the Civic Arts Commission, reviewing and scoring 75+ applications. 74 grant awards ranging from \$3,000 to \$33,000 with an average grant size of \$20,734 per organization were disbursed in February of 2022.
- ✓ With CARES Act funds, established an additional loan fund (the RLP), to provide direct assistance to Berkeley’s businesses. This program was supported with additional ARPA funds dedicated to offering technical assistance to program participants to keep them thriving in Berkeley.

American Rescue Plan Act (ARPA) Funds



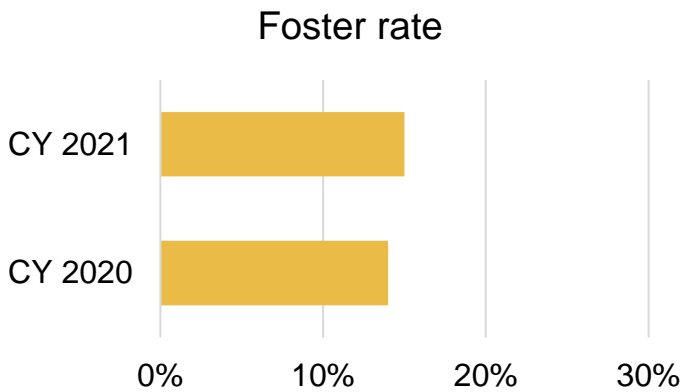
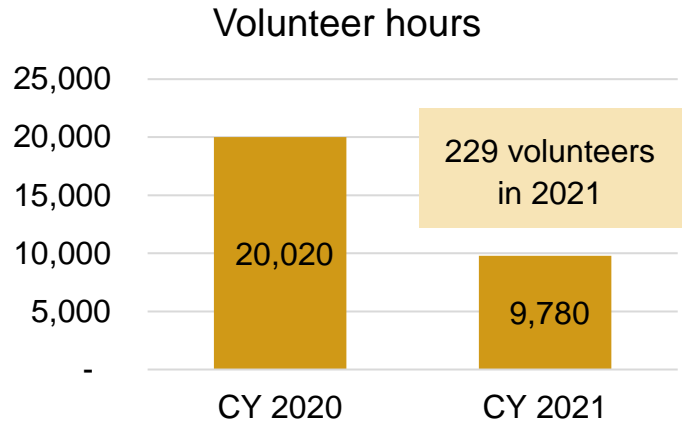
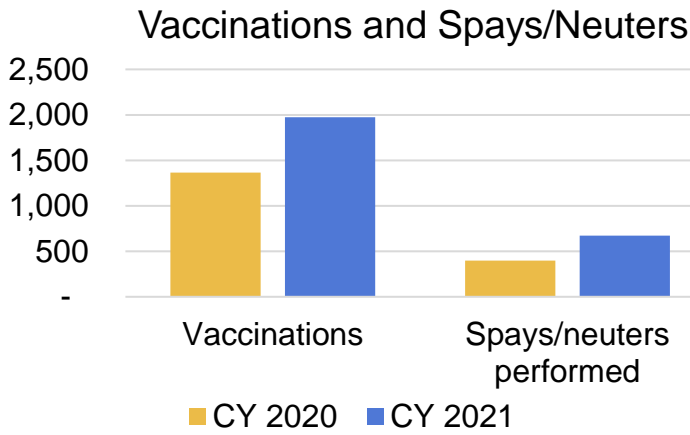
■ Arts & Culture Organizations   ■ Visitor and Tourism Sector   ■ Small Business Support





# RESILIENT


## Animal Care Services



### Factors Contributing to Current Performance

- Berkeley Animal Care Services (BACS) has made vaccines available to public animals that were brought in for sterilization, and made sterilization available to publicly owned animals. This has contributed to the increased vaccine and spay/neuter performance.
- BACS offers a robust volunteer program that allows volunteers maximum access to the shelter.

### Factors Restricting Performance Improvement

-  Reduced volunteer access to shelter due to COVID shelter-in-place eliminated volunteer opportunities and thus reduced hours.
- Fostering is practical for a limited and predictable number of people, which tends to keep these numbers relatively stable.

### Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Volunteer hours	The Animal Shelter was closed to volunteers for the first six months of 2021 due to COVID.	The Animal Shelter is now open and accessible to volunteers.



# RESILIENT

## Homeless Response Team



Shelter uptake rate.....	<b>39%</b>
Average tonnage/pounds of debris removed.....	<b>27,453 pounds/month</b>
Average storage notices provided.....	<b>6 notices/month</b>
Average number of violation notices provided.....	<b>9 notices/month</b>
Average number of encampment enclosures performed.....	<b>3 closures/month</b>



## Factors Contributing to Current Performance

- The Council's creation of the Homeless Response Team with a FY 2022 budget allocation has enabled the creation of an inter-departmental team with staffing and equipment available on a regular/predictable schedule, which has accelerated the pace of the work.
- The creation in CY 2021 of the Horizon Transitional Village Program shelter (50 beds) and the Safe Parking And Respite Kickstart (SPARK) program (40 RV parking spaces) has enabled staff to bring people out of encampments and into safer places, which has allowed us to close 10 encampments and significantly reduce the footprint of RVs parked throughout the City.

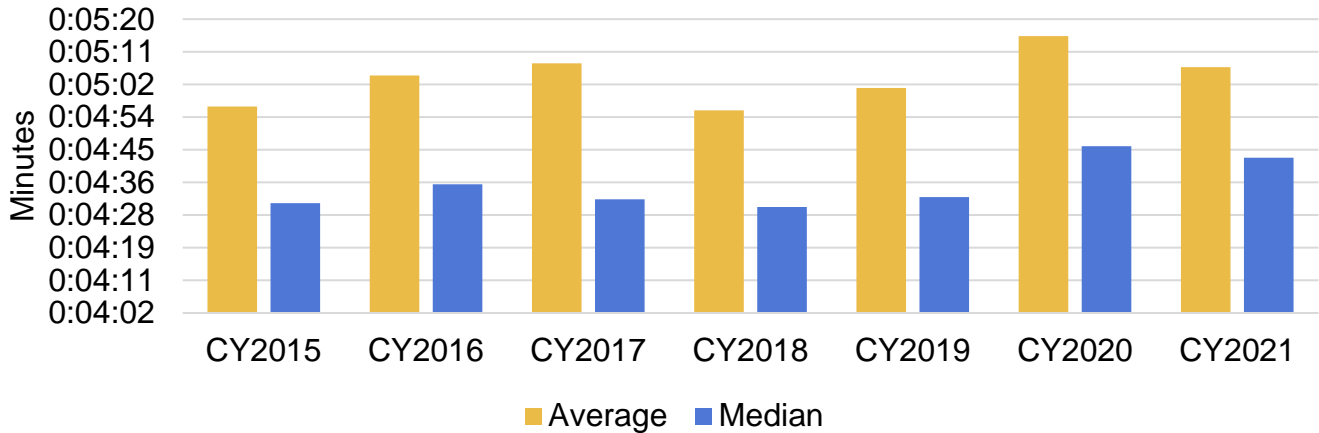
## Factors Restricting Performance Improvement

- 
 COVID has limited the number of available shelter beds, as some beds needed to be taken offline to allow for CDC physical distancing compliance. Spaces at SPARK and Horizon are now nearly full. Most of Berkeley's shelter beds are in congregate settings, and COVID has also affected the willingness of some unsheltered people to use congregate shelter.
- 
 Federal case law prevents encampments from being closed unless everyone in the encampment is given a shelter offer. Because of the limited number of beds available due to COVID, there are very few shelter vacancies in the system at any given time, which limits performance.
- Regular data collection for storage notices and violation notices began in November, so these figures provide an incomplete picture of the work. Staff anticipates more robust data in CY 2022.



# RESILIENT

## Call Response Time



Note: Response time is the time interval from the first unit assigned to the first unit arrived.  
 Note: The chart reflects a possible underreported response time. The department is currently undergoing an in-depth Standard of Coverage analysis and reassessing criteria for response time.

### Factors Contributing to Current Performance

- Although the chart shows a slight improvement from Calendar Year (CY) 2020 to 2021, it possibly reflects an underreported response time due to data discrepancies.
- The Fire Department with the assistance of an outside contractor, Citygate Associates, LLC, is currently undergoing an in-depth Standards of Coverage (SOC) analysis of its response time to understand best practice, how it performs against that best practice and the contributing factors to any deficits. The SOC analysis will provide a more detailed analysis of data and uncover more concrete causal factors to help drive specific actions with the ultimate goal to help reduce emergency response time to the community.

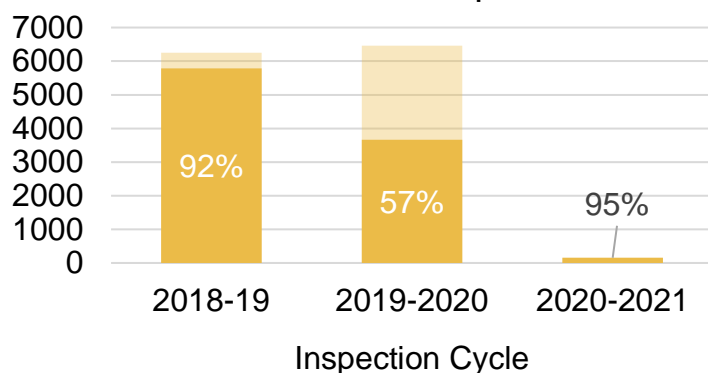
### Factors Restricting Performance Improvement

- Inadequate staffing.
- Multiple response time metrics and standards lead to inconsistent performance expectations.
- The need to develop best practices, supported by consistent data, to identify a baseline response time.
- The lack of modern fire/emergency medical service dispatching software.



# RESILIENT

## Fire Prevention Inspections



- Number of scheduled inspections completed
- Total number of scheduled inspections

Note: The inspection year typically runs from August through June. In 2020-2021, only State-mandated inspections were completed.

## Factors Contributing to Current Performance



In CY 2020 and 2021, the COVID-19 pandemic led to the suspension of the program; thereby reducing inspections. The program suspension extended through the beginning of CY 2022, reducing the available inspection window from approximately nine months to five months. The outcome was a backlog in inspections.

- In CY 2021, ongoing staffing challenges within both the Operations and Fire Prevention Divisions allowed for only certain state-mandated annual 'maintenance' fire inspections to be performed. These inspections were typically high-risk occupancies with greater probability of life safety hazards or vulnerable occupant populations such as educational, institutional or high-rise facilities.

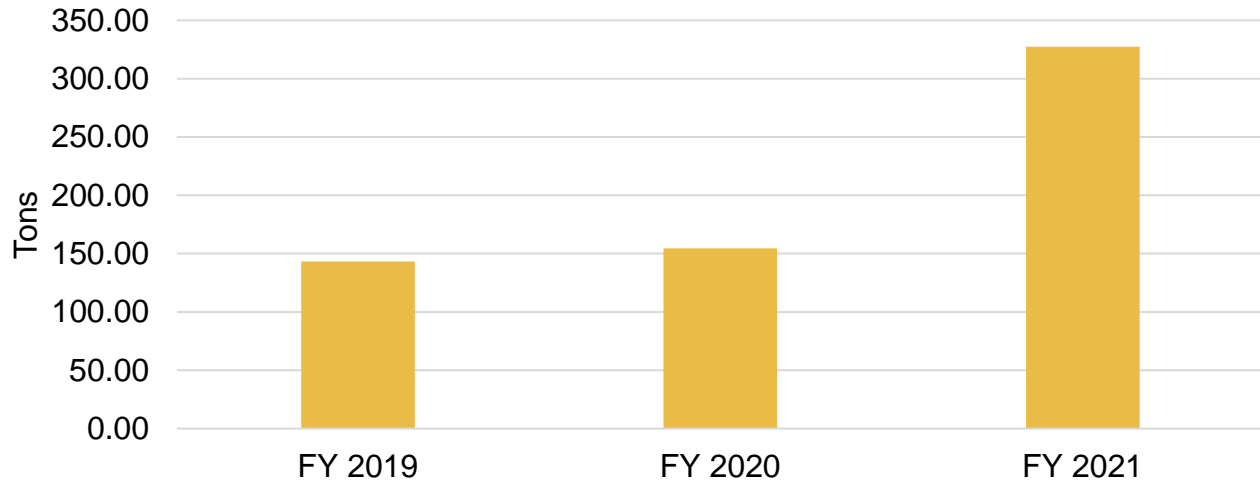
## Factors Restricting Performance Improvement

- Staffing challenges are the primary cause for restricting or impeding performance improvement. Berkeley is comprised of varied occupancies and properties, and most require inspections. Multiple residential occupancies of 3 or more units, commercial properties, homes in the hazardous fire areas, vacant lots, lots under construction and parking lots are subject to annual fire inspections. Adequate staffing consisting of Operations or Fire Prevention Division staff (or a combination of resources), who have access to efficient inspection software via mobile devices is the best way to meet the inspection goals of the Department. In response to the demands for annual inspections, the Department is in the process of hiring additional staff.
- Once additional staffing is secured and trained and efficient inspection hardware and software adjuncts can be assessed, it will be possible to assess the level of agreement between the inspection mandates imposed at local and State levels and the inspection staffing level currently proposed. Ultimately, if the resources available to perform inspections cannot be made to match the mandated workload, it may be necessary to reevaluate the inspection workload that is within local control and modify the scope and/or frequency of locally mandated inspections.
- Properties with difficult access, changes in property ownership or contact addresses being inconsistently updated from County and City records, and inconsistent communication with property owners make follow up on inspections difficult to ensure correction of violations.
- Fire Suppression companies are necessary to complete the majority of inspections throughout the City. Demands on their time (emergency calls for service, training, etc.) are ongoing factors that impede 100% completion of scheduled inspection.



# RESILIENT

## Fire Fuel Debris Removed



### Factors Contributing to Current Performance

- Fire fuel budget allocations from the General Fund over the last 4 years have enabled Parks staff to remove fire fuel (hazardous trees and vegetation) and reduce fire risk in the hills in parks, pathways and near private property.

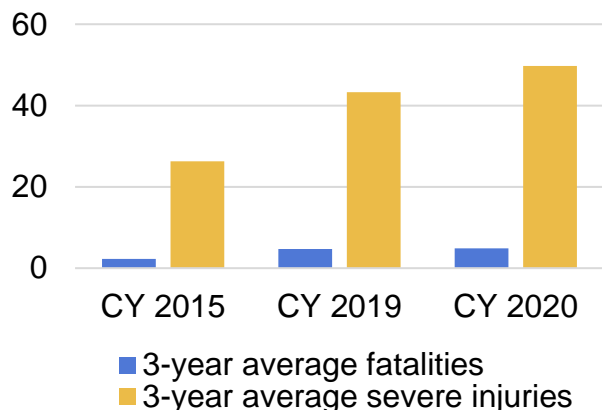
### Factors Restricting Performance Improvement

- Continued annual allocations are needed to mitigate fire risk to remove hazardous trees and ladder fuels (i.e., brush/vegetation), which require annual maintenance and clearing.



# RESILIENT

Three Year Average of Fatalities and Severe Injuries on City Streets



## Factors Contributing to Current Performance



There has been an ongoing effort to improve traffic safety, which led to the March 2020 adoption of the Vision Zero Implementation Plan to eliminate severe injury and fatal traffic crashes by 2028. The annual Traffic Calming program was temporarily replaced with the Healthy Streets program in 2020 as a response to the COVID-19 pandemic. Healthy Streets employed barricades and signage to regulate motor traffic on some of the existing Berkeley Bicycle Boulevards in order to provide streets with very low motor traffic volumes so that people could walk, bike, and travel outdoors while having the street space needed for physical distancing.

## Factors Restricting Performance Improvement

The Vision Zero Action Plan was adopted one week before the start of the COVID-19 Shelter in Place public health order, and as a result many of the proposed action items that required public meetings, committee formation, and collaboration had to be put on hold. The pandemic also caused motor traffic volumes to decrease dramatically in 2020. This significant reduction in traffic congestion resulted in greater and more frequent motor vehicle driver speeding\*. Concurrently, there was a decrease in pedestrian and bicyclist activity on major streets, as many people shifted to working from home and receiving home deliveries of groceries and retail goods. This may have resulted in increased risk for people who were still walking and biking on these streets due to the relative lack of visibility in smaller numbers.

\*[https://www.nhtsa.gov/sites/nhtsa.gov/files/2021-10/Traffic-Safety-During-COVID-19\\_Jan-June2021-102621-v3-tag.pdf](https://www.nhtsa.gov/sites/nhtsa.gov/files/2021-10/Traffic-Safety-During-COVID-19_Jan-June2021-102621-v3-tag.pdf)

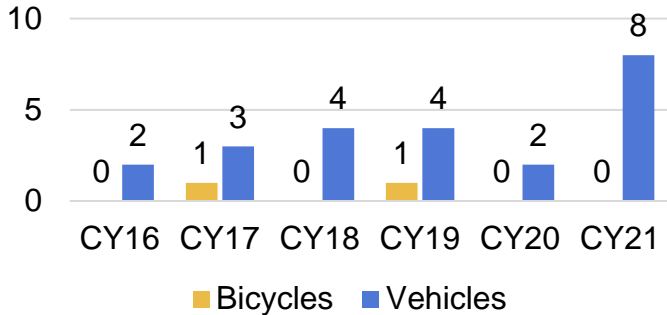
## Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Three-year average of fatalities and severe injuries on City streets	The three-year average of fatalities and severe injuries on the City's streets has continued to rise.	The implementation of the 2020 Vision Zero Action Plan will continue to move forward through the initiation of Vision Zero Coordinating Committee meetings, completion of Vision Zero design guidance for "quick-build" projects to increase timeliness of delivery of traffic safety projects, the development of a Vision Zero public communications campaign, and increased rapidity of crash data analysis. In addition, the delivery of Vision Zero capital projects will continue throughout the City, with projects currently in the design phase together valued at well over \$10 million.

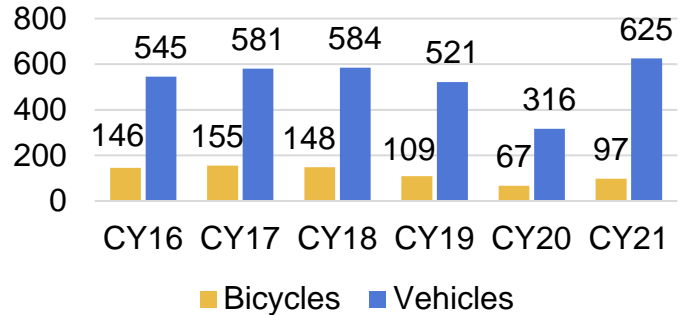


# RESILIENT

Deaths Relating to Bicycles or Vehicles



Accidents Relating to Bicycles or Vehicles



## Factors Contributing to Current Performance

- Since shelter in place restrictions have mostly lifted, travel has increased on roadways. Shelter in place (SIP) orders meant drivers weren't driving as frequently leading to less proficiency. Also, DMV postponed driver license renewals and tests throughout the SIP. Post COVID driving behavior has led to drivers taking more risks behind the wheel.

## Factors Restricting Performance Improvement

- COVID related absences, injuries and staffing shortages have reduced the number of available personnel to conduct traffic enforcement and community awareness operations.
  - Decreased visibility on the roadways has emboldened dangerous driving behavior.

## Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Deaths and Accidents Relating to Bicycles or Vehicles	With increased travel after a year or more of less time on the roads (e.g., with shelter in place), drivers and bicyclists may have lowered proficiency. Also, many have observed an increase in risky driving behaviors.	<p>The Berkeley Police Department is addressing these safety issues with a multi-pronged approach:</p> <ul style="list-style-type: none"> <li>researching programs utilizing grant funding to support enforcement, policies, and practices that promote safe bicycling;</li> <li>applying for the Age Well, Drive Smart grant to provide an education program to help seniors tune up their driving skills, refresh their knowledge of the rules of the road, and discuss normal, age-related physical changes and how they affect driving ability; and</li> <li>using grant funding to support enforcement of unsafe driving behaviors and develop educational campaigns.</li> </ul>



# SERVICE

## Records and Communications

	CY 2020	CY 2021
<i>City Council Legislative items</i>	962	966
<i>Contracts</i>	497	496
<i>Resolutions</i>	441	194
<i>Minutes</i>	195	154
<i>City Council Communications Packets</i>	145	154
<i>Ordinances</i>	65	47
<i>Contract extension letters</i>	47	103
<i>Certificates of liability insurance</i>	4	7
<i>Acceptance of work orders</i>	2	14
<i>Election results</i>	1	0
<i>Voter information pamphlet</i>	1	0
<b><i>Records indexed to the public portal, total</i></b>	<b>2,360</b>	<b>2,570</b>
<b><i>City Council Communications received by City Clerk</i></b>	<b>4,685</b>	<b>4,086</b>

### Factors Contributing to Current Performance

- Use of Electronic Document Management System (OnBase) for records repository to enhance access to records.
- Staffing levels are adequate to meet the level of service required.

### Factors Restricting Performance Improvement

- Expansion of digital records program is dependent on staffing, funding, and technology capacity.
- Funding for the Paperless Contracts Project in FY 2023-2024 will be essential to increasing efficiencies and allowing staff to meet baseline responsibilities.
- Implementation of an electronic records management policy and certification of a Trusted Environment to store electronic records would improve efficiency and recordkeeping throughout the City, but have implementation costs and staffing needs required.
- The current process of compiling communications from the public is primarily a manual process that is time intensive, however, this process accommodates all types of communications, including handwritten and hard copy communications.





# SERVICE

## Meetings

	CY 2020	CY 2021
<i>City Council</i>	81	84
<i>Agenda and Rules</i>	25	27
<i>Budget and Finance</i>	19	23
<i>FITES<sup>4</sup></i>	11	12
<i>Health, Life Enrichment, Equity, and Community</i>	10	3
<i>Public Safety</i>	7	6
<i>Land Use, Housing, and Economic Development</i>	6	15
<i>Independent Redistricting Commission</i>	-	24
<b><i>City Council and Policy Committee meetings administered, total</i></b>	<b>159</b>	<b>170</b>

### Factors Contributing to Current Performance

- Use of Zoom videoconference platform has allowed the City's legislative process to continue and provided for public engagement in meetings during the pandemic.

### Factors Restricting Performance Improvement

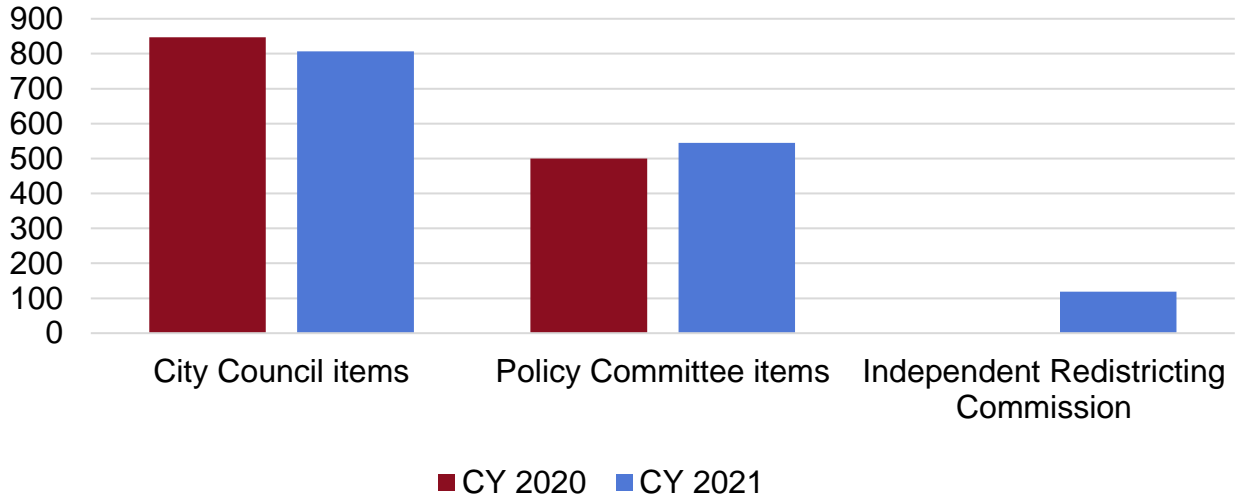
- The City Clerk Department has also supported the Independent Redistricting Commission since the start of 2021. This additional responsibility has resulted in only meeting baseline tasks and not engaging in improvements or special projects.

<sup>4</sup> Facilities, Infrastructure, Transportation, Environment, and Sustainability (FITES)



# SERVICE

## Legislative Items Collated and Tracked



### Factors Contributing to Current Performance

- The high quality and capacity of the staff managing the legislative bodies is a key factor in administering the high volume of items.
- The OnBase Agenda Manager software is essential to tracking, reviewing, and publishing the items for the legislative body agenda packets.

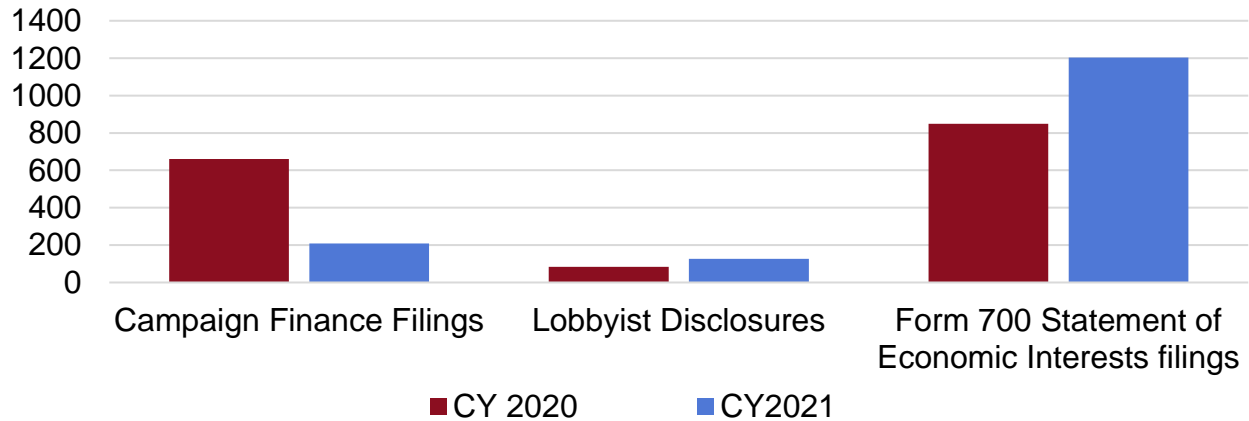
### Factors Restricting Performance Improvement

- A significant number of new items and revisions submitted late in the process require an inordinate amount of time to process as compared to complete items submitted in accordance with established deadlines.
- Multiple Supplementals and items that are repeatedly carried over from meeting to meeting are more time-consuming to process and result in a complex legislative record that can be difficult for the public to review and understand.
- The City Clerk Department has also supported the Independent Redistricting Commission since the start of 2021. This additional responsibility has resulted in only meeting baseline tasks and not engaging in improvements or special projects.



# SERVICE

## Disclosures



### Factors Contributing to Current Performance

- The NetFile online filing system assists both filers and staff with the submission, processing, and public availability of the disclosure documents.
- The implementation of online Form 700 filing for city commissioners has reduced vehicle trips to the Civic Center, reduced late filings, reduced the amount of hard copy notices mailed from the City Clerk, improved accuracy of filed statements, and reduced terminations from commissions for non-filing.

### Factors Restricting Performance Improvement

- New programs in this area (Lobbyist, Public Financing) have hindered staff's ability to deliver the level of service and assistance to filers that was previously available.
- New amendments to the Berkeley Election Reform Act have expanded the Public Financing Program for City Candidates. This will likely result in increased turnaround time for payments of matching funds.
- The complexity of the Lobbyist Ordinance and the high registration fee (\$500) has caused some difficulty in staff's administration of the ordinance as well as compliance difficulties for filers.



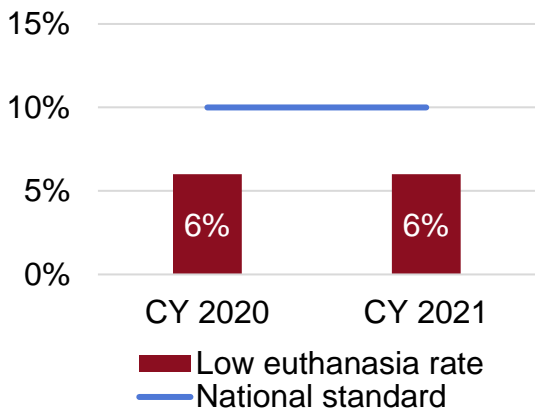
# SERVICE

## Animal Care Services

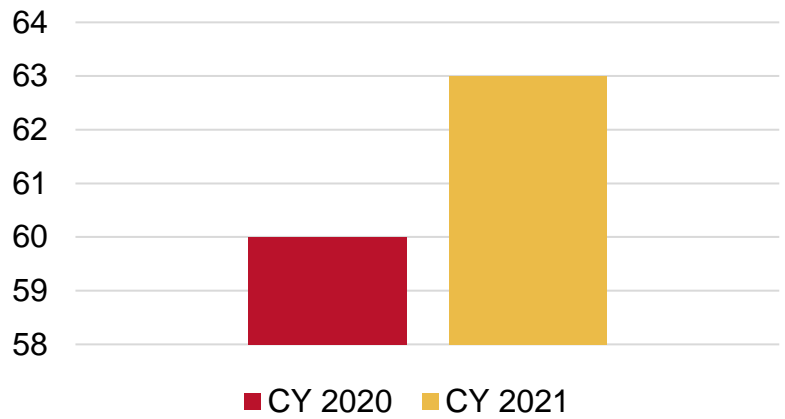


Average days per shelter stay.....	<b>8 days</b>
Percentage of animals adopted.....	<b>22%</b>
Percentage of animals going to nonprofit rescues.....	<b>35%</b>
Percentage of animals returned to owners.....	<b>34%</b>

### Low Euthanasia Rate



### Non-Sterilization Surgeries



## Factors Contributing to Current Performance

- Berkeley Animal Care Services (BACS) has highly successful adoption and rescue rates. This can be attributed to a number of factors, including an excellent working relationship with nonprofit rescue organizations, accessible hours of operation to the public (limited during COVID-19), and excellent customer service.

## Factors Restricting Performance Improvement

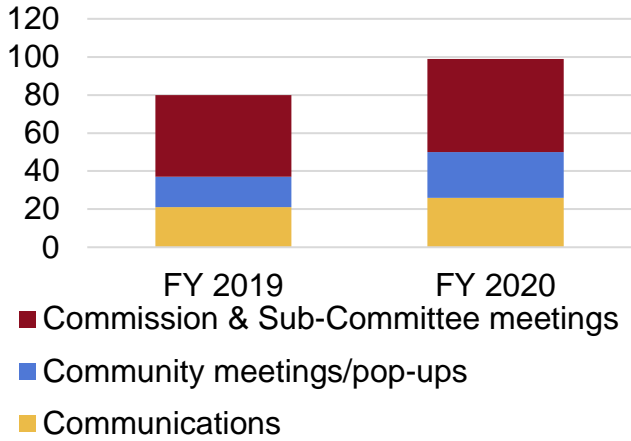
- Some animals are too sick injured or aggressive to place.
- Limited veterinary staffing has constrained the City’s ability to perform surgeries and other procedures.



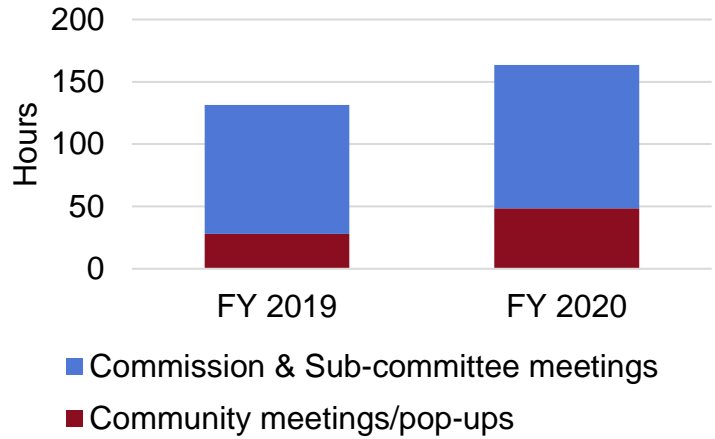
# SERVICE

## Parks, Recreation and Waterfront Community Contacts

Number of Community Contacts



Time Spent During Community Meetings



### Factors Contributing to Current Performance

- Hosting community meetings on Zoom likely increased participation in public meetings. In the recent Measure T1 Phase 2 community process, and the Vision 2050 community outreach, staff were able to attend more neighborhood group meetings to take feedback and share progress and updates. Additionally, advertising, use of in-house graphic design, and publicizing meetings and events helped increase community contacts.

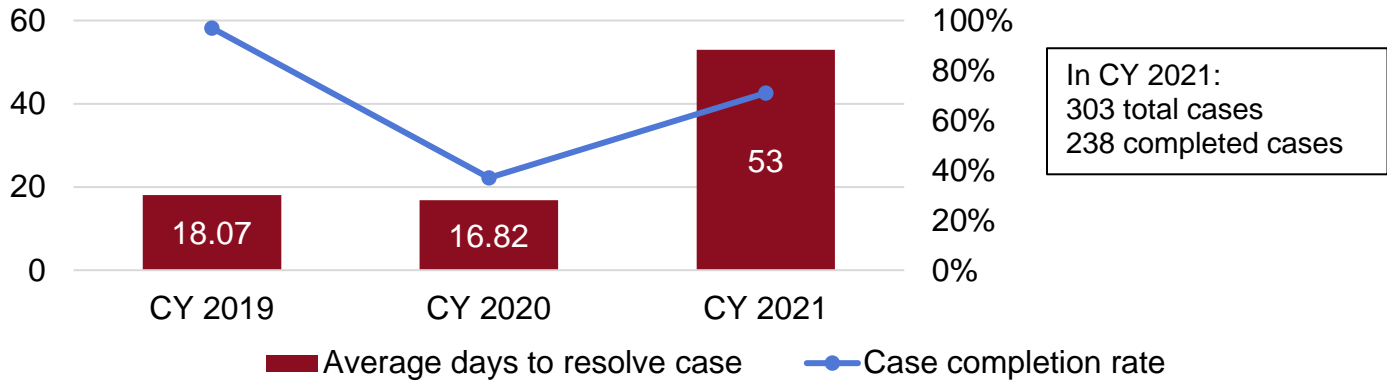
### Factors Restricting Performance Improvement

- Pandemic restrictions have limited staff's ability to hold in-person meetings and special events. However, as the health restrictions are lifted, staff anticipate a return to pre-COVID levels of events and in-person programs.



# SERVICE

## Neighborhood Services Code Enforcement Unit (CEU) Average Days to Resolve & Case Completion Rate



### Factors Contributing to Current Performance

- The safe return to the office (from shelter in place) has positively impacted performance, as staff has more opportunity to be in the field and address cases.
- Acquiring two Unit vehicles to replace one has allowed for simultaneous inspections that may occur on the same workday.

### Factors Restricting Performance Improvement

- Lack of software tools to research contact information for non-responsive property owners
- Only way to collect fines from issued administrative citations is to place a lien on the property. This is cumbersome and is typically reserved for extreme/high-value balances. Hiring a third-party collection agency (commonly done in other jurisdictions) would fairly collect for all values of outstanding balances. Note: current outstanding balances for unpaid fines is at \$620,700.
- Current case management is cumbersome. A new, dedicated software system would help to automate the process of documentation, noticing, and reporting.
- Insufficient staffing relative to the workload, as identified in the City Auditor's 2018 report.

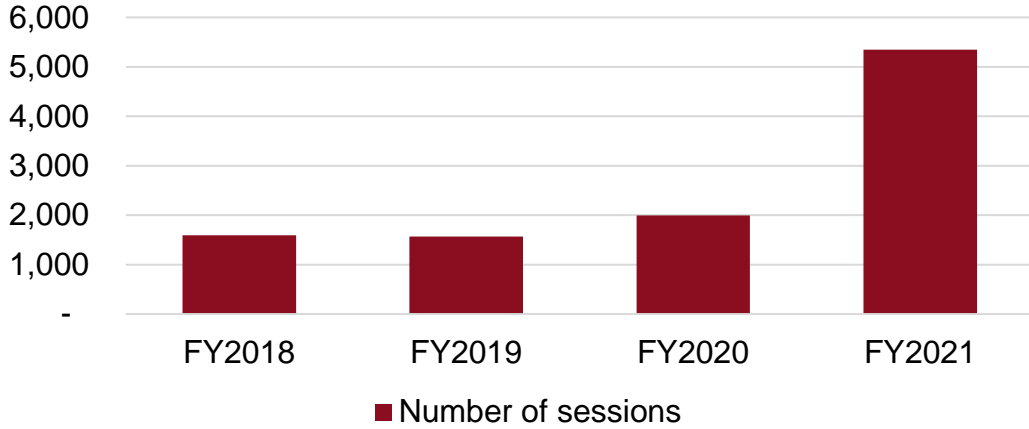
### Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Average days to resolve case	CEU responds to complaints as they are received, and has no control over the complexity of cases that are received. Highly complex cases may come in at any time. These cases can take months or even years to resolve, the unpredictable receipt of even a few such cases may cause the metric to fluctuate considerably from year to year.	CEU will begin tracking additional data to determine not just the time from case creation to completion but also from creation to acquisition by an enforcement officer—a better method for measuring responsiveness.



# SERVICE

Information and Assistance Sessions Provided by Aging Services Division



## Factors Contributing to Current Performance



Increase in Information & Assistance sessions due to pandemic-related demand. Since senior centers were closed for most of FY21, Aging Services staff pivoted to provide assistance to seniors and connection to resources virtually. Staff also proactively conducted wellness calls and provided information to seniors during those calls.

## Factors Restricting Performance Improvement

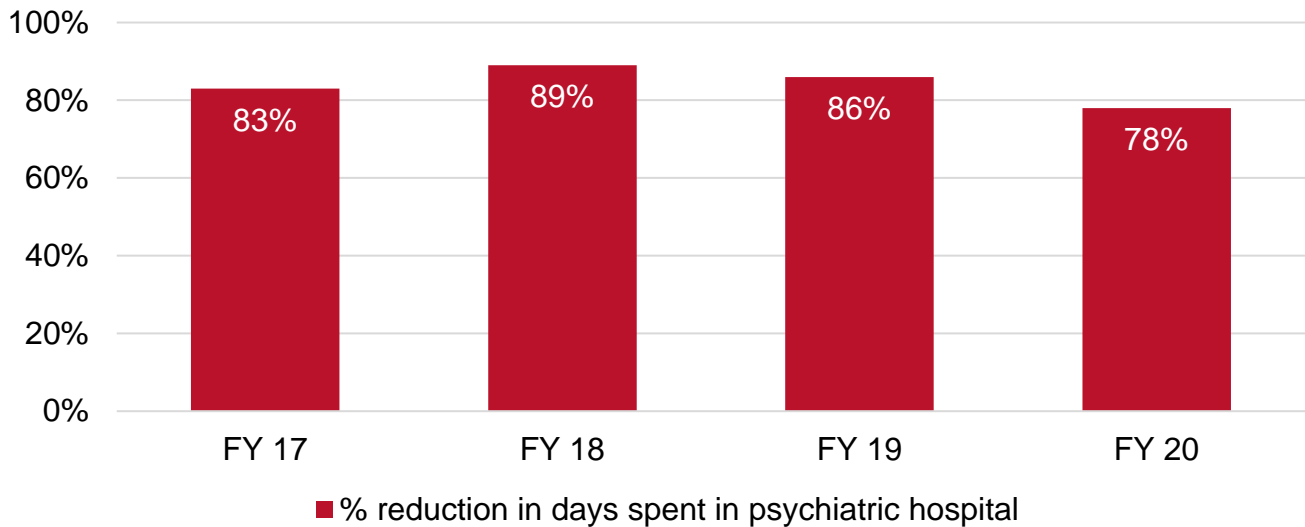


Due to the shelter-in-place order, face-to-face information and assistance sessions are not being conducted, but are being provided virtually by phone.



# SERVICE

## Reduction of Days Spent in Psychiatric Hospital Among Clients in Full Service Partnership Program



### Factors Contributing to Current Performance

- The Full Service Partnership (FSP) program utilizes the Assertive Community Treatment model, an evidence-based practice, which has been shown to support the population it serves.
- The FSP program provides the vast majority of services in the field, allowing for engagement of clients who previously have been unengaged.
- The FSP program utilizes motivational interviewing and harm reduction strategies, allowing the team to support clients who have not done well with mental health care in the past.
- The FSP program quickly responds to crisis events, finding solutions to issues that led to hospitalization in the past.

### Factors Restricting Performance Improvement

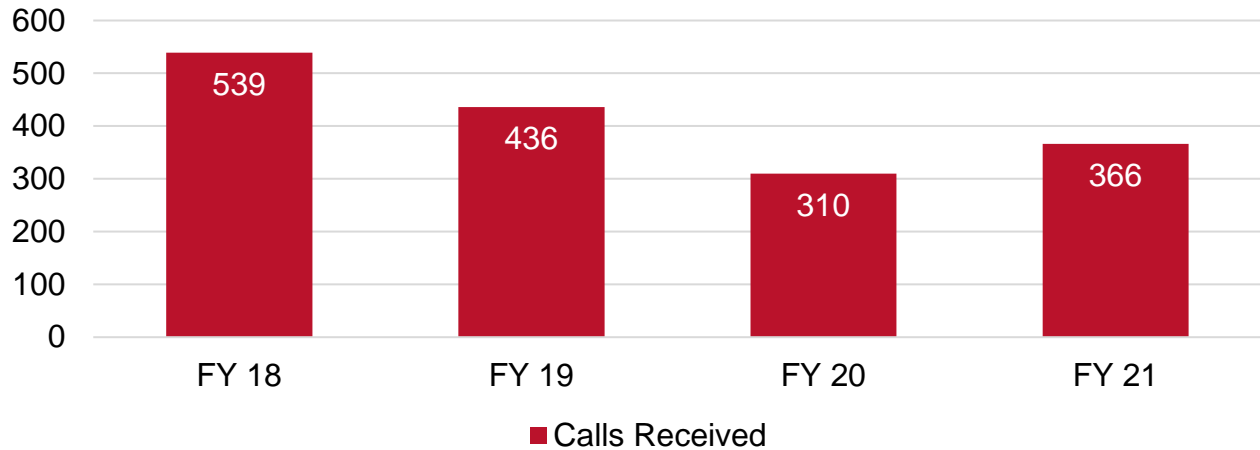
- There are sometimes shortages in sub-acute treatment placements, reducing the ability to avoid hospitalization.
- There are not enough housing options available, leading to increased stress on clients.





# SERVICE

## Vector Service Requests Received by Environmental Health Vector Program



### Factors Contributing to Current Performance

- The Environmental Health Division (EHD) staff address community complaints regarding vectors such as rats, bedbugs, and yellow jackets effectively reducing overall vector calls to EHD. Many communities are experiencing increasing vector calls due to pandemic-related changes in consumption and live/work patterns.



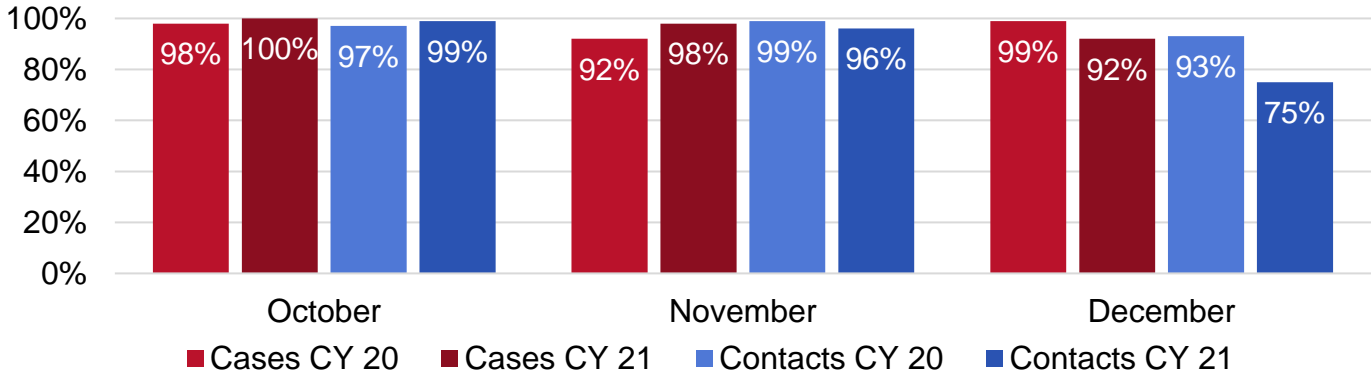
### Factors Restricting Performance Improvement

- Reduced staffing among field staff and support staff in EHD caused some community vector calls to be transferred to the county in FY 2020.
- The Alameda County Agriculture Department restricted the use of a common pesticide used to control the yellow jacket population which impacted the ability to respond to community complaints. The hold was lifted in FY 2020.



# SERVICE

## COVID Cases and Contacts with Outreach Initiated



Note: For data purposes, the months are calculated from the 25th of the preceding month through the 24th of the month. For example, October is September 25 through October 24.

### Factors Contributing to Current Performance

- The City of Berkeley worked to maintain staffing of case investigators and contact tracers (CICT) due to the reduction of the redirected staff from California Department of Public Health (CDPH) and continued increase of cases. We have been able to hire additional staff but have not filled all vacancies and continue our partnership with UC Berkeley.
- The City of Berkeley provides support, to CICT staff at UC Berkeley and CDPH to ensure effective contact tracing and case investigation.
- Bilingual and bi-cultural CICT staff members were recruited and hired to serve all members of the Berkeley community.

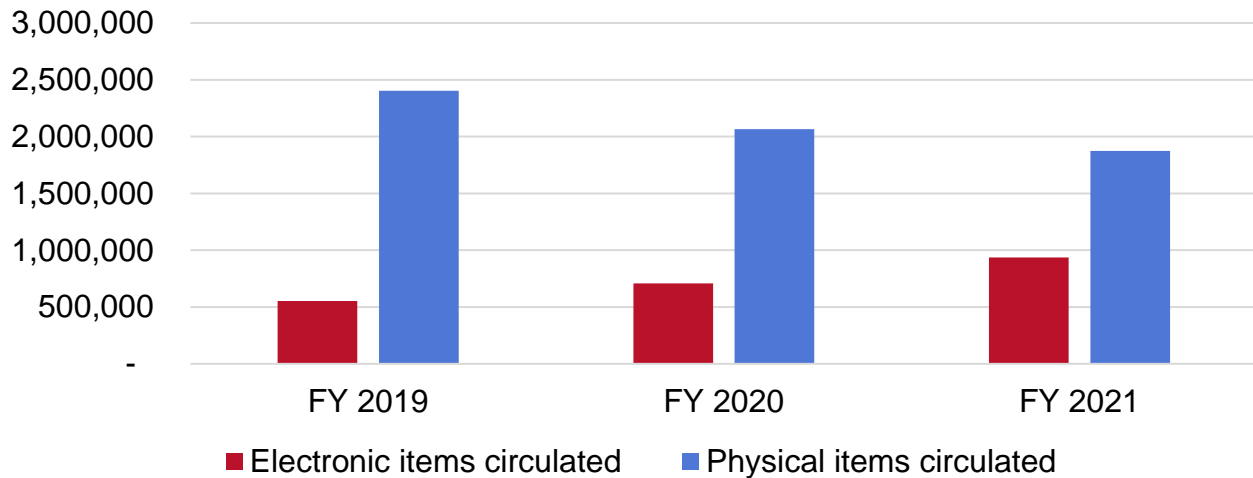
### Factors Restricting Performance Improvement

- Cases do not always provide correct contact information or are unwilling to provide any contact information of those they have come in contact with making it difficult to initiate outreach.
- In December, the City of Berkeley began experiencing a tremendous surge of cases on top of an already high baseline of cases due to a holiday surge and the steep rise in cases due to the Omicron variant. This required shifting in outreach of cases to target high risk populations and settings while providing some outreach to all cases and contacts. This approach has reduced the amount of cases and contacts where outreach was initiated.
- Over the holidays, cases and contacts were less responsive to CICT staff outreach, also impacting ability and effectiveness of staff outreach.



# SERVICE

## Circulation of Books and Electronic Materials



### Factors Contributing to Current Performance

- During part of the period measured, Outdoor Pickup service was the primary way that people checked out Library materials. Electronic materials circulation continued. Because people were not entering Library buildings, there was a decrease in circulation overall due to the fact that people were only checking out materials on hold versus browsing.
- Demand for electronic materials continues to increase, mirroring a national trend. This demand was heightened during the closure as some additional users opted for electronic books.

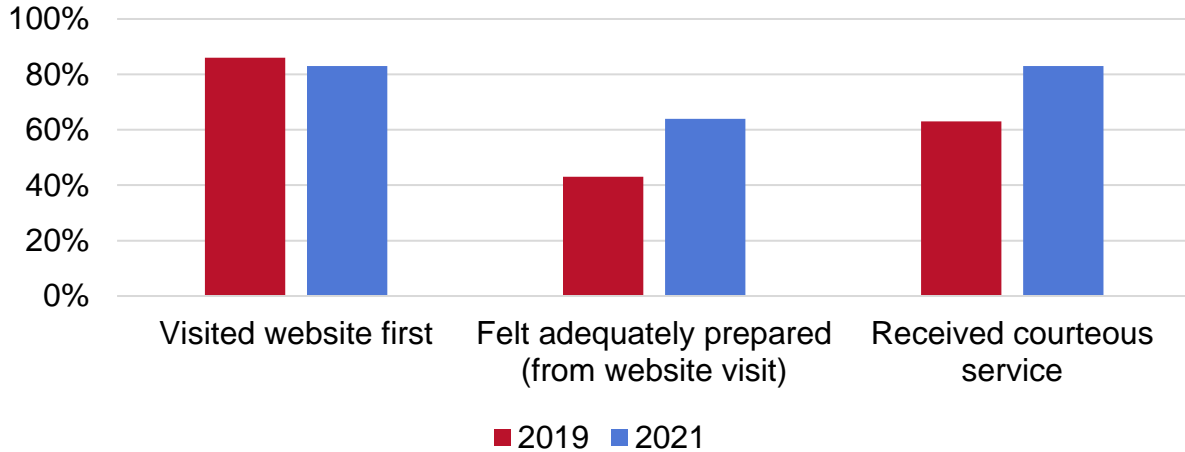
### Factors Restricting Performance Improvement

- Libraries are now open to the public, but during the period from which this data was collected, they were not. For this reason, a lower percentage of materials was circulated. The numbers will adjust to standard levels when browsing and other aspects of access are once again available.




# SERVICE

## Permit Service Center Customer Satisfaction



### Factors Contributing to Current Performance

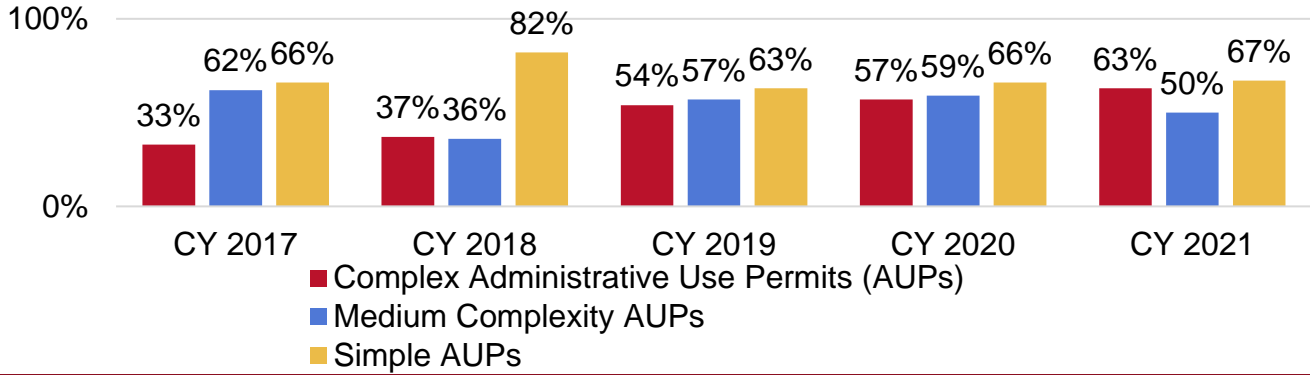
- The 2021 Survey received more responses than the 2019 edition, largely from efforts to make sure all clients were aware of the survey.
  - Staff believe this cross-section of respondents is more representative than in 2019, including more building professionals who comprise the majority of Permit Service Center clients.
-  This survey captured clients who experienced all of the new remote submittal services Planning introduced to remain fully open during the pandemic.

### Factors Restricting Performance Improvement

- While remote applications are fully available to building permit clients, that is not yet true for Land Use permit clients, both of whom were surveyed.
- Evidence suggests that building professionals view Berkeley services positively in comparison to services in other jurisdictions. However, this warrants more direct questions in future surveys.
- Zoning and Building are regulatory functions, which inherently means that customers will sometimes be told they are not allowed to pursue the project they envisioned. There will always be a portion of negative responses which reflect Zoning and Building performing their proper functions.

# SERVICE

## Percent Application Completion to Staff Approval in Under Two Months



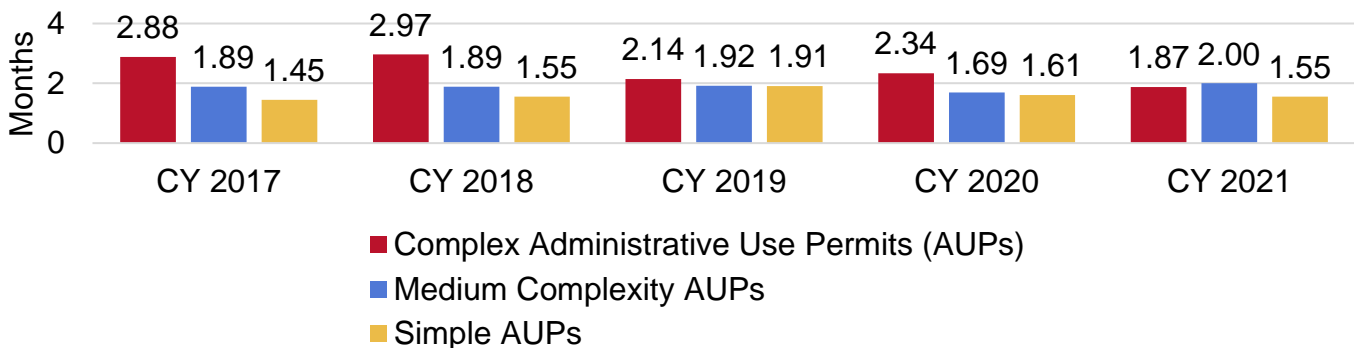
### Factors Contributing to Current Performance

- New Accessory Dwelling Unit (ADU) regulations and guidelines allow more types of projects without discretionary review.
- There are improved application forms and how-to guides for common development project types.
- There were revisions to the Zoning Ordinance, including amendments to streamline processes for small businesses.

### Factors Restricting Performance Improvement

- Review and approval of digital permitting documents by staff through remote access exclusively can be cumbersome and subject to technical limitations.
- There has been a surge in accessory dwelling unit (ADU) and other home improvement/expansion applications.
- Multiple and ongoing revisions to ADU ordinance have confused some clients as they prepare submittals.
- Substantial staff turnover has challenged the Land Use Division at all levels, as new planners are hired and trained and others take on new roles.

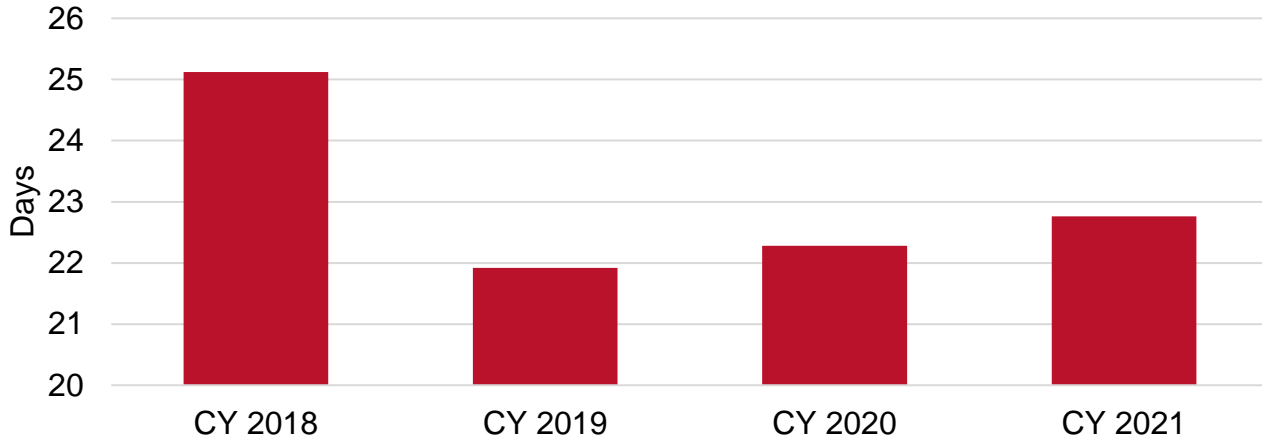
## Time from Application Completion to Staff Approval





# SERVICE

## Average City Plan Check Review Time



### Factors Contributing to Current Performance

- Increased efficiency through improved electronic plan check tools and hardware; Plan Check meets due dates over 90% of time.
- Elimination of previous plan check queue backlog has improved employee morale and reduced inquiries regarding plan check status.
- Establishment of Plan Check performance dashboard and daily plan check queue review to identify and correct processing issues.
- Better education of applicants through how-to guides and submittal checklists result in higher quality submittals which require fewer plan check corrections

### Factors Restricting Performance Improvement

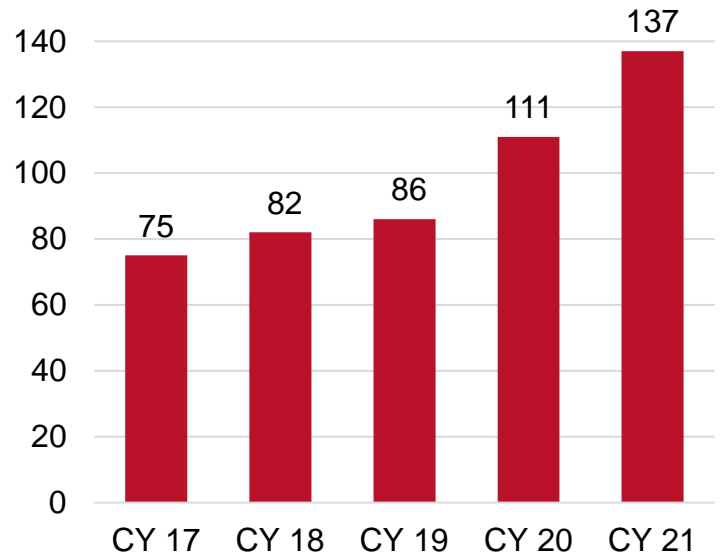
- Metric has limited utility for public, as it aggregates all project types from bathroom remodels to 16-story hotels.
- Metric has limited utility for staff, as different types of reviews are not segregated by reviewing agency.
- Large parts of the time a client experiences—preparation before initial submittal, and the speed and completeness of responses to City comments—are not within City control and thus are not reflected in data.



# SERVICE

Diligent    Exceptional  
 Understanding  
 Dedication  
 Kind    Reassuring  
 Calm    Collaborative Care  
**Professional**  
 Excellence    Empathy  
 Compassion  
 Patient    Respectful  
 Outstanding

Commendations



## Factors Contributing to Current Performance

- The Berkeley Police Department (BPD) prides itself on the service provided to the community through law enforcement activities as well as routine community interaction and engagement. Officers are occasionally stopped on the street and thanked for their service, or receive positive feedback at the end of a call for service. Sometimes the level of service or engagement efforts of the officers prompt people to independently contact BPD to share their praise. These commendations are shared with the Police Accountability Board and within the Department where they become part of the involved officer’s personnel file.
- The Berkeley Police Department now provides information to community members on how they can provide a commendation or file a complaint about the service they received from BPD. This was a new practice that began in 2021. This may have contributed to an increase in commendations.

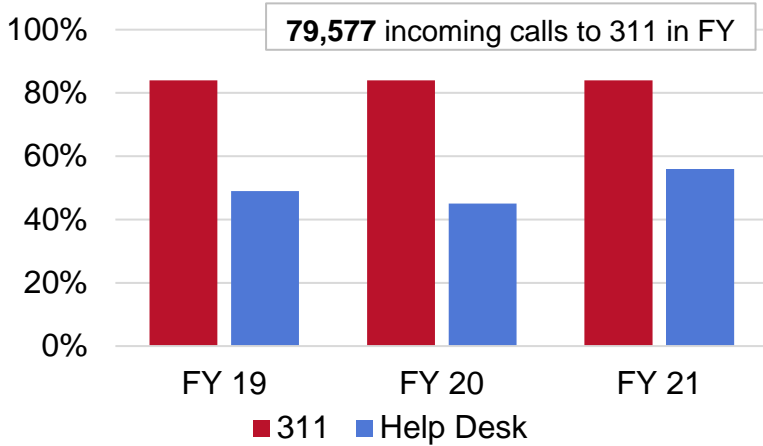
## Factors Restricting Performance Improvement

- While commendations often speak directly to high levels of trust and happiness with police service, it is challenging to use the number of commendations to speak to overall levels of community trust and satisfaction.
- Many positive interactions and good performances may not be recognized by a member of the public taking the time to write about the experience.

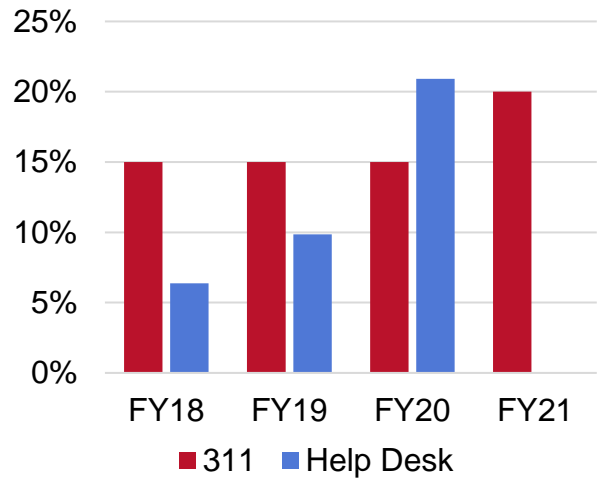


# SERVICE

First Call Resolution



Abandonment Rate



Note: In FY21, due to a midyear phone system upgrade, only have partial data for Help Desk.

## Factors Contributing to Current Performance



Phone abandon rates have increased during COVID due to reduced staffing in the office. Incoming calls average 1,500 calls a week. The other methods for contacting 311 for services are processed by staff working at home. The Community contacts using Web, email or voicemail have increased by 29% and majority of requests are responded to on the same day.

## Factors Restricting Performance Improvement



During COVID19 - 311 has implemented rotating schedules. Staff working in the office receive approximately 1500 calls a week with a staff of 5 resulting in an increased abandon rate. Staff working at home, are managing side work office duties. (311 On-line Service Center Service requests, Customer Service email, 311 voice mail, SeeClickFix mobile cases and responding to Direct Line answering service calls for service). If team members are out of the office, 311 is unable to maintain same day responses.

- Due to recent changes in technology infrastructure, pandemic response priorities and an 18% vacancy rate for IT classifications, the IT Department is working to improve performance and add the capability to provide more accurate performance measurements. IT anticipates resolving these issues in FY 2023.

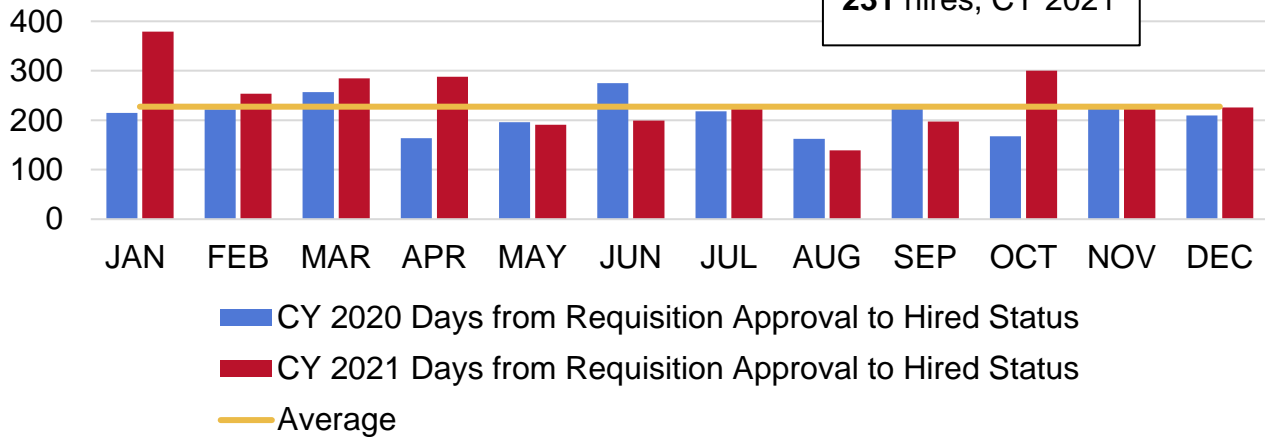




# WORKFORCE

## Time to Hire

231 hires, CY 2021



### Factors Contributing to Current Performance

- The Examinations Division operated with reduced staff due to employee turnover, but incorporated strategies and operational changes that involved using recruitment software and web conferencing platforms to improve hiring functions such as automated screening, on line interviewing, web-based exams, and notification functions.

### Factors Restricting Performance Improvement

Despite a Citywide COVID-19-related hiring freeze for positions not critical for continuity of essential functions, Examinations received a higher than anticipated number of hiring freeze exceptions from Departments. There are elements of hiring outside the control of the Human Resources Department that may result in delays such as requisition approval, candidate selection, Live Scan, pre-employment medical screening, and offer acceptance.

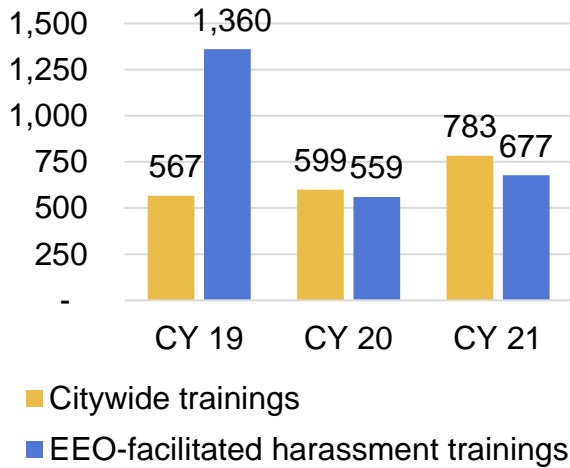
### Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Time to hire	Operating with reduced staff due to employee turnover and competing priorities such as memorandum of understanding (MOU) negotiations, the time to hire did not decrease as targeted.	By employing a variety of strategies and technologies, staff was able to limit the overall impacts, even successfully (during certain months) succeeding in meeting time-to-hire targets. Moving forward, the Department is addressing the turnover rate and identifying additional strategies and helpful technologies to continue to improve time-to-hire.

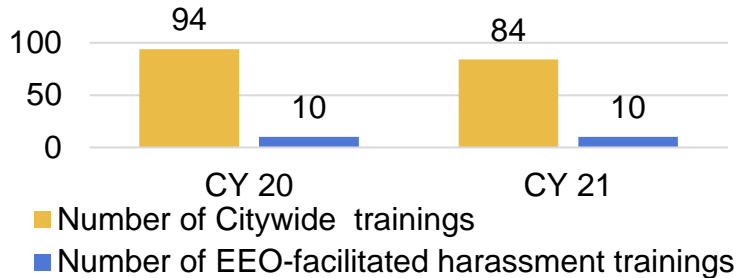


# WORKFORCE

Employee Attendance



Citywide Trainings Available



Requests for Tuition Reimbursement



## Factors Contributing to Current Performance

- EEO Trainings:** Due to COVID-19 shelter-in-place and remote work the use of web conferencing for training to timely comply with SB 1343 which requires in-person Harassment Prevention training for all employees.
- Citywide Trainings:** The City is anchored by 3 core values; One City Team, Continuous Learning and Customer Service. Trainings are coordinated in alignment with these values. In 2020, in response to the COVID-19 crisis, a suite of uniquely designed trainings were calibrated to meet city need.
- Requests for Tuition Reimbursement:** The City has three Tuition Reimbursement programs. Local 1 was added in FY 2022. The SEIU Tuition Reimbursement program is limited to certain staff classifications only. The Standard Citywide Tuition Reimbursement program is open to all City staff.

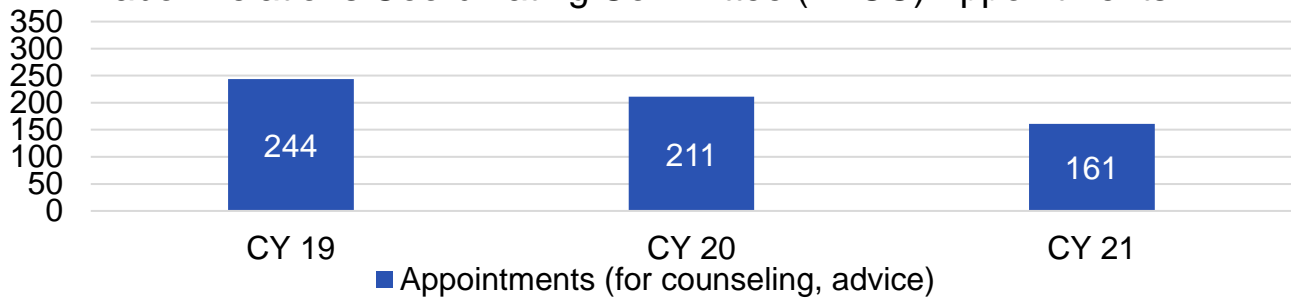
## Factors Restricting Performance Improvement

- EEO Trainings:** Competing interests and workload demands impacted participants' ability to complete mandatory harassment training. Some of these demands included the impact of the pandemic and the greater use of telework.
- Citywide Trainings:** Workforce location, scheduling, and technology challenges have traditionally constrained capacity and equitable consumption of Citywide training. Plans are in place to build structures to increase access for all valuable city staff. Some demands included the impact of the epidemic and the greater use of telework.
- Request for Tuition Reimbursement:** Because of limited utility, applications for this program have historically been low, as staff are compelled to utilize an "in person" modality (not reflective of current conditions) and classes are limited to specific and delineated subjects only. All tuition reimbursement applications in 2021 have been lower than expected due to the impact of COVID.

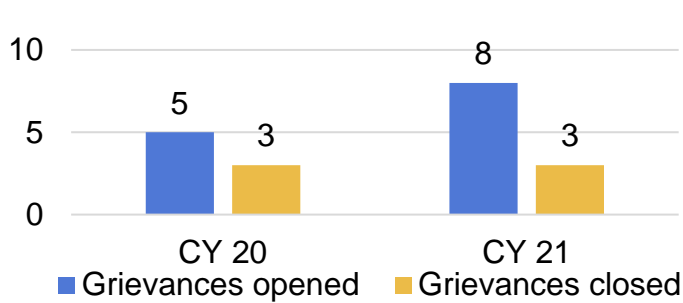


# WORKFORCE

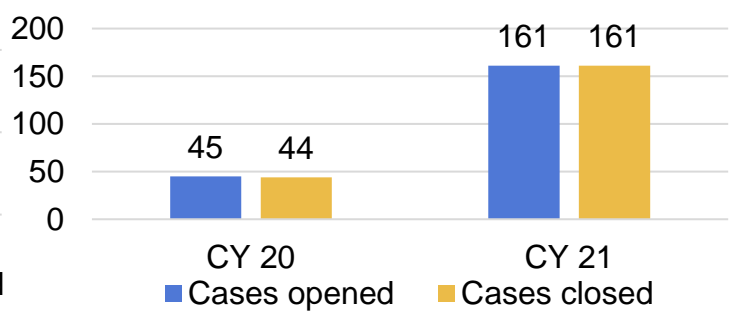
## Labor Relations Coordinating Committee (LRCC) Appointments



### LRCC Grievances



### LRCC Cases



## Factors Contributing to Current Performance



The reduced number of appointments is on target. The reduction is due to the impact of the pandemic shifting focus at the department level to emergency operations from performance management.

## Factors Restricting Performance Improvement

- The reasons supervisors/managers schedule appointments are outside the control of the Employee Relations division. Supervisor/managers may schedule multiple appointments related to the same or similar personnel matters, and may need to schedule more than one appointment on the same matter in order to receive advice to ensure due process.
- The reasons why grievances are filed are often outside the control of the Employee relations division. Employee Relations may not be notified of a grievance until later in the grievance handling process. Additionally, organizational priorities shifted to customer focused emergency operations and early detection of MOU compliance.

## Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Reduction in LRCC Grievances	The five open grievances are analogous incorrect pay issues from one bargaining unit.	This issue is being resolved going forward.

**APPENDIX 2 – FUNDING REQUESTS**

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**FY 23 24 Proposed Budget Enhancements to Baseline Budget**  
**Funding Requests by Tier**

Requestor	Budget Referral	Expenditure Type/Description	Requesting Amount	FY 23 Request	FY 24 Request	FY 23 Proposed Funding	FY 24 Proposed Funding	Reason for Request	Proposed Funding Tier
<b>Reimagining Public Safety</b>									
<b>Tier 1</b>									
City Manager's Office		Reimagining Project Lead-Assist. to City Manager	628,930	314,465	314,465	314,465	314,465	Oversee implementation/ Project Based NTE 3 yrs	1
City Manager's Office		Diversity Equity and Inclusion (DEI) Officer	628,930	314,465	314,465	314,465	314,465	Creation of DEI Unit Citywide	1
City Manager's Office		Administrative Assistant	330,148	165,074	165,074	165,074	165,074	DEI Unit Support	1
Police		8 Public Safety Dispatcher II	2,764,864	1,382,432	1,382,432	1,382,432	1,382,432	Address overtime and support expanding dispatch responsibilities	1
Police		1 Public Safety Dispatch Supervisor	375,972	187,986	187,986	187,986	187,986	Ensure adequate supervisory positions for expanding dispatch	1
Police		10 Community Service Officers	2,803,500	1,401,750	1,401,750	841,050	841,050	Additional capabilities to address public safety goals with appropriate response level, increase capacity for community engagement. Propose funding for 6 additional positions for a limited 3 year term	1
Police		1 Community Service Officer Supervisor	314,168	157,084	157,084	157,084	157,084	Ensure required supervision for CSO positions. Limited 3 year term	1
Public Works		Associate Planner (Vision Zero)	347,812	173,906	173,906	173,906	173,906	Reimagining Public Safety: Assoc. Planner position in Transportation in support of Vision Zero safety projects. Limited 3 year term	1
City Manager's Office	x	Grant Assistance	200,000	100,000	100,000	100,000	100,000	Grant writer for Reimagining Public Safety and other programs. Project Based NTE 3 years	1
Police		Staffing Assessment	70,000	70,000	-	70,000	-	Staffing assessment to meet public safety expectations and employee health and wellness	1
Police		Additional Training Funding	200,000	100,000	100,000	100,000	100,000	Ongoing training in support of Fair and Impartial Policing concepts, officer safety, professional development	1
Police		Additional Wellness Funding	100,000	50,000	50,000	50,000	50,000	To support Critical Incident Stress Contract, Peer Support Team, and emerging wellness needs	1
Police		Dispatch Center Analysis	200,000	200,000	-	200,000	-	Analyze the current dispatch center including recommendations for a prioritized emergency fire & medical dispatch system	1
Public Works		BerkDOT Development	300,000	300,000	-	300,000	-	BerkDOT implementation, including funding research in support of new "white paper" and potential state legislation	1
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn	x	Expand Downtown Streets Teams	100,000	50,000	50,000	50,000	50,000	Expand Team as placement for low-level violations (e.g., vehicular camping/parking and sidewalk ordinance infractions). <b>Recommend Measure P funds</b>	1
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn	x	Language Equity	15,000	15,000	-	15,000	-	Publish Victim Resources in Plain Language and Multiple Languages	1
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn. Budget referral Councilmember Harrison	x	Behavioral Health, Crisis Response, and Crisis-related Services Needs and Capacity Assessments	100,000	100,000	-	100,000	-	Conduct a service needs assessment based on 911 and non-911 calls for service, dispatch, and response and capacity assessment of crisis response and crisis-related services. <b>Possible use of Measure P.</b>	1
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn. Budget referral Councilmember Harrison	x	Youth Peers Mental Health Response	700,000	350,000	350,000	350,000	350,000	Funds a HHCS coordinator position to deliver mental health wellness support and services to the Cityrun Berkeley High School Mental Health Center	1
<b>Subtotal Tier 1 Funding</b>			<b>10,179,324</b>	<b>5,432,162</b>	<b>4,747,162</b>	<b>4,871,462</b>	<b>4,186,462</b>		
<b>Tier 2</b>									
Police		5 Parking Enforcement Officers	1,283,950	641,975	641,975	-	-	Address parking/traffic matters that do not necessitating a sworn response. Expanded Preferential Parking Program	2
Police		1 Parking Enforcement Supervisor	300,700	150,350	150,350	-	-	Required supervision for added Parking Enforcement Officers	2
Public Works		Transportation fines/ fees analysis	150,000	150,000	-	-	-	Review Berkeley Municipal Code for proposed changes to increase equity and racial justice in the City's existing transportation fines and fees	2
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn	x	Hearing Officer-Alternatives to Sanctions/Fines	300,000	150,000	150,000	-	-	Expand existing hearing officer to provide alternative referrals to community service and social services for parking and other infractions	2
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn	x	Department of Community Safety	250,000	250,000	-	-	-	Support an organizational design process to create an umbrella agency or Department of Community Safety	2
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn	x	Violence Prevention and Youth Services	420,000	210,000	210,000	-	-	Opportunities for community reinvestment per Council's omnibus proposal. <b>Possible use of Measure P.</b>	2
Mayor Arreguín, Councilmembers Harrison, Bartlett, Hahn	x	Respite from Gender Violence	500,000	500,000	-	-	-	Provide services and housing leads for victims of Gender Violence. <b>Possible use of Measure P</b>	2
<b>Subtotal Tier 2 Funding</b>			<b>3,204,650</b>	<b>2,052,325</b>	<b>1,152,325</b>	<b>-</b>	<b>-</b>		
<b>Subtotal Reimagining Public Safety</b>			<b>13,383,974</b>	<b>7,484,487</b>	<b>5,899,487</b>	<b>4,871,462</b>	<b>4,186,462</b>		

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**FY 23 24 Proposed Budget Enhancements to Baseline Budget**  
**Funding Requests by Tier**

Requestor	Budget Referral	Expenditure Type/Description	Requesting Amount	FY 23 Request	FY 24 Request	FY 23 Proposed Funding	FY 24 Proposed Funding	Reason for Request	Proposed Funding Tier
<b>Staffing Augmentation</b>									
<b>Tier 1</b>									
City Attorney		Deputy City Attorney II/III	600,000	300,000	300,000	300,000	300,000	Additional support with Risk Management and Litigation portfolio.	1
City Attorney		Assistant to the City Attorney	500,000	250,000	250,000	250,000	250,000	Additional support (New Classification- estimated cost)	1
City Auditor		Accounting Office Specialist III MC	72,536	36,268	36,268	-	-	Increase position from 0.50 FTE to 0.75 FTE due to workload. <b>Included in baseline budget.</b>	1
City Auditor		Accounting Office Specialist III MC	40,000	20,000	20,000	-	-	Overtime in Payroll Audit for ESS and Executime implementation and Payroll Audit. <b>Included in baseline budget.</b>	1
City Auditor		Overtime	10,000	5,000	5,000	-	-	Overtime in Payroll Audit for staff to help with personnel action audits <b>Included in baseline budget.</b>	1
City Auditor		Auditor II	370,394	185,197	185,197	-	-	2 year temporary position to work on ERMA implementation. <b>Included in baseline budget.</b>	1
City Manager's Office		Communications Specialist	208,776	-	208,776	-	208,776	FY23 covered by state COVID-19 grant (HHCS)	1
City Manager's Office		Administrative Assistant	330,148	165,074	165,074	165,074	165,074	Continuation of position. Funding ends 6/30	1
Finance		Revenue Development Specialist I	100,000	50,000	50,000	50,000	50,000	Convert 2 Field Rep positions to RDS I for operational enhancement	1
Finance		Accounting Office Specialist Supervisor	344,340	172,170	172,170	172,170	172,170	Enhance business license processing	1
Finance		Accounting Office Specialist II	493,900	246,950	246,950	246,950	246,950	Enhance business license processing	1
Fire		Accounting Office Specialist III	288,068	144,034	144,034	144,034	144,034	To assist with payroll processing	1
Health, Housing & Community Services		Community Development Project Coordinator	368,996	184,498	184,498	184,498	184,498	Support BART sites housing development/Project based NTE 3 yrs	1
HHCS		Community Services Specialist II	414,877	207,439	207,439	-	-	Manage encampment grant, Project RoomKey/Project based NTE 3 yrs. <b>Included in Measure P baseline budget</b>	1
Office of Director of Police Accountability (ODPA)		Associate Management Analyst	383,512	191,756	191,756	191,756	191,756	Meet work demands of department	1
Planning		25% Principal Planner – Projects	120,702	60,351	60,351	60,351	60,351	Support Commission, Design Review Committee, CEQA review, interdepartmental coordination on City initiatives	1
Planning		75% Associate Planner -- (75% GF)	277,266	138,633	138,633	138,633	138,633	Long Range & Policy work-- including General Plan Update: Safety Element, Land Use Element, & Env. Justice Element	1
Planning		AOS Supervisor	152,290	76,145	76,145	76,145	76,145	Allows Planning Manager more time for planning policy and development; oversee the daily duties of the administrative support team.	1
Police		2 Assistant Management Analysts	661,188	330,594	330,594	330,594	330,594	To address City Auditor report, workload, increased transparency.	1
Police		4 School Crossing Guards	154,312	77,156	77,156	77,156	77,156	Previously approved by City Council for FY22 (AAO#1 adjustment 12/21). On-going funding to support 4 part-time School Crossing Guards as developed with Public Works and Community Support for student safety.	1
Parks, Recreation & Waterfront		Assistant Recreation Coordinator	60,110	30,055	30,055	30,055	30,055	To cover 25% of a new Assistant Rec Coord for special fee classes; the remaining 75% FTE is funded by vacancy and existing baseline budget.	1
Public Works	x	Transportation: Mobility Coordinator	380,000	190,000	190,000	190,000	190,000	Implement 2030 Electric Mobility Roadmap. Council referral 3/20/21. Energy Commission referral 4/26/22	1
Public Works	x	Streets & Utilities: Community Services Specialist I	166,608	83,304	83,304	83,304	83,304	To support public engagement and volunteer efforts with Public Works Projects and Services. Cost share (General Fund @50%) with other funds	1
Councilmember Taplin	x	Ceasefire Program Staffing	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Implementation of Ceasefire program	1
<b>Subtotal Tier 1 Funding</b>			<b>8,498,023</b>	<b>4,144,624</b>	<b>4,353,400</b>	<b>3,690,720</b>	<b>3,899,496</b>		
<b>Tier 2</b>									
City Manager's Office		Communications Specialist	417,552	208,776	208,776			Backup PIO coverage for emergencies	2
City Manager's Office		Code Enforcement Officer I	312,200	156,100	156,100			Reduce response time to complaints	2
Office of Economic Development		Sr Economic Development Project Coordinator	549,328	274,664	274,664			Work on special projects and Council identified priorities	2
ODPA		Police Accountability Investigator	385,360	192,680	192,680			Meet work demands of department	2
Parks, Recreation & Waterfront		CIP staffing: 40% Associate Civil Engineer	169,308	84,654	84,654			To offset existing staff costs to implement CIP funded projects	2
Parks, Recreation & Waterfront		CIP staffing: 60% Associate Civil Engineer	288,493	144,247	144,247			To offset staff costs to implement proposed CIP Waterfront projects	2
Public Works		Engineering: AOSIII	26,778	13,389	13,389			Support Real Property, lease tracking and agreements, payment collection	2
Public Works		Transportation: OSII - Parking Citation Review	220,000	110,000	110,000			Support citation review program, address backlog	2
Public Works		CIP Manager	150,686	75,343	75,343			Coordinate CIP efforts for Transportation/Engineering. Contingent on passage of revenue measure.	2
Councilmember Harrison	x	Community Development Project Coordinator	209,726	104,863	104,863			To assist HHCS with Workforce Standards and Enforcement	2
Councilmember Taplin	x	West Berkeley Park Ambassadors	600,000	300,000	300,000			Funding for Park Ambassadors:2-3 part time positions for one year at San Pablo Park, Strawberry Creek Park and Aquatic Park seven days a week	2
<b>Subtotal Tier 2 Funding</b>			<b>3,329,431</b>	<b>1,664,716</b>	<b>1,664,716</b>	<b>-</b>	<b>-</b>		



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**FY 23 24 Proposed Budget Enhancements to Baseline Budget**  
**Funding Requests by Tier**

Requestor	Budget Referral	Expenditure Type/Description	Requesting Amount	FY 23 Request	FY 24 Request	FY 23 Proposed Funding	FY 24 Proposed Funding	Reason for Request	Proposed Funding Tier
<b>Tier 3</b>									
Planning		50% GIS Specialist	147,087	73,544	73,544			Assistant Planner/Geographic Information Systems Analyst. 2 year term	3
Public Works		Applications Programmer Analyst I	52,078	26,039	26,039			Streets & Utilities: Implement NexGen and Assetworks	3
Public Works		Transportation Manager	278,392	139,196	139,196			Restoring Transportation Division Manager classification after Reclass of previous Transportation Manager to Deputy Director	3
Councilmember Droste, Parks and Waterfront & Public Works Commission	x	Adopt-A-Spot Program	1,000,000	500,000	500,000			Volunteer coordinator & entry level position coordinator- Recommend partial funding for 1 position in Tier 1	3
Councilmembers Bartlett, Robinson, Harrison, and Taplin	x	Guidelines/Procedures for Council Staffing Expenditures	2,453,240	1,226,620	1,226,620			Review guidelines for Council office staffing levels	3
<b>Subtotal Tier 3 Funding</b>			<b>3,930,797</b>	<b>1,965,399</b>	<b>1,965,399</b>	<b>-</b>	<b>-</b>		
<b>Sub-Total Personnel Requests</b>			<b>15,758,252</b>	<b>7,774,738</b>	<b>7,983,514</b>	<b>3,690,720</b>	<b>3,899,496</b>		
<b>Non-Personnel Operating Budget</b>									
<b>Tier 1</b>									
City Attorney		Implementaion of Case Management Software	55,340	55,340	-	55,340	-	Modernize office and create efficiencies	1
City Attorney		Annual Maintenance of Software	26,600	-	26,600	-	26,600	Modernize office and create efficiencies	1
City Attorney		Office Upgrades	50,000	50,000	-	50,000	-	Modernize office	1
Councilmembers Droste, Mayor Arreguín, Coucilmembers Wengraf and Harrison	x	Charter Officer Performance Review	120,000	60,000	60,000	60,000	60,000	Consultant to faciliate annual performance evaluation of Attorney	
City Attorney		Training and professional development	79,600	39,800	39,800	39,800	39,800	Professional development and training	1
City Manager's Office		Training and professional development	160,000	80,000	80,000	80,000	80,000	Professional development and training	1
Finance		Training and professional development	100,000	50,000	50,000	50,000	50,000	Professional development and training	1
City Manager's Office		Onnline dog licensing sftware	14,000	14,000	-	14,000	-	Continues funding for this Strategic Plan priority activity	1
City Manager's Office		Meeting Space Configuration	180,000	180,000	-	180,000	-	Furniture for outdoor meetings and A/V equipment for hybrid meetings	1
Office of Economic Development		Pacific Steel Redevelopment Assistance	150,000	150,000	-	150,000	-	Technical Assistance/Impact Analysis - catalytic development site	1
Planning		Pacific Steel CEQA Rezoning Efforts	100,000	100,000	-	100,000	-	Rezoning analysis and CEQA work related to properties in and around corner of Eastshore Hwy and Gilman Street (RVV #1)	1
Office of Economic Development		#DiscoveredinBerkeley Campaign	50,000	50,000	-	25,000	-	Extend continued support for Berkeley's businesses post pandemic	1
Fire		Paramedic Tax Fund Short Fall	2,614,331	2,614,331	-	2,614,331	-	To address FY 22 deficit resuting from COVID-19 related overtime. Fund will operate in a deficit unless General Fund support, reduction in services, or increased revenue. May be elible for federal FEMA reimbursement.	2
Human Resources		Citywide Safety Programs	50,000	25,000	25,000	25,000	25,000	Departmental safety programs, protocols, and procedures	1
Human Resources		Revision of Personnel Rules	40,000	20,000	20,000	20,000	20,000	Update rules to comply w/ current operations and applicable laws	1
Information Technology		Move to 1947	770,000	770,000	-	-	-	Facilitate increased office space for IT. <b>Recommend funding through IT Cost Allocation and built into future rates.</b>	1
Office of Director of Police Accountability		Professional Services - Policies	100,000	50,000	50,000	50,000	50,000	Outside assistance for policy review and development	1
Office of Director of Police Accountability		Professional Services - Strategic Plan	50,000	50,000	-	50,000	-	Consultant to lead strategic planning process	1
Office of Director of Police Accountability		Charter Officer Performance Review	120,000	60,000	60,000	60,000	60,000	Consultant to conduct annual performance evaluation of Director	1
Planning		San Pablo Specific Plan Area/ San Pablo Avenue Specific Plan	150,000	150,000	-	150,000	-	Speific plan, zoning, General Plan amendments and CEQA document for the San Pablo Avenue Area. Offsetting grant.	1
Planning		Ashby & North Berkeley BART Stations Area Planning (/BART Stations Area Plan)	300,000	300,000	-	300,000	-	Implementation of Transit-Oriented Development at the Ashby and North Berkeley BART Station areas	1
Councilmembers Robinson, Harrison Droste and Mayor Arreguín		Downtown Berkeley BART Station Modernization Design	250,000	250,000	-	250,000	-	Funding for preliminary design engineering work for the Downtown Berkeley BART Station Modernization project	1
Planning, Councilmember Droste	x	Land Use Safety & Environmental Justice Update	300,000	300,000	-	300,000	-	Element updates required to meet State regulations; in addition, Env. Justice Element is required to be adopted by close of 2024, per SB1000.	1
Planning		Objective Development Standards / ZORP Phase II Revisions	350,000	350,000	-	350,000	-	Objective Standards to streamline/standardize development review and refinements to zoning code	1
Planning		Economic Feasibility Analysis	150,000	150,000	-	150,000	-	Consultant services for economic analysis of Southside zoning, Affordable Housing mitigation fee, local density bonus, in lieu fee	1
Planning		Municipal Building Energy Policy	30,000	30,000	-	30,000	-	Develop options for an updated Municipal Building Energy/Green Building Policy. Offsetting grant.	1
Parks, Recreation & Waterfront		DEI and scholarships at resident camps	150,720	75,360	75,360	75,360	75,360	New DEI programs and scholarships as approved by Council on 1/18/2022. \$10k estimated to come from donations.	1

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**FY 23 24 Proposed Budget Enhancements to Baseline Budget**  
**Funding Requests by Tier**

Requestor	Budget Referral	Expenditure Type/Description	Requesting Amount	FY 23 Request	FY 24 Request	FY 23 Proposed Funding	FY 24 Proposed Funding	Reason for Request	Proposed Funding Tier
Parks, Recreation & Waterfront		Minor maintenance	250,000	250,000		100,000	100,000	Camps, pools and expenditures in parks and the Waterfront.	1
Public Works		Engineering: Deep Class Engineer Study	25,000	25,000		25,000		HR study on evaluation/promotion system for engineering positions	1
Planning		Transportation Impact Fee Analysis	100,000	100,000	-	100,000	-	Transportation Impact Fee analysis	2
Councilmembers Hahn, Bartlett, and Harrison	x	Grant writing services	300,000	300,000	-	-	-	Recommended funding of \$100k each year in Tier 1 Reimagining	
Councilmember Wengraf, Mayor Arreguín, and Councilmember Hahn	x	Annual Holocaust Remembrance Day	12,000	6,000	6,000	6,000	6,000	Funds the Holocaust Remembrance Day Program	1
Councilmember Taplin, Mayor Arreguín, Councilmembers Harrison and Hahn	x	Developing Social Housing in the City	300,000	300,000	-	300,000	-	Review and develop social housing policy. <b>Possible use of Measure P</b>	1
Mayor Arreguín, Councilmembers Hahn, Harrison, and Bartlett	x	Continuing Anti-Displacement Programs	1,800,000	900,000	900,000	-	-	<b>Funding included within baseline budget using Measue U1</b>	1
Mayor Arreguín	x	Small Business Rental and Legal Support	1,000,000	1,000,000	-	1,000,000	-	<b>ARPA funds to launch a needs-based grant program for Berkeley-based small businesses (under 50 employees) to provide supplemental assistance to cover outstanding commercial rent debt and fund legal assistance</b>	1
Mayor Arreguín, Councilmember Hahn	x	Supply Bank School Supply Distribution	60,000	30,000	30,000	30,000	30,000	Supply Bank to provide essential school supplies to Berkeley families	1
Mayor Arreguín, Councilmembers Hahn, Harrison, and Bartlett	x	Housing Retention Fund	1,000,000	1,000,000	-	1,000,000	-	<b>ARPA funds</b> to the Eviction Defense Center to supplement the Housing Retention Program, including COVID-19 emergency grants	1
Councilmembers Kesarwani and Bartlett	x	Capacity Building for Merchant Associations in the Gilman and Lorin Districts	20,000	20,000	-	20,000	-	To provide one-time capacity building totaling \$20,000 (\$10,000 each) for the Gilman and Lorin District merchant associations to support economic development in their respective commercial areas	1
Councilmembers Hahn, Wengraf, and Harrison	x	Solano Stroll	20,000		20,000	-	20,000	Solano Avenue Stroll to support the September 2024 Stroll event	1
Councilmembers Kesarwani and Taplin	x	Expand Scope of the Downtown Streets to Gilman District	100,000	50,000	50,000	50,000	50,000	Expand the scope of services for the Downtown Streets Team to address the need for enhanced services around commercial and industrial areas in the Gilman District twice weekly	1
Councilmembers Harrison, Mayor Arreguín, Bartlett, and Wengraf	x	Establishing City Process for Siting and Developing Public Electric Vehicle DC Fast Charging Hubs	1,200,000	600,000	600,000	600,000	600,000	Fund Berkeley's annual maximum Service Fee of \$100,000/year per fast-charging hub for three hubs.	1
<b>Subtotal-Tier 1 Funding</b>			<b>12,697,591</b>	<b>10,604,831</b>	<b>2,092,760</b>	<b>8,459,831</b>	<b>1,292,760</b>		
<b>Tier 2</b>									
Public Works		Updating Engineering Standard Specifications	100,000	100,000		-		\$100k add'l split across other funds to update specifications	2
Councilmember Harrison	x	Fund Mayoral Budgetary Analyses	200,000	100,000	100,000			Certified public accountant to provide supplemental budgetary assistance	2
Civic Arts Commission	x	Festival Grants Budget Allocation	83,370	41,685	41,685	-	-	To increase allocation to \$200,000 annually	2
Councilmember Taplin	x	West Berkeley Transportation Plan	300,000	300,000	-	-	-	Consultant to conduct a study and draft a comprehensive plan for transportation in West Berkeley through 2050	2
Councilmembers Bartlett, Hahn, Taplin, and Mayor Arreguín	x	Local Reparations Plan	350,000	350,000	-	-	-	Consultant to facilitate community process to design and implement a local reparations plan	2
<b>Subtotal-Tier 2 Funding</b>			<b>1,033,370</b>	<b>891,685</b>	<b>141,685</b>	<b>-</b>	<b>-</b>		
<b>Tier 3</b>									
City Manager's Office		Web producers to help transition launch	70,000	70,000	-	-	-	Website launch assistance/website contingency	3
Planning		Equitable Engagement for Climate Action	20,000	20,000		-	-	Facility rental, food, and facilitation services for Climate Action events	3
Planning		Racial Equity in Planning services and staffing	75,000	75,000	-	-	-	Workplan for services centered on racial equity; recruit/retain diverse staff	3
Landmarks Preservation Commissior	x	City-wide Historic Context Statement	275,000	275,000	-	-	-	Berkeley's first City-wide Historic Context Statement.	3
<b>Subtotal-Tier 3 Funding</b>			<b>440,000</b>	<b>440,000</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Sub-Total Operating Requests</b>			<b>14,170,961</b>	<b>11,936,516</b>	<b>2,234,445</b>	<b>8,459,831</b>	<b>1,292,760</b>		



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**FY 23 24 Proposed Budget Enhancements to Baseline Budget**  
**Funding Requests by Tier**

Requestor	Budget Referral	Expenditure Type/Description	Requesting Amount	FY 23 Request	FY 24 Request	FY 23 Proposed Funding	FY 24 Proposed Funding	Reason for Request	Proposed Funding Tier
<b>Capital</b>									
<b>Tier 1</b>									
City Clerk		Paperless Contracts Workflow System	400,000	400,000	-	400,000	-	Automate/streamline contract process; increase sustainability. Cost revised based on IT estimate.	1
City's Manager's Office		EBCE Solar+Storage at Fire Stations	100,000	100,000		100,000		Electrify and storage at Live Oak & Fire station #3. Sites selected based on minimal cost to roof and electrical panel. Citywide facility total estimated cost of \$1.2M	1
Finance		Property Tax Assessment System Replacement	450,000	450,000		-	450,000	Replacing aging 30 year-old system; approved for FY2022, but deferred. Cost revised based on IT estimate.	1
Finance		Business License Tax System Replacement	500,000	500,000		500,000		Difficult to Maintain; Improve business license processing. Cost may be higher based on IT estimate.	1
Police		Jail Control Panel Replacement	500,000	500,000		500,000		Fire & Life Safety Concern – control panel exceeded its useful life and due to obsolescence, repair parts are difficult to locate. To be funded using FY 22 Excess Property Transfer Tax.	1
Parks, Recreation & Waterfront		Waterfront Pilings (docks, office and restrooms)	1,500,000	1,500,000		850,000	650,000	Design completed. Funding to augment T1 and Marina Fund to complete timber piling replacements.	1
Parks, Recreation & Waterfront		CIP Baseline Contribution	4,500,000	2,250,000	2,250,000	1,500,000	2,000,000	Currently at \$400,000. With inflation, annual cost of \$2.247M	1
Public Works		Traffic Calming Program	100,000	50,000	50,000	-	70,000	Increase funding for residents/Council requests and referrals for traffic calming devices. Recommend funding for specific budget referrals as well.	1
Public Works		Telegraph/Channing Garage Elevator Repairs	3,600,000	3,600,000	-	3,600,000	-	Public safety issue to replace elevator	1
Councilmembers Robinson and Hahn		Telegraph-Channing Garage Elevator Repairs	3,600,000	3,600,000		-	-	Funding recommended per item above	1
Public Works		ADA Transition Plan Update Implementation	2,000,000	1,000,000	1,000,000	250,000	500,000	Annual amount for implementation of ADA projects	1
Public Works		Facility Maintenance	2,000,000	1,000,000	1,000,000	250,000	500,000	Deferred maintenance. CIP Fund contribution flat since 2009 (ongoing)	1
Public Works		Street Paving additional CIP Fund	16,000,000	8,000,000	8,000,000	5,000,000	9,100,000	Paving Maintenance Investment - needed to maintain PCI (ongoing)	1
Councilmembers Kesarwani, Taplin, and Wengraf, and Droste		Street Maintenance Funding	18,000,000	9,000,000	9,000,000	-	-	See recommended funding above	1
Councilmember Harrison		Street, Sidewalk, Micromobility and Transit Infrastructure	16,000,000	8,000,000	8,000,000	-	-	See recommended funding above	1
Councilmember Taplin	x	Reckless Driving and Sideshow Deterrence Improvements				-		Refer to the FY2023 budget process the funding of sideshow deterrence infrastructure, traffic circles or botts' dots; \$50K per traffic circle and costs related to Bott's dot materials	1
Councilmembers Kesarwani, Taplin, Wengraf, and Droste	x	South Sailing Basin Dredging	350,000	350,000	-	350,000	-	South Sailing Basin Dredging planning & evaluation.	1
Councilmembers Kesarwani, Taplin, Robinson, and Wengraf	x	Implement State Law AB 43 for Reduced Speed Limits on High-Injury Commercial Corridors	50,000	50,000	-	50,000	-	Funding for new speed limit signage.	1
Councilmembers Hahn, Wengraf, and Robinson	x	Hopkins Corridor Bike, Pedestrian, and Placemaking Improvements	300,000	150,000	150,000	150,000	150,000	Funding for bike, pedestrian, and streetscape improvements to be implemented in coordination with protected bike lanes, pedestrian safety features, and re-paving of the Hopkins Corridor	1
Councilmembers Hahn, Mayor Arreguín, Taplin, and Harrison	x	Accessibility Renovations-Luna Dance Institute	150,000	150,000	-	150,000	-	Renovation of 931 Ashby Avenue for a fully accessible, permanent dance education center for children, families, artists, teachers and the public	1
Councilmembers Bartlett and Mayor Arreguín	x	Convert 62nd St. between King St, and Adeline St. into a cul de sac/ marked bicycle lane	300,000	300,000	-	300,000	-	Convert 62nd St. between King St. & Adeline St. into a cul de sac. Marked bicycle lane connecting Adeline St. to the bicycle boulevard on King St.	1
Councilmembers Harrison and Bartlett	x	Dwight Way Traffic Calming	50,000	50,000	-	50,000	-	Traffic calming intersection improvements on Dwight Way between Grant Street and California Street	1
Councilmembers Bartlett	x	Semi-diverter traffic bollards at the intersection of Newbury Street and Ashby Avenue	50,000	50,000	-	50,000	-	Funding to install semi-diverter traffic bollards at the east corner of the intersection at Newbury Street and Ashby Avenue	1
<b>Subtotal-Tier 1 Funding</b>			<b>32,900,000</b>	<b>20,450,000</b>	<b>12,450,000</b>	<b>14,050,000</b>	<b>13,420,000</b>		

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**FY 23 24 Proposed Budget Enhancements to Baseline Budget**  
**Funding Requests by Tier**

Requestor	Budget Referral	Expenditure Type/Description	Requesting Amount	FY 23 Request	FY 24 Request	FY 23 Proposed Funding	FY 24 Proposed Funding	Reason for Request	Proposed Funding Tier
<b>Tier 2</b>									
Parks, Recreation & Waterfront		J&K Parking Lot	1,150,000	1,150,000		-		To complete J&K parking lot, which needs full reconstruction. Will support revenue generation for berthers, charters and restaurants	2
Public Works		Fire Truck Lease Payment	1,300,000	1,300,000			-	FY 21 deferral of payment Equipment Replacement Fund for fire truck	2
Public Works		CIP Project Management & Planning Software	200,000	200,000	-	-		One time funding, 5 Year cost of \$1.2M; cost share PW/PRW/T1 or bond	2
Public Works		Parking Meters Replacement	7,000,000	3,000,000	4,000,000	-	-	Replacement of outdated meters, assist in generating new revenue	2
Public Works		Equipment Replacement Funding	4,000,000	2,000,000	2,000,000	-	-	\$18M needed to fund at appropriate level. Ongoing request for 10 years	2
Public Works		EV Charging Stations @ Corp Yard	1,000,000	1,000,000	-	-	-	Corp Yard Site (pending EBCE managed regional project). Alternative is \$125,000/yr to EBCE	2
Councilmembers Taplin, Harrison, and Wengraf	x	Municipal Electric Vehicle Charging Infrastructure	1,150,000	1,150,000	-	-	-	Fnding of electric charging infrastructure for the City's fleet of electric vehicles. An estimated \$1,150,000 for the implementation of electric charging infrastructure at the Corporation Yard and other City properties.	2
Councilmembers Taplin, Droste, and Wengraf	x	Automated license plate readers (ALPR)				-	-	ALPRs- amount to be determined based on number of vehicles	2
Councilmember Taplin	x	Pedestrian Crossing Improvements at Ashby and Acton	100,000	100,000	-	-	-	Rectangular Rapid Flashing Beacons at Ashby Avenue and Acton Street; an estimated \$50,000 and an estimated \$50,000 for 10 years of maintenance	2
Councilmember Taplin	x	Russell Street Improvements	360,000	360,000	-	-	-	Bicycle and pedestrian improvements along Russell Street	2
Councilmember Harrison	x	Transportation Network Company User Tax to Support Priority Mobility Infrastructure,	1,800,000	1,800,000	-	-	-	Transportation Network Company User Tax General Fund revenue for the construction and maintenance of Tier 1 protected bicycle lanes and crossings, Priority pedestrian street crossings and quick-build public transit projects under the Street Repair Program.	2
Councilmember Taplin	x	West Berkeley Residential Preferential Parking Program	2,092,018	1,046,009	1,046,009	-	-	Staffing (6 Officers and 1 Supervisor;) 6 new parking enforcement vehicles with automated license plate recognition systems and signage installation	2
<b>Subtotal-Tier 2 Funding</b>			<b>20,152,018</b>	<b>13,106,009</b>	<b>7,046,009</b>	<b>-</b>	<b>-</b>		
<b>Tier 3</b>									
Parks, Recreation & Waterfront		Bike Park on University Ave.	600,000	600,000		-		Install a bike park adjacent to University Ave at the Waterfront; establishes the City's only bike park and creates a destination to attract more people to the Waterfront. \$100,000 currently available for design; conceptual process finished by FY22. Request for design development and construction.	3
Councilmembers Robinson and Harrison	x	Purchase of Electric Bicycles for City Use	25,000	25,000	-	-	-	Funding to purchase electric bicycles, electric cargo bicycles, safety, storage, or security equipment for use by employees on City business	3
<b>Subtotal Tier 3</b>			<b>625,000</b>	<b>625,000</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Subtotal Capital Requests</b>			<b>53,677,018</b>	<b>34,181,009</b>	<b>19,496,009</b>	<b>14,050,000</b>	<b>13,420,000</b>		
<b>Total Requests</b>			<b>96,990,205</b>	<b>61,376,750</b>	<b>35,613,455</b>	<b>31,072,013</b>	<b>22,798,718</b>		
<b>Tier 1 Total Proposed Funding</b>						<b>31,072,013</b>	<b>22,798,718</b>		

AGENCY NAME	LEAD DEPT	FY 2023 ALLOCATION	FY 2023 ADVANCE
Alameda County Homeless Action Center	HHCS	197,759	49,440
Alameda County Network of Mental Health Clients	HHCS	117,737	29,434
Bananas	HHCS	388,637	97,159
Bay Area Community Land Trust	HHCS	205,200	51,300
Bay Area Community Resources	HHCS	94,964	23,741
Bay Area Community Services	HHCS	6,486,667	1,621,667
Bay Area Hispano Institute for Advancement	HHCS	103,590	25,898
Bay Area Outreach and Recreation Program	HHCS	43,592	10,898
Berkeley Community Gardening Collaborative	HHCS	11,895	2,974
Berkeley Community Media	IT	230,710	57,678
Berkeley Convention & Visitors Bureau	OED	416,667	104,167
Berkeley Food & Housing Project	HHCS	618,950	154,738
Berkeley Free Clinic	HHCS	15,858	3,965
Berkeley High School Bridge Program	HHCS	79,000	19,750
Berkeley Place	HHCS	17,183	4,296
Berkeley Project	PRW	32,000	8,000
Berkeley Youth Alternatives	HHCS	60,000	15,000
Biotech Partners	HHCS	91,750	22,938
Bonita House	HHCS	39,804	9,951
Bread Project	HHCS	57,850	14,463
Building Opportunities for Self Sufficiency	HHCS	1,428,560	357,140
Center for Independent Living	HHCS	159,660	39,915
Dorothy Day	HHCS	1,976,501	494,125
Downtown Berkeley Association	HHCS	40,000	10,000
Downtown Streets Team	PW	225,000	56,250
East Bay Community Law Center	HHCS	308,644	77,161
Easy Does It	HHCS	1,569,911	392,478
Eden Council for Hope and Opportunity	HHCS	35,000	8,750
Ephesians Children's Center	HHCS	85,347	21,337
Eviction Defense Center	HHCS	250,000	62,500
Family Violence Law Center	HHCS	61,842	15,461
Habitat for Humanity East Bay/Silicon Valley	HHCS	250,000	62,500
Healthy Black Families, Inc.	HHCS	87,616	21,904
Inter-City Services	HHCS	101,351	25,338
J-Sei	HHCS	9,110	2,278
Larkin Street	HHCS	407,643	101,910.75
Lifelong Medical Care	HHCS	1,093,010	273,253
McGee Avenue Baptist Church	HHCS	17,844	4,461
Multicultural Institute	HHCS	101,739	25,435
Options Recovery Services	HHCS	50,000	n/a
Nia House Learning Center	HHCS	39,999	10,000
Pacific Center for Human Growth	HHCS	23,245	5,811
Rebuilding Together	HHCS	122,850	30,713
RISE Program	HHCS	216,039	54,010
Rising Sun	HHCS	67,828	16,957
SEEDS Community Resolution Center	HHCS	22,553	5,638
Stiles Hall	HHCS	90,000	22,500
The Suitcase Clinic	HHCS	9,828	2,457
Through the Looking Glass	HHCS	52,206	13,052
Toolworks Inc. Supportive Housing	HHCS	47,665	11,916
UC Berkeley	HHCS	130,000	32,500
Village of Love	HHCS	250,000	62,500
Women's Daytime Drop-In Center	HHCS	267,071	66,768

<b>AGENCY NAME</b>	<b>LEAD DEPT</b>	<b>FY 2023 ALLOCATION</b>	<b>FY 2023 ADVANCE</b>
YMCA of the East Bay	HHCS	90,875	22,719
Youth Spirit Artworks	HHCS	78,000	19,500
		<b>18,998,750</b>	<b>4,737,188</b>

HHCS = Health, Housing & Community Services

IT = Information Technology

OED = Office of Economic Development

PRW = Parks Recreation & Waterfront