

Office of the City Manager

SUPPLEMENTAL AGENDA MATERIAL for Supplemental Packet 2

Meeting Date: May 21, 2024

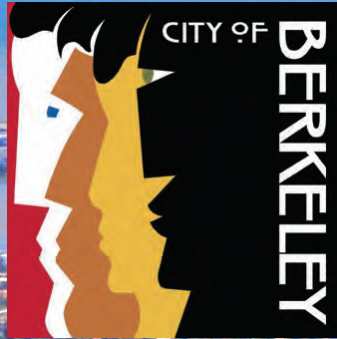
Item Number: 21

Item Description: Fiscal Years 2025 and 2026 Proposed Budget and
Proposed Budget Public Hearing #1

Submitted by: Sharon Friedrichsen, Budget Manager

This supplemental includes the following documents for the May 21, 2024 meeting:

1. Fiscal Years 2025 and 2026 Proposed Budget Summary Document that includes an overview of revenues, expenditures, departmental narratives and staffing;
2. Fiscal Years 2025 and 2026 General Fund Funding Requests and Council Budget Referrals that includes department funding requests (with assigned tier by the City Manager), Charter Offices' funding requests and Council budget referrals; and
3. Revenue Projection Report for Fiscal Year 2025-2026 that includes updated revenue projections as of May 14, 2024.



City of Berkeley, California

BUDGET SUMMARY DOCUMENT

FOR FISCAL YEAR
2025 & 2026

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Overview of the Operating Budget

The City's Operating Budget is a flexible spending plan that is the legal authority for departments to commit financial resources to provide services within the City of Berkeley.

Fiscal Year 2025:					
Fiscal Year 2025	Revenue	Expenditures	Transfers In	Transfers Out	Results from Operations
General Fund	\$ 278,108,380	\$ 283,514,419	\$ 10,355,777	\$ 33,201,176	\$ (28,251,438)
Special Revenue Funds	105,867,295	163,044,970	(543,622)	8,478,454	(66,199,751)
Grants Funds	46,525,053	51,925,000	-	-	(5,399,947)
Capital Projects Funds	33,451,097	31,658,527	32,950,905	984,687	33,758,788
Enterprise Funds	132,282,748	162,628,098	90,501	1,465,519	(31,720,368)
Internal Service Funds	51,746,640	56,749,078	36,484,662	496,355	30,985,869
Debt Service Funds	7,537,556	13,363,356	2,507,384	-	(3,318,416)
Successor Agency	-	57,120	-	-	(57,120)
Agency Funds	3,631,200	5,135,681	201,501	273,854	(1,576,834)
Other Funds	6,965,175	7,939,208	-	-	(974,033)
Trust Funds	955,006	213,777	951,940	-	1,693,169
Totals	\$ 667,070,150	\$ 776,229,234	\$ 82,999,048	\$ 44,900,045	\$ (71,060,081)

Fiscal Year 2026:					
Fiscal Year 2026	Revenue	Expenditures	Transfers In	Transfers Out	Results from Operations
General Fund	\$ 289,552,745	\$ 293,627,583	\$ 10,364,269	\$ 34,197,226	\$ (27,907,795)
Special Revenue Funds	114,023,263	154,827,590	4,456,894	3,478,970	(39,826,403)
Grants Funds	47,297,790	50,686,369	-	-	(3,388,579)
Capital Projects Funds	33,451,097	30,758,336	32,950,905	984,687	34,658,979
Enterprise Funds	137,399,008	159,155,830	90,501	1,465,519	(23,131,840)
Internal Service Funds	51,742,690	55,553,954	36,480,712	504,847	32,164,601
Debt Service Funds	7,537,556	13,363,356	2,507,384	-	(3,318,416)
Successor Agency	-	57,120	-	-	(57,120)
Agency Funds	3,631,200	4,736,150	201,501	273,854	(1,177,303)
Other Funds	6,965,175	8,047,595	-	-	(1,082,420)
Trust Funds	955,006	213,777	951,940	-	1,693,169
Totals	\$ 692,555,530	\$ 771,027,660	\$ 88,004,106	\$ 40,905,103	\$ (31,373,127)

Revenue History by Category							
	Actual FY 2022	Actual FY 2023	Budgeted FY 2024	Proposed FY 2025	Change %	Proposed FY 2026	Change %
Secured Property Taxes	\$ 70,621,184	\$ 79,311,105	\$ 84,725,717	\$ 89,687,496	5.9%	\$ 92,826,558	3.5%
Supplemental Taxes	2,466,088	3,477,693	3,400,000	3,400,000	0.0%	3,400,000	0.0%
Unsecured Property Taxes	4,379,993	3,839,250	3,806,995	3,881,280	2.0%	3,881,280	0.0%
Property Transfer Taxes	39,662,601	21,978,933	22,873,786	19,000,000	(16.9%)	21,000,000	10.5%
Property Transfer Tax – Measure P	20,557,800	9,684,063	10,189,500	8,199,580	(19.5%)	8,609,559	5.0%
Sales Tax	18,950,488	18,759,977	19,654,225	19,183,600	(2.4%)	19,562,300	2.0%
Soda Tax	1,025,800	1,162,310	1,147,387	1,147,387	0.0%	1,147,387	0.0%
Utility Users Taxes	15,001,999	17,606,482	17,454,320	17,700,000	1.4%	17,700,000	0.0%
Transient Occupancy Taxes	5,680,715	7,911,684	8,374,588	8,237,549	(1.6%)	8,484,675	3.0%
Short-Term Rentals	1,295,798	1,372,439	1,400,000	1,400,000	0.0%	1,400,000	0.0%
Business License Taxes	20,403,975	21,854,193	21,560,783	21,991,999	2.0%	22,431,839	2.0%
Recreational Cannabis	1,250,792	997,572	1,000,000	1,000,000	0.0%	1,020,000	2.0%
Measure U1	4,913,872	5,844,564	5,900,000	5,900,000	0.0%	5,900,000	0.0%
Other Taxes	3,882,587	5,799,179	4,453,059	5,453,059	22.5%	10,453,059	91.7%
Vehicle In Lieu Taxes	38,421,395	40,499,309	43,169,728	43,859,851	1.6%	44,519,645	1.5%
Parking Fines – Regular Collections	4,802,956	5,952,451	5,800,000	5,800,000	0.0%	5,800,000	0.0%
Moving Violations	155,383	151,912	132,600	132,600	0.0%	135,252	2.0%
Ambulance Fees	4,014,675	5,468,875	5,350,779	6,944,117	29.8%	6,944,117	0.0%
Interest Income	(24,479,214)	8,150,922	10,337,245	14,126,388	36.7%	13,126,388	(7.1%)
Franchise Fees	2,208,188	2,681,331	2,057,700	2,247,528	9.2%	2,247,528	0.0%
Indirect Cost Reimbursement	5,074,695	6,758,577	6,104,970	6,936,000	13.6%	7,074,720	2.0%
Other Revenues	388,659,415	380,330,391	276,279,436	297,842,668	7.8%	306,887,117	3.0%
Total Revenues	\$ 628,951,185	\$ 649,593,212	\$ 555,172,818	\$ 584,071,102	5.2%	\$ 604,551,424	3.5%
Operating Transfers In	657,686,821	769,539,487	97,411,398	82,999,048	(14.8%)	88,004,106	6.0%
	\$	\$1,419,132,699	\$ 652,584,216	\$ 667,070,150	2.2%	\$ 692,555,530	3.8%

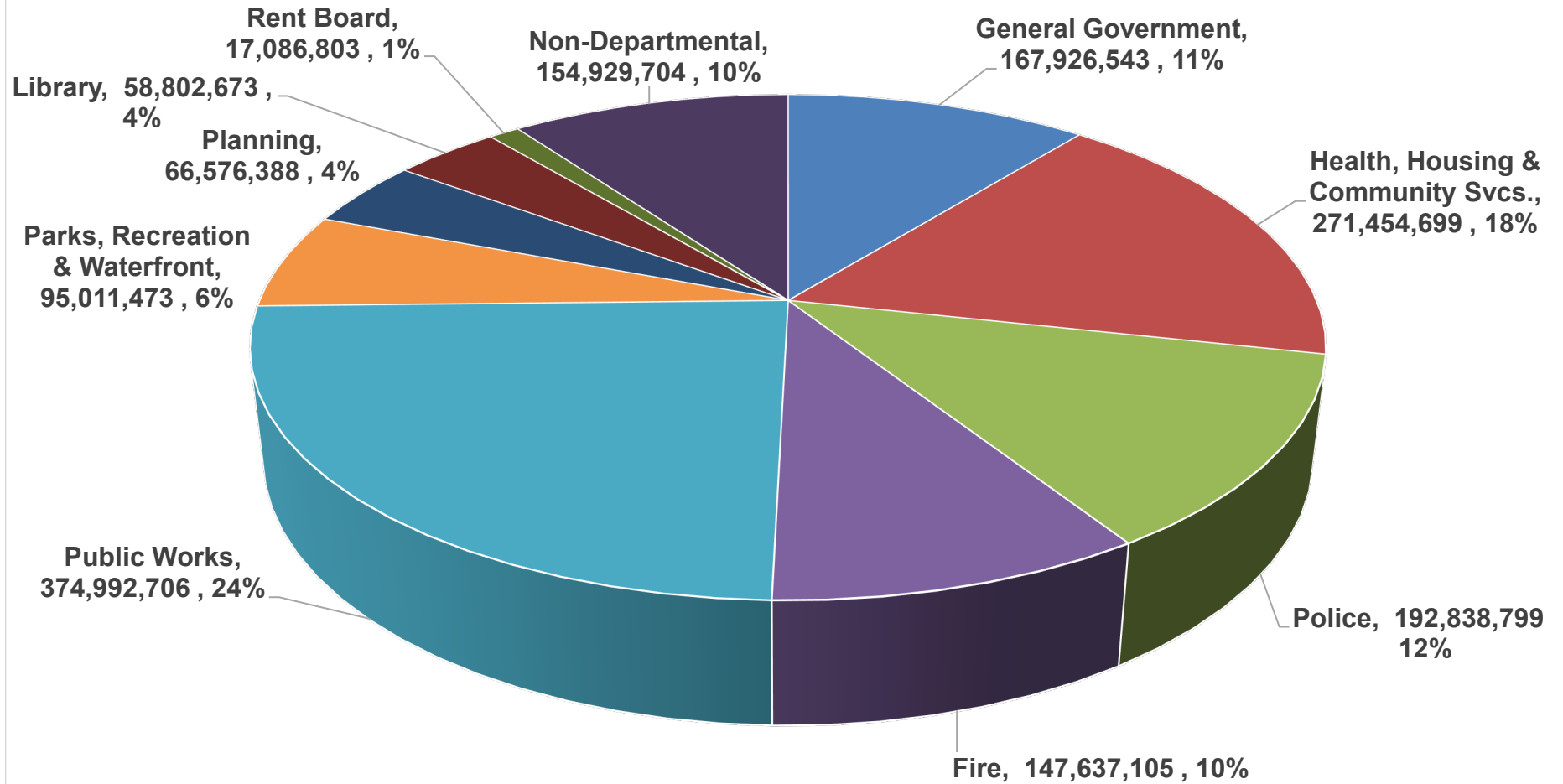
SUMMARY OF EXPENDITURES BY DEPARTMENT - ALL FUNDS

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actuals	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Mayor & Council	2,708,844	3,334,707	3,943,449	4,772,190	5,923,941	5,975,687
Auditor	2,526,081	2,691,657	2,711,754	3,231,099	3,759,532	3,838,168
Police Review Commission ^(a)	744,950	-	-	-	-	-
Office of the Director of Police Accountability	-	808,594	909,307	1,363,509	1,484,847	1,524,120
City Manager	13,399,097	18,410,347	19,826,928	17,019,184	17,759,454	17,981,506
Information Technology	16,552,132	16,446,316	15,454,604	22,291,720	23,471,574	23,651,297
City Attorney	6,214,367	6,200,455	7,880,613	8,173,384	9,290,707	9,425,304
City Clerk	3,194,204	2,402,277	2,876,231	3,159,486	3,518,483	3,576,397
Finance	8,146,012	8,738,588	8,872,348	11,057,143	12,206,713	12,346,935
Human Resources	4,078,091	3,574,288	4,588,217	5,442,688	5,993,013	6,198,864
Health, Housing & Community Services	81,811,330	91,780,016	102,103,272	100,318,536	136,190,249	135,264,450
Police	79,395,632	82,753,749	89,672,154	88,566,557	94,604,991	98,233,808
Fire	49,891,701	58,014,192	62,872,371	62,316,809	72,896,781	74,740,324
Public Works	125,907,423	140,757,036	133,049,554	188,946,163	192,342,980	182,649,726
Parks, Recreation & Waterfront	60,795,051	63,541,966	45,597,367	53,914,604	47,637,758	47,373,715
Planning	21,687,691	22,433,636	24,148,378	31,267,162	33,307,718	33,268,669
Library	20,255,244	18,476,577	19,956,135	25,024,425	29,196,379	29,606,294
Rent Board	5,517,190	5,803,127	6,784,837	8,056,460	8,489,208	8,597,595
Non-Departmental ^(b)	95,581,042	112,969,200	119,779,633	93,710,173	78,154,903	76,774,801
Total All Funds	598,406,081	659,136,728	671,027,152	728,631,293	776,229,232	771,027,661

(a) Police Review Commission has become the Office of the Director of Police Accountability in FY 2022

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

FY 2025 & FY 2026 Proposed Budget All Funds Expenditures by Department



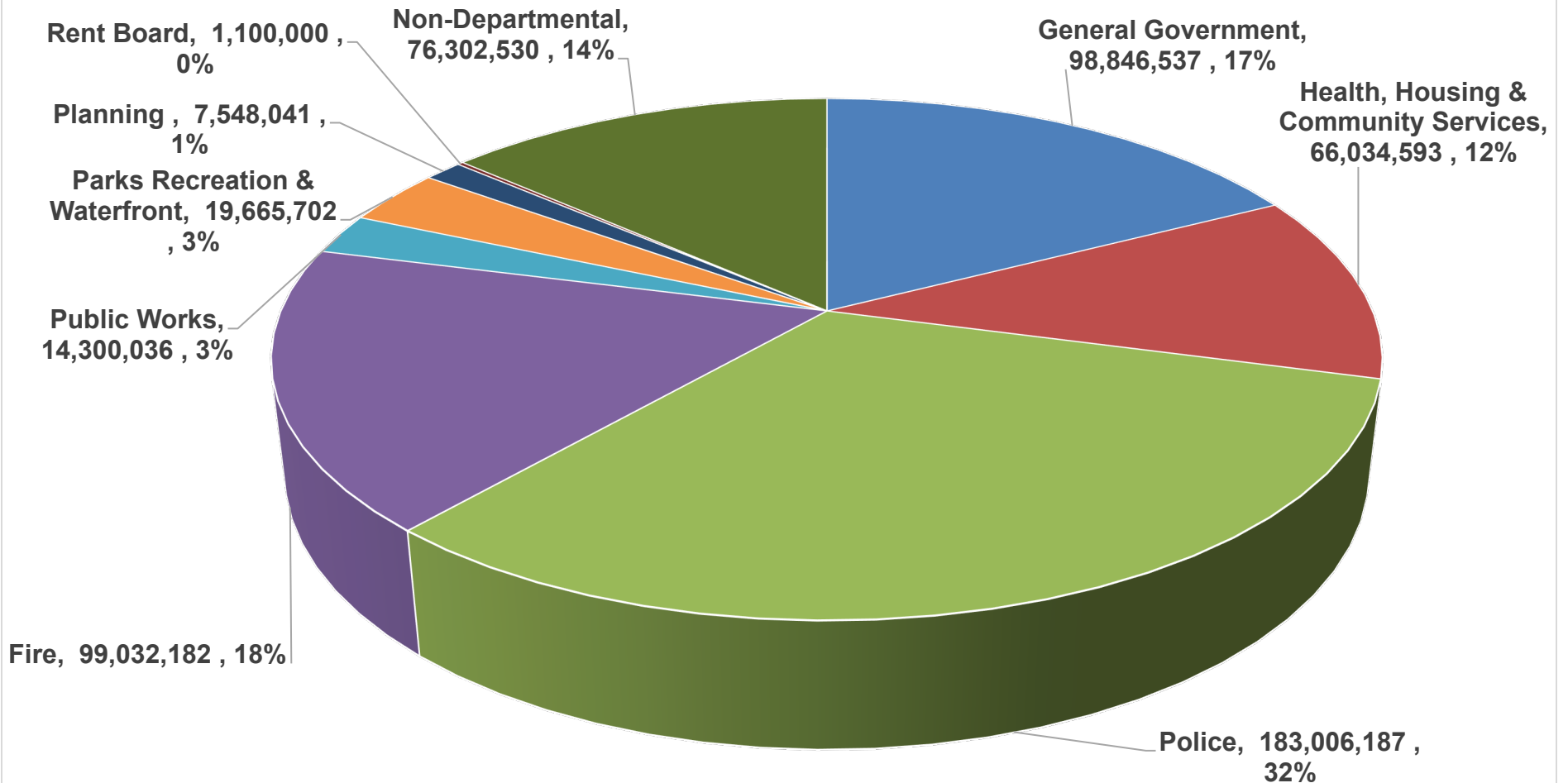
SUMMARY OF EXPENDITURES BY DEPARTMENT - GENERAL FUND

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Mayor & Council	2,701,344	3,334,707	3,939,049	4,772,190	5,923,941	5,975,687
Auditor	2,467,028	2,627,179	2,633,228	3,136,323	3,657,880	3,734,615
Police Review Commission ^(a)	744,950	-	-	-	-	-
Office of the Director of Police Accountability ^(a)	-	808,594	909,307	1,363,509	1,484,847	1,524,120
City Manager	10,360,937	12,050,089	13,385,434	13,280,234	14,309,804	14,527,224
Information Technology	1,330,730	1,446,932	882,432	1,580,760	1,580,760	1,580,760
City Attorney	2,760,048	2,648,007	3,701,943	4,370,439	5,612,249	5,662,266
City Clerk	2,832,552	2,235,191	2,550,698	2,547,276	2,867,551	2,918,529
Finance	6,682,935	6,827,435	7,075,972	8,179,370	9,685,628	9,798,626
Human Resources	2,318,029	2,052,892	2,971,640	3,467,541	3,928,242	4,073,809
Health, Housing & Community Services	25,566,360	32,619,368	28,154,026	32,064,102	32,884,252	33,150,340
Police	77,270,053	77,916,629	84,895,064	83,984,966	89,720,763	93,285,424
Fire	38,988,843	43,574,467	40,874,526	39,546,063	48,724,616	50,307,565
Public Works	5,499,277	6,859,823	7,102,952	7,178,529	7,068,389	7,231,647
Parks, Recreation & Waterfront	7,304,226	8,755,061	9,694,847	9,534,709	9,785,501	9,880,201
Planning	2,567,473	2,629,757	2,924,669	3,277,246	3,745,097	3,802,943
Rent Board	-	-	568,412	550,000	550,000	550,000
Non-Departmental ^(b)	46,390,565	43,112,577	52,800,630	57,715,711	36,345,562	39,956,968
Total General Fund	235,785,349	249,498,708	265,064,829	276,548,969	277,875,083	287,960,725

(a) Police Review Commission has become the Office of the Director of Police Accountability in FY 2022

(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.

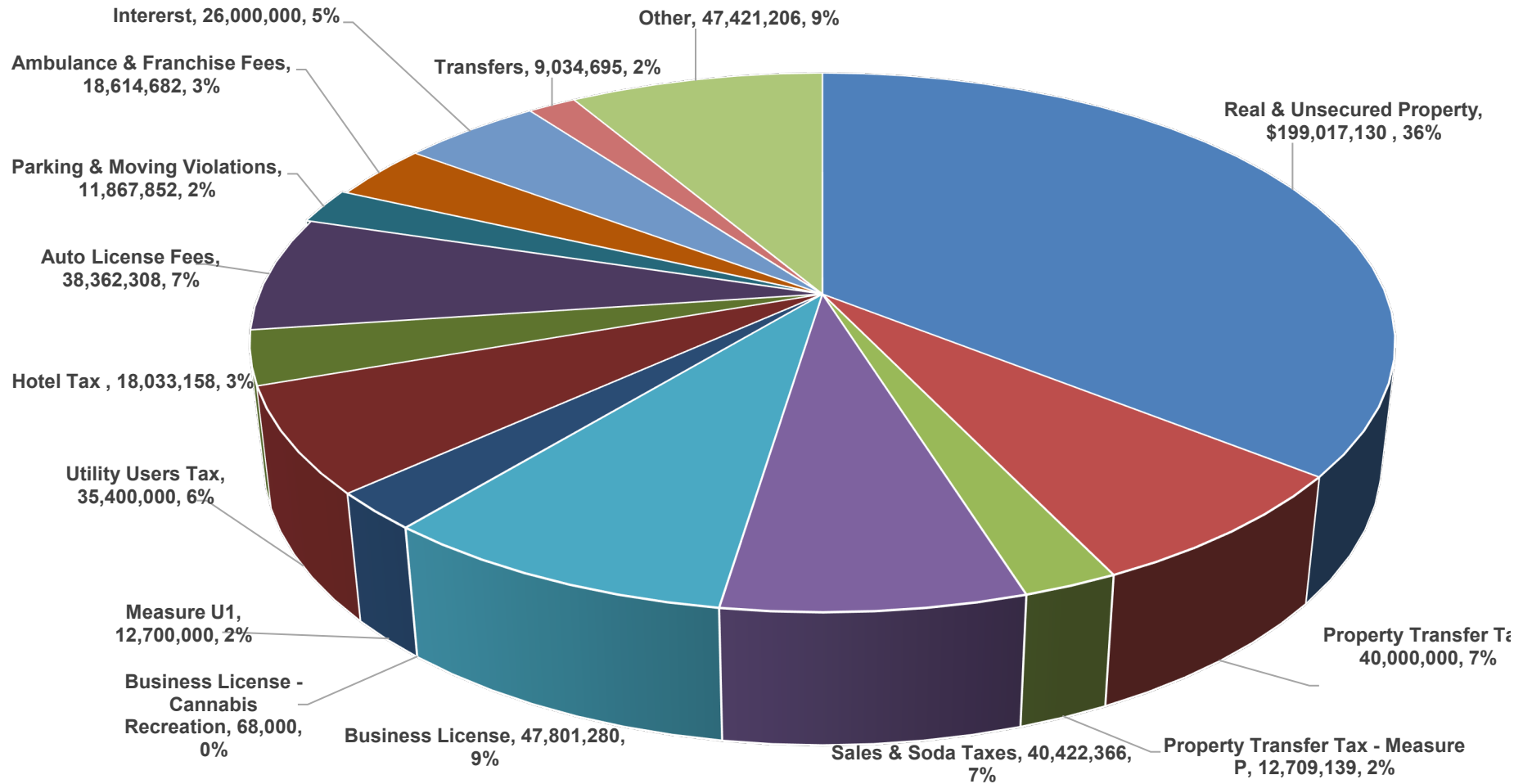
**General Expenditures by Department
FY 2025 & FY 2026 Proposed Biennial Budget
\$565,835,808 (2-Year Total)**



GENERAL FUND REVENUE FORECAST

	Actual Revenues FY 2021	Actual Revenues FY 2022	Actual Revenues FY 2023	Adopted FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
Secured Property	\$68,166,155	\$71,607,561	\$79,260,689	\$84,725,717	\$89,887,496	\$93,033,558	\$96,289,733	\$99,659,874
Unsecured Property	3,448,412	3,472,334	3,830,697	3,806,995	4,648,038	4,648,038	4,648,038	4,648,038
Supplemental Taxes	2,249,517	2,313,723	3,561,752	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000
Property Transfer Tax	21,469,955	42,901,750	22,878,336	12,500,000	16,000,000	16,000,000	16,000,000	16,000,000
Property Transfer Tax for Capital Improvements				10,373,786	3,000,000	5,000,000	5,000,000	5,000,000
Property Transfer Tax - Measure P	10,919,576	20,591,313	10,199,580	10,189,500	6,199,580	6,509,559	6,835,037	7,176,789
Sales Tax	15,792,305	18,928,278	19,194,971	19,654,225	18,884,235	19,243,357	19,601,675	19,931,426
Soda Tax	953,069	1,025,800	1,162,310	1,147,387	1,147,387	1,147,387	1,147,387	1,147,387
Business License	17,809,332	20,403,974	21,854,193	21,560,783	23,664,000	24,137,280	24,620,026	25,112,426
Business License - Cannabis Recreation	1,712,641	1,250,792	1,372,439	1,000,000	18,000	50,000	51,000	52,020
Measure U1	4,818,740	4,913,872	5,844,564	5,900,000	6,500,000	6,200,000	6,200,000	6,200,000
Utility Users Tax	13,892,200	14,750,065	17,634,565	17,454,320	17,700,000	17,700,000	17,700,000	17,700,000
Hotel Tax	2,292,480	5,727,046	7,477,911	8,374,588	8,883,329	9,149,829	9,424,323	9,707,053
Vehicle In-Lieu	14,380,453	15,006,003	16,659,665	17,811,134	18,851,257	19,511,051	20,193,938	20,900,726
Parking Fines	3,562,706	4,765,819	5,875,858	5,800,000	5,800,000	5,800,000	5,800,000	5,800,000
Moving Violations	131,756	156,253	149,420	132,600	132,600	135,252	137,957	137,957
Interest	5,917,722	6,694,122	12,117,025	8,826,211	13,500,000	12,500,000	12,500,000	12,500,000
Ambulance Fees	3,081,204	3,833,730	5,149,120	5,350,779	7,734,813	7,234,813	7,234,813	7,234,813
Franchise Fees	1,726,470	1,720,056	1,822,528	1,720,056	1,822,528	1,822,528	1,822,528	1,822,528
Other Revenue	18,522,747	17,110,591	22,249,973	19,098,337	21,158,216	26,262,990	26,519,502	26,782,274
Transfers	21,180,762	27,354,923	16,846,585	7,591,924	4,472,621	4,562,074	4,562,074	4,562,074
TOTAL	\$232,028,202	\$284,528,005	\$275,142,181	\$266,418,342	\$273,404,100	\$284,047,716	\$289,688,031	\$295,475,385

FY 2025 & FY 2026 Proposed Budget General Fund Revenues \$557,451,816 (2-Year Totals)

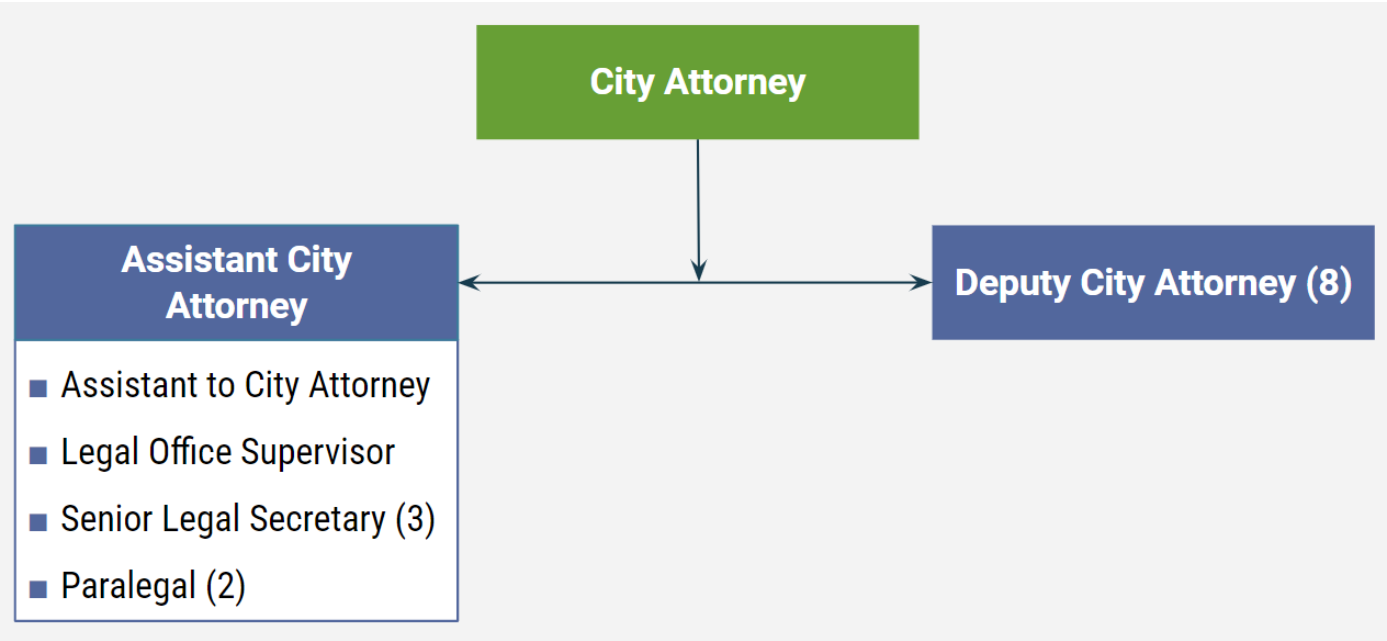


City Attorney's Office

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.

Challenges

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

- ▶ **Rapid Changes in State Land Use Laws**

In recent years, California's housing crisis has been the primary focus of land use legislation, with over 100 substantial housing-related land use bills enacted since 2016. The 2023 legislative session continued this trend, with Governor Gavin Newsom signing a package of 56 housing-related bills on October 11, 2023, most of which address land use issues. This trend has increased the City Council's and the Mayor's reliance on advice from the CAO. With the housing crisis expected to continue unabated for the foreseeable future, we anticipate an ongoing need for extensive legal advice on the City's compliance with these and other new laws that encourage the production of housing.

- ▶ **Increased Need to Support New Policy Initiatives**

The Council created a set of Policy Committee 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 litigation cases being handled by the City Attorney's Office. The City is also pursuing a number of initiatives proactively including 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 ten years with a substantial uptick originating in 2021 and 2022. Responding to these requests increasingly calls for the review and production of voluminous electronic records (e.g., emails and texts) – a new body of work that our office is supporting that did not exist previously attributable to the advent of new Police Record Disclosure Laws.

- ▶ **Significant Upcoming Development Projects**

The City is either considering or actively pursuing a number of development projects, including: Transit Oriented Development at the North Berkeley and Ashby BART stations; a Marina- Specific Plan and Pier/Ferry Project; housing development at the West Berkeley Service Center property; Berkeley Forge / Gilman Gateway development; and renovation

and redesign of the Civic Center area. These projects require support from the CAO in negotiating term sheets with developers and public agencies, complying with CEQA and NEPA, and reviewing a variety of transactional documents.

Accomplishments

Highlights of recent City Attorney's Office accomplishments include:

► **Continued to Support the City's Ramp-Down of its COVID-19 Response**

At the March 21, 2023 City Council meeting, an ordinance was adopted to "transition" and then end the COVID-19 Emergency Response Ordinance, otherwise referred to as the Eviction Moratorium. The Transition Period, May 1, 2023 – August 31, 2023, allowed for property owners who own just one residential property in Berkeley to initiate Owner Move-In Evictions, in addition to permitting evictions to proceed for non-payment of rent after the "Covered Period" ended.

► **Supported Major Projects such as:**

- *Southside and Middle Housing Re-Zoning*
- *North Berkeley BART Objective Design Standards Development*
- *Ashby BART Transit Oriented Development term sheet*
- *Development at the Marina (Waterfront-Specific Plan, Pier/Ferry Project)*
- *Willard Park Clubhouse replacement*
- *Wildfire Urban Interface Task Force*
- *Defending the City's Natural Gas Ban Ordinance in the Ninth Circuit*
- *Numerous Encampment Resolutions and defense of lawsuits related to the City's response to encampments*

► **Drafting and Legal Review of the following noteworthy ordinances:**

- *Eviction Moratorium Amendments*
- *Bird Safe*
- *Berkeley Election Reform Act amendments*
- *Accessory Dwelling Unit ordinance amendments*
- *Berkeley Businesses zoning code amendments*
- *Southside Zoning amendments*
- *Prevailing Wage Requirements in the Southside Plan Area*

► **Supported the City's Efforts to Re-Imagine Public Safety**

The City Attorney's Office's partnership with the City Manager's Office, the Police Advisory Board, and the Reimagining Public Safety Task Force, witnessed the evolution of the initiative from its planning phase in FY 2021 to the start of its implementation stage beginning in FY 2022, with plans for continued implementation and expansion through FY 2027. The CAO is working with the CMO to find effective ways to integrate the CAO into the implementation process to ensure that the roll-out of the RPS initiative benefits from the office's timely regulatory and legal review. The CAO also provides legal support to the Police Accountability Board and Office of Director of Police Accountability.

► **Public Records Act Modernization and Accountability**

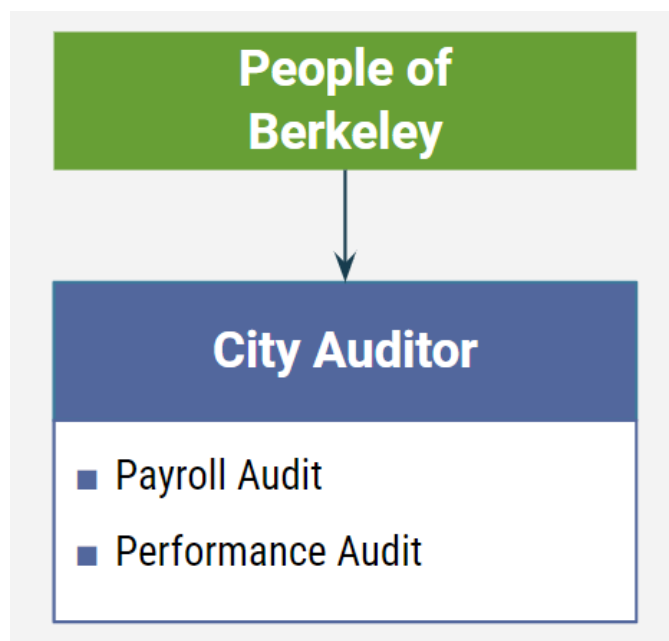
In 2023, the City Attorney's Office responded directly to over 390 Public Records Act (PRA) requests and provided support and training to City departments on a wide array of PRA issues, including a comprehensive update of the City's Public Records Act policy. The Office responded to and provided support to City departments for a variety of complex, high-profile requests, including requests from the Police Department and requests relating to the City's ramp-down of its COVID-19 response.

City Auditor's Office

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.

Organizational Chart



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 three divisions, performance audit, whistleblower program, 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.
- ▶ **Whistleblower Program Division:** The whistleblower program division focuses on receiving and investigating allegations of fraud, waste, and abuse of city resources, and making recommendations to the City Council and City Manager on how to improve internal controls.
- ▶ **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.

Challenges

The City Auditor's Office challenges include:

- ▶ **Citywide Retention:** The City's challenges with retention and short-staffing have made it difficult for departments to provide information for ongoing audits, implement audit recommendations, and report on the status of their implementation to Council. This has limited the Auditor's ability to conduct and follow up on audits to ensure the City is aware of and addressing the risks identified in audit reports. The increased staff turnover in other City departments has also impacted the workload in Payroll Audit. Departments rely on Payroll Audit staff to assist their new hires in their payroll tasks and in fulfilling their payroll responsibilities. Additionally, when information is not entered correctly, adjusting the information on the back end requires even more time, resulting in increased workload for Payroll Audit staff.
- ▶ **Employee Self Service and ExecuTime:** The Payroll Audit Division is committed to helping the City implement Employee Self Service (ESS). ESS will provide employees immediate access to certain information in the payroll system and also lets them make changes to their voluntary deductions. ExecuTime, the electronic time and attendance system, will replace the current timecards and empowers employees to enter their own working hours. This will allow payroll clerks to spend more time on other departmental tasks. These two projects will require many hours of knowledgeable staff time to set up and test the system before they are placed into production.
- ▶ **FLSA Compliance:** Payroll Audit is working with the Fair Labor Standards Act (FLSA) attorneys to determine if the new payroll system is following the proper calculation of overtime pay. Due to the complexity of our memorandum of understanding (MOU) contracts, this project will be time-consuming and may require recalculation of previously paid overtime hours. Payroll Audit may need additional staff to help with FLSA compliance.
- ▶ **Staff Retirement:** A number of Payroll Audit staff with over 25 years of payroll audit experience will be retiring in the next two years. Replacing these individuals will be a challenging task for the department as these future retirees play a major role in paying employees accurately, and in compliance with the MOUs, and federal, state, and local tax laws.
- ▶ **Payroll System Requirements:** In 2021, the City implemented the Tyler Munis payroll system to provide a more automated system with reduced errors and easier access to the payroll data required by federal and state agencies. Payroll Audit played a major role in assisting the City to set up and test the system for accuracy. The demand on Payroll Audit staff has increased since the implementation as the payroll system must be updated frequently to comply with changes in labor law, MOUs and taxation policies. This additional workload is no longer achievable through overtime. Payroll Audit will need additional staff in order to continue to provide employees accurate paychecks and comply with all federal and state reporting requirements.

Accomplishments

Highlights of the City Auditor's Office accomplishments include:

- ▶ **Performance Audit Division:** The Performance Audit Division won the 2022 Exemplary Knighton Award in the Medium Shop Category from the Association of Local Government Auditors (ALGA) Awards Program Committee for the audit titled Berkeley Police:

Improvements Needed to Manage Overtime and Security Work for Outside Entities. This was awarded on April 11, 2023.

To further our mission to promote transparency and accountability in Berkeley government, the Auditor's office launched a public dashboard to track the status of audit recommendations. Following up on audit recommendations is an important part of the audit process that helps hold departments accountable for implementing agreed-upon audit recommendations. The dashboard provides up-to-date information about the status of implementation across departments.

- ▶ **Whistleblower Program Division:** The Whistleblower Program Division has made strides in securing a confidential third-party hotline for receiving reports of fraud, waste, and abuse of city resources. When fully implemented, the hotline will be available to city employees, contractors, vendors, and the general public. The Whistleblower Program has the potential to result in significant cost savings for the City through fraud detection and accountability. The division will continue to scale up this program and adequately train staff to ensure the program is successful.
- ▶ **Payroll Audit Division:** The City received a number of grievances regarding the payroll system implementation in 2021 on overtime calculations. Payroll Audit, with the help of an FLSA attorney, worked with HR and the City Attorney's Office to identify the errors and revised the calculations to comply with the laws. This complex project took two years and staff worked tirelessly outside of their regular time to complete this.

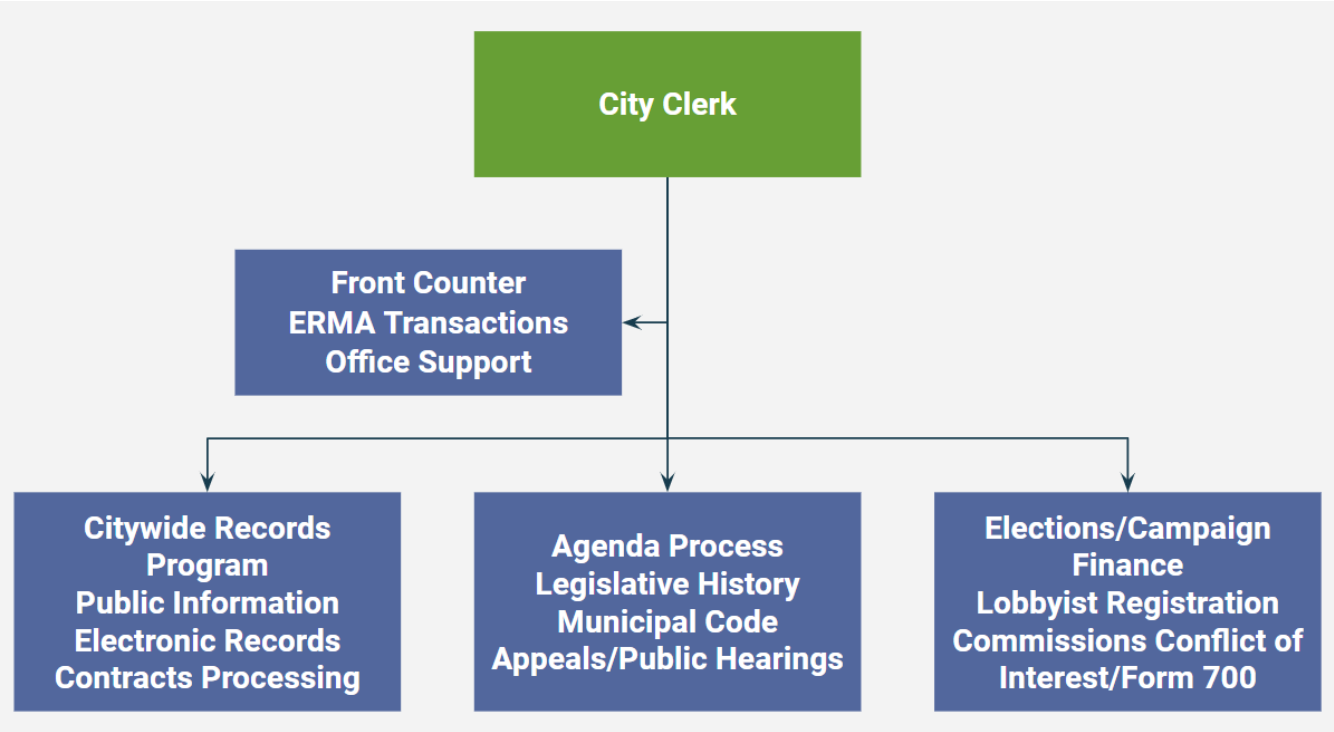
With the passage of Measure FF in November 2020, the Fire Department redesigned the way it provides emergency medical services and established a new classification of Single Function Paramedics. Payroll Audit assisted the Fire and Human Resources departments to create the classification in the payroll system and tested a complex work schedule that met the Fire Department's needs.

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 Overview

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.

Challenges

City Clerk Department challenges include:

- ▶ **Election Cost Uncertainty:** The City relies on the Alameda County Registrar of Voters to provide regular and special election services as well as the additional services related to 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 if the change to an all-mail-ballot County and other new state mandates will affect election costs on an ongoing basis.
- ▶ **Unplanned Elections:** The two unplanned resignations and the resulting special elections have diverted a significant amount of staff resources originally planned for critical special projects such as the Records Retention Schedule Update, Commissioners Manual Update, and implementing new cost saving technology for broadcasting and captioning city council meetings.
- ▶ **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. Maintaining existing software and implementing new software to increase efficiency require a significant amount of IT resources.

Accomplishments

Highlights of recent City Clerk Department accomplishments include:

- ▶ **Full Implementation of Hybrid Meeting Procedures:** The City Clerk Department researched, developed, tested, and refined procedures and technology needs for the conduct of "hybrid" meetings of legislative bodies. The City Council and its six policy committees now meet in a hybrid model for all regular and special meetings. This has increased civic participation and access to the local decision-making process for residents and stakeholders.
- ▶ **Rebuilding Staffing Rates and Service to the Public:** From April 2022 – August 2023, the City Clerk Department turned over 50% of its staff due to retirements and promotions. Leadership in the department, with assistance from Human Resources, has rebuilt the staffing levels and aggressively trained and onboarded new staff in order to maintain baseline services and properly serve internal and external customers.
- ▶ **Major Software Update:** In 2023 the Department completed a major upgrade to its agenda management software and digital records repository (OnBase). OnBase is a critical business system that is used to create agendas and agenda packets for the City council and the Policy Committees. It is also the digital records repository which stores the legislative history of the city and provides the back end to the Records Online public access portal. This upgrade will ensure reliability, integrity and efficiency for internal and external services.

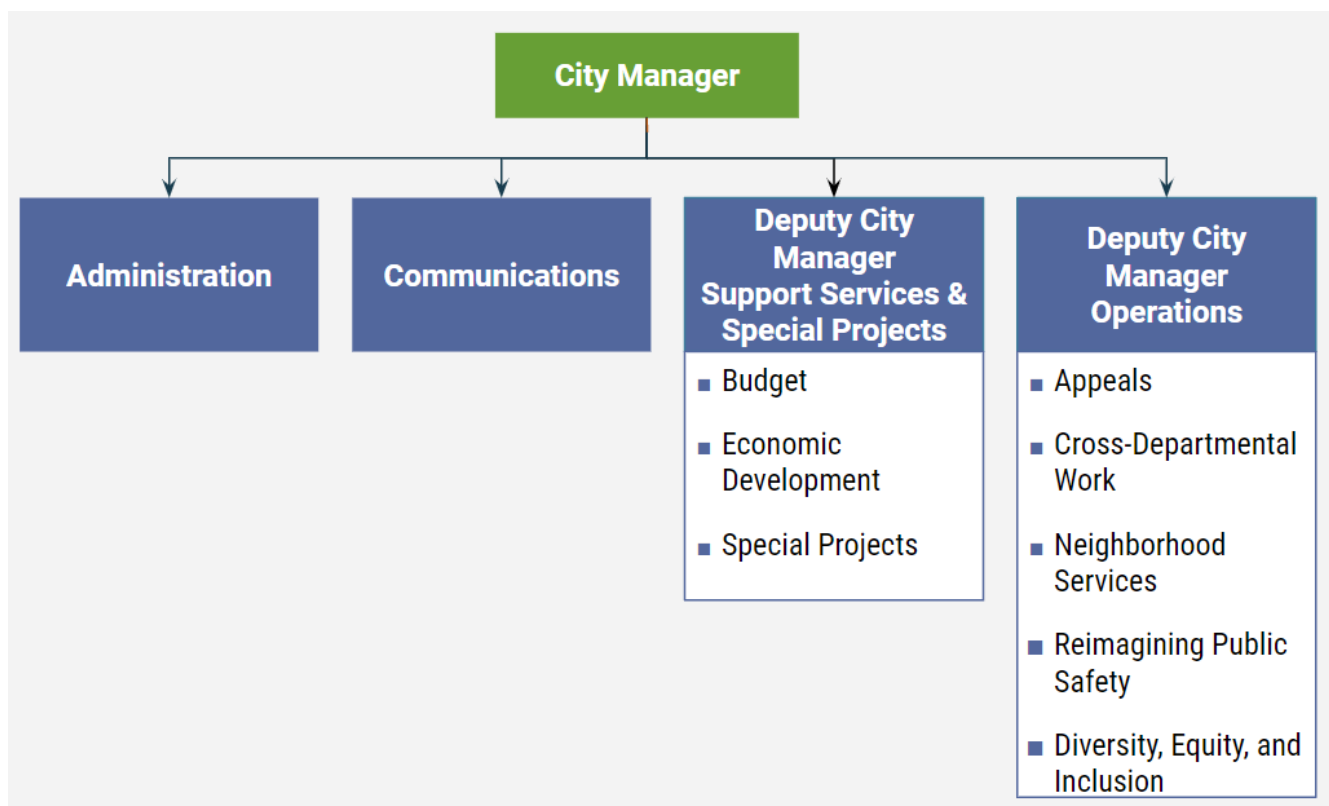
The City Clerk is the Charter-designated secretary for the Independent Redistricting Commission, a 13-member commission tasked with redrawing the Council district boundaries after each decennial census.

City 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



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

- ▶ **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.
- ▶ **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
- ▶ **Diversity, Equity, and Inclusion Division (DEI):** The City of Berkeley has a strong history of "pioneering efforts by leaders, advocates, and institutions" at the local level that reverberates across the country. On June 9, 2020, Councilmember Kesarwani and co-sponsors Councilmembers Wengraf, Droste, and Bartlett, submitted an urgency item to establish an Office of Racial Equity. In early 2021, Berkeley City Council passed a resolution titled "Declare Racism as a Public Health Crisis, a Threat and Safety Issue in the City of Berkeley". In 2022, after delay caused by the extended and ongoing impact of the COVID-19 pandemic, Berkeley City Council adopted and expanded the Diversity, Equity, and Inclusion Office. The Office of Equity manages both internal workforce development, in collaboration with the City's Human Resources department, as well as external programs and services related to DEI. The division coordinates activities with City departments and outside agencies while providing highly responsible and complex support to the City Manager and City Council. The division manages several high visibility projects related to diversity, equity, and inclusion and related city-wide and departmental initiatives. This Division also develops related training, ensures citywide reporting on projects, and effectively manages the activities and operations of the DEI division of the City Manager's Office. The Division also leads initiatives to assess and prioritize needs related to DEI, anti-racism and specifically by addressing and meeting regularly with staff across the organization to determine departmental needs and generate ideas for improvement.
- ▶ **Neighborhood Services Division:** The Division consists of four units described below.
 - ▶ **Animal Care Services:** Animal Care Services provides field services for the cities of Berkeley, Emeryville, 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 services 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, illegal dumping, the Group Living Accommodations ordinance, and more. 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. Additionally, the Unit coordinates multi-departmental Code Enforcement responses to properties with multiple or complex violations and issues.
- ▶ **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 through interventions that reduce health and safety threats while avoiding citation and arrest.
- ▶ **Office of Budget and Fiscal Management:** The division 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.
- ▶ **Office of Economic Development:** The division is composed of two service lines, Business Services and Civic Arts. Business Services supports Berkeley's commercial sectors, provides technical assistance, expands economic opportunities, and helps maintain a healthy business climate by providing the following services:
 - ▶ Direct Assistance to Businesses, Property Owners and Community Organizations
 - ▶ Support for Berkeley's ~10 Commercial District and Business Associations and Visit Berkeley,
 - ▶ Management of Industry Cluster Programs,
 - ▶ Revolving Loan Program and Resiliency Loan Program,
 - ▶ Sustainable Business Practices (including green business certification) and other programs including support for transition to Worker Cooperatives, and guidance on Outdoor Commerce and Parklets

- ▶ Marketing Campaigns and Promotions
- ▶ Research and Data Analysis on local economic conditions

The Business Services team is at its base a customer service department, interacting with individuals, businesses, organizations, council and community members, and other city 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, including two Business Improvement Districts (BID) boards (Elmwood and Solano) and the Loan Administration Board. OED business service staff also hold board seats in three property-based BIDs (Telegraph, Downtown, and North Shattuck) in Berkeley. The Civic Arts service line promotes and furthers arts and cultural activities in Berkeley by providing the following services:

- ▶ Direct Assistance to Artists and Community Organizations
- ▶ Civic Arts Grants (including Festival Grants, Organization Grants and Individual Artists Grant Programs)
- ▶ Maintains the Public Art Collection
- ▶ Implements Public Art Programs
- ▶ Oversees City-Managed Galleries

The Civic Arts service line provides direct grants to Berkeley's art and cultural organizations, individual artists, and festivals, and manages the City's Public art collection which has nearly 100 works of art in its care. The service line also manages the gallery spaces in the city buildings including the Cube Space Gallery in the Center Street Garage. Civic Arts staff also serve the secretary to the Civic Arts Commission, and active group which has many subcommittees and an ambitious work plan.

- ▶ **Reimagining Public Safety:** Reimagining Public Safety in the City of Berkeley aims to foster an equitable, holistic, and community-centered approach to public safety, transforming traditional models to prioritize health, wellness, and economic security for all residents. Through a collaborative, multidisciplinary strategy, it seeks to reshape the scope of policing, address systemic inequities, and enhance community trust and well-being. By reinvesting in health, education, and social services, and introducing alternatives to traditional enforcement, the initiative aspires to establish a sustainable, inclusive public safety system that effectively serves the diverse needs of the community.

This initiative involves a comprehensive and inclusive process that unfolds in three main phases:

- ▶ **Phase 1 (2020-2022) Community Process and Research.** Phase 1 of the City of Berkeley's Reimagining Public Safety initiative, the City Council adopted critical resolutions to transform public safety through extensive community engagement and research, guided by the expertise of the National Institute for Criminal Justice Reform and the input of the Reimagining Public Safety Task Force. This phase was characterized by partnerships and collaborations aimed at developing a new paradigm of community-centered safety, with a focus on equity and inclusivity, and informed by comprehensive community dialogue and expert analysis. The culmination of these efforts was presented in a series of reports and recommendations that laid the groundwork for transforming Berkeley's approach to public safety, emphasizing the principles of reimagine, improve, and reinvest to address the community's diverse needs.

- ▶ **Phase 2 (2022-2024) Continued Analysis and Implementation.** Phase 2 focused on putting the conceptual framework developed during Phase 1 into practice, marked by the continuation of analytical work and the beginning of implementation efforts. This phase involves significant staffing investments across various city departments, consulting for critical assessments, and community investments aimed at strengthening resilience through various support and engagement programs. An integrated and interdepartmental approach ensures that all efforts are cohesive and aligned with the City Council's directives, leveraging partnerships and collaborations to inform and guide the work towards a community-centric safety model.
- ▶ **Phase 3 (2024-2026) Continued Implementation and Expansion.** Phase 3 of the Reimagining Public Safety initiative in Berkeley is set to focus on the expansion and further implementation of the strategies developed in earlier phases, aiming to solidify a comprehensive and responsive public safety model. This final phase is dedicated to broadening the scope of the initiatives to more thoroughly incorporate and address the varied needs of the Berkeley community. The objective is to establish a public safety framework that is both effective and reflective of the community's diversity, ensuring resilience and inclusivity in its approach to safety and well-being. Prior direction is incorporated, but also amended, as needed to align with current fiscal circumstances.
- ▶ **Special Projects Division (SPD):** This division leads citywide efforts to improve efficiency, transparency and consistency; reports on the status of strategic plan initiatives and implements the Employer of Choice initiative to improve the employee experience. To this end the team serves 5 main functions: (1) implements citywide programs that focus on improvement, streamlining, increasing efficiency or require significant multi-department collaboration; (2) develops systems to ensure changes are maintained, evaluated and improved over time; (3) supports the City Manager's Office by delivering citywide reporting (Employer of Choice, Strategic plan, performance measures) and support departments in delivering quality data; (4) engages with staff across the city to assess current issues and identify areas of improvement and present those to the City Manager; and (5) leads projects where there is shared authority across Departments.

Challenges

The City Manager's Office challenges include:

- ▶ **Diversity, Equity, and Inclusions (DEI):**
 - ▶ *Staff capacity around regulatory compliance.* The number and complexity of new ordinances and other policy initiatives by the City Council or by City Boards or Commissions require significant time investment by staff in city departments and the City Attorney's Office. Many formerly settled areas of DEI (like minority and women's contracting) may require significant research and analysis prior to the adoption of practices to advance these areas. The AFG Programmatic Monitoring Corrective Action Plan highlights the necessity of compliance with regulatory standards across federal grants. Adherence to federal mandates from organizations such as the Federal Emergency Management Agency make clear the need to establish a comprehensive compliance framework. The City Manager's Office actively works in partnership with the City Attorney's Office to navigate these complex legal environments, ensuring that all initiatives meet regulatory requirements.
 - ▶ *Data Collection.* Collaboration has just begun regarding a shared approach between Human Resources and the DEI division for regularly collecting data on employee satisfaction and on Diversity, Equity, Inclusion, and Disability and Language Accessibility. Additionally, the Special Projects team on the Employer of Choice initiative will also be collaborating on regular assessment of employee satisfaction, which could help the City uncover Diversity, Equity, Inclusion, Accessibility concerns that impact retention. Workforce data provided annually to the Equal Employment Opportunity Commission (EEOC), which is required for all Federal Agencies and private employers with (a) 100 or more employees, or (b) 50 or more employees and a federal contract), could be used to establish DEI specific retention goals, conduct an analysis of staff needed for city DEI functions within operations and services, and be used for consideration of staff capacity needs around new DEI initiatives. So, while not yet in place, these various efforts will ultimately increase efficiency, as well as improve communication and transparency.
 - ▶ *Ongoing Funding:* Much of the DEI and anti-racism work has been carried out on a volunteer basis. Many staff responsible for truly innovative work have transitioned out of the City. As a consequence, infrastructure needs to be addressed to re-engage the work sustainably. This volunteer work must be articulated in scopes that are able to coordinate, record and activate recommendations from the various work groups, committees and task forces. In response, Berkeley is focusing on the judicious use of available resources to ensure financial stability and continuity for the initiative. Additionally, the DEI division is currently working to craft a strategic plan that will help identify the necessary resources to move the City's overall program forward.
 - ▶ *Implementation Timeline:* It is estimated that the standup of the Office of Equity will take a total of 2-3 years. Legislative progress and unforeseen factors may extend this period, emphasizing the need for regular analysis and sufficient time for initiatives to demonstrate their effectiveness
- ▶ **Neighborhood Services**
 - ▶ **Animal Care Services:** Along with many municipal shelters around the country, Berkeley Animal Care Services (BACS) has struggled with a sharp increase in animal intakes alongside a decrease in options for positive outcomes. In 2023,

BACS saw a 17% increase in the intake of animals to the shelter, the most intakes since 2017 and significantly outpacing the national average, which saw a 0.2% increase from 2022 to 2023. Areas of concern are the major drops in our animals adopted (Adoptions), animals going to a rescue group (Rescues), and animals Returned To Owner (RTO). Nationally, 2023 saw a 0.2% increase in Adoptions from 2022, but sadly, BACS saw a 14.66% decrease in Adoptions from the past year. We have also seen a sharp decrease in Rescues, and despite an increase over 2022, we are still more than 49% below the 20-year average for Rescues. In addition, 2023 had the lowest RTO percentage since tracking these figures and 24.46% lower than the 20-year average. Ultimately, this means that more animals are entering our shelter, and staying for longer, increasing the need for spay/neuter and other medical services. Unfortunately, all of this comes amidst sharp increases in veterinary costs, which increased nearly 11% from July 2022 to July 2023. Since BACS lacks a full-time veterinarian, these costs have created direct hits to the BACS budget. And all this comes at a time when BACS is being called upon to do more for Berkeley and the surrounding cities, including new and revised contracts for animal services in the cities of Emeryville and Piedmont.

- ▶ **Code Enforcement Unit:** Although the overall workload for the unit has decreased since the height of the COVID pandemic, when COVID-related complaints surged and became the Unit's priority, the Unit is still addressing a number of long-standing and challenging cases that command significant staff time and resources. The 2018 City Auditor's report on the Code Enforcement Unit identified staffing shortages as a constraint to performance; though the Unit's staffing has not grown, overall expectations on the Unit have grown, including the re-initiation of the inter-departmental Properties Collaborative Review (formerly Problem Properties) team, which coordinates unified city responses to complex, multi-departmental and/or politically-sensitive cases and looks to the Unit for leadership, case management, and administrative training.
- ▶ **Special Events:** Major events such as the Book Festival, Juneteenth, Berkeley Half Marathon, Solano Stroll, Berkeley Streets Criterium, Freight Fest, Gilman District Street Fair require a level of detail, technical expertise and countless hours of coordination with organizers that we are finding more and more difficult to provide. None of the team members with the exception of the 1 FTE from Neighborhood Services are dedicated to this team. In 2017, prior to the creation of the Festival Grant administered by Civic Arts, approximately 75 events were permitted annually thru Special Events. By 2022, that number ballooned to 252 permitted events citywide, but there has been no growth in staffing to actually permit and administer these events. With grant recipients having to be prioritized in addition to long-standing events such as Indigenous People's Day Powwow, Solano Stroll, Juneteenth, and Himalayan Fair, the special event coordinator had to strategically juggle events in an effort to accommodate record numbers of event requests. Limited staffing to close and reopen streets in addition to competing for staff from Police and Traffic Enforcement present significant challenges and additional concern for liability and burnout.
- ▶ **Homeless Response Team:** The Homeless Response Team has struggled to find indoor shelter options for people living in encampments, who tend to decline congregate shelter beds more frequently than they accept them. A lack of available shelter not only constrains the team's primary mission, which is to reduce unsheltered homelessness, but also constrains the ability to meaningfully address and resolve encampments posing health and safety risks to the community. Additionally, because

the Homeless Response Team's operations rely not just on Neighborhood Services staff, but on staffing from a number of departments across the city, the city's persistent staffing challenges have limited the time we can spend actually cleaning up at encampments. Finally, the team has faced a growing number and intensity of legal challenges, including restraining orders and federal lawsuits, which not only delay or prevent important work in the field, but also create huge time burdens to Neighborhood Services staff, keeping us from working in the field.

► **Office of Economic Development**

Balancing New Initiatives & Baseline Services: The challenge for OED will be to balance new initiatives and continue to deliver excellent baseline services. In past budget cycles 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. In FY25 and FY26, OED has a number of large priority projects that will require additional staff time from the Business Services team.

Large Projects:

- Civic Center Phase III (a Strategic Plan project)
- Local Business Marketing - Discovered in Berkeley Campaign (a Strategic Plan project)
- Diversity Equity and Inclusion – Berkeley Ventures Berkeley Values (a Strategic Plan project)
- Commercial District Revitalization Plan (Solano Ave)
- Small Business Support Initiatives, including:
- Continuing Succession Planning – Worker Owned Cooperatives
- Renewal of Downtown Property Based Business Improvement District (2026)

The Civic Arts service line will also be working hard on implementing two new Civic Arts Grants Programs in FY 25 and FY26 - the capital grants and arts & cultural programming awards

► **Reimagining Public Safety:**

- **Staffing:** The initiative faces a challenge common across the Bay Area: high turnover rates in city government positions, which can obstruct the development of a stable and effective workforce. In response, Berkeley has introduced the “Employer of Choice” initiative, designed to enhance the city’s appeal as a workplace capable of retaining and attracting dedicated professionals. This effort is centered on cultivating a supportive work environment and providing competitive benefits, aimed at reducing staff attrition and filling vacancies with qualified individuals.
- **Regulatory Compliance:** The creation of new departments, such as the Berkeley Department of Transportation (BerKDOT), highlights the necessity of compliance with regulatory standards across local, state, and federal levels. This includes adherence to local ordinances, state legislation, and federal mandates from organizations such as the United States Department of Transportation, which together establish a comprehensive compliance framework. The City Manager’s Office actively works in partnership with the City Attorney’s Office to navigate these complex legal environments, ensuring that all initiatives meet regulatory requirements.

- ▶ **Implementation Timeline:** The initiative's ambitious goals necessitate a realistic acknowledgement of the timeline required for full realization, estimated at 3-5 years. Legislative progress and unforeseen factors may extend this period, emphasizing the need for regular analysis and sufficient time for initiatives to demonstrate their effectiveness. This phased approach requires flexible and informed project management to adapt to evolving circumstances and ensure the initiative's objectives are met.

Accomplishments

The City Manager's Office accomplishments include:

- ▶ **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 hearings.
- ▶ **Diversity, Equity, and Inclusion:**
 - ▶ **Strategic Leadership Positions:** The hiring of the Diversity, Equity, and Inclusion (DEI) Officer and DEI Administrative Assistant has been central to driving this initiative forward. These positions enhance leadership and support for cross-departmental collaboration and help to embed equity and justice within the City's operations.
 - ▶ **Enhanced Grant Strategy:** With a \$100,000 allocation for fiscal years 2023 and 2024, the City has improved its grant application process through a partnership with California Consulting, LLC targeting both state and federal grants focused on DEI.
 - ▶ **Formal engagement with the Race and Equity and Equity Committees** to address contract and procurement equity and equity through workforce training is well underway.
- ▶ **Neighborhood Services**
 - ▶ **Animal Care Services:** In April, 2023, the Animal Care Services team welcomed a new Manager, who has taken strides to address some of the post-pandemic challenges facing the team. For example, in 2023 BACS hired a new Volunteer Coordinator, who has revamped the shelter's volunteer engagement, cleared a new volunteer waitlist backlog dating back to 2022, and has increased new volunteer orientations. BACS has negotiated new revenue contracts with the Cities of Emeryville and Piedmont, bringing in enough new revenue to increase a part-time Animal Services Assistant to a full-time position. Importantly, BACS has managed to maintain a live release rate of 94.71% for cats and dogs, the highest percentage in over 20 years, and a low euthanasia rate of 4.65%, which primarily reflected animals that sustained life-threatening injuries or displayed insurmountable behavioral issues. Over 60% of cats and over 55% of dogs were adopted or rescued in 2023, despite receiving a larger number of very challenging animals.

And despite having the most intakes since 2017, BACS' 2023 Live Release Rate for cats and dogs was 94.71%, the highest in over 20 years. This is at a time when the community needs more from us, and we were able to step up last year, providing care to over 250 cats and dogs, nearly doubling the previous year's total. With the closure of

Contra Costa Animal Services' shelter in Pinole, and the common incorrect assumption that BACS does not euthanize for space, we saw more than a 40% increase in animals claimed to have been found in our jurisdictions while the finder lives outside of it. Even with the increase in out-of-jurisdiction animals, BACS had a euthanasia rate of 4.65%, more than 26% lower than in 2022 and over 41% lower than the 20-year average.

- ▶ **Code Enforcement Unit:** The Code Enforcement Unit has made some significant progress in addressing outstanding recommendations from a 2018 City Auditor's report. Specifically, in January 2024, Neighborhood Services contracted with a consultant to perform a division-wide staffing analysis, the scope of which will be to analyze the division's workload relative to staffing structure and capacity, and compare the staffing in key functions of the division to peer cities in the Bay Area. NSCEU, as a unit within the Neighborhood Services Division, is included in this analysis. In May, 2023, the City Council approved a contract with Data Ticket, a third-party code enforcement citations processing service that will enable code enforcement officers to outsource some purely administrative aspects of the enforcement process, thereby freeing up staff time to perform other work. Both of these accomplishments are consistent with the Auditor's recommendations. Additionally, NSCEU has implemented a metrics goal of addressing complaints received into the Unit within 10 business days of receiving the complaint. At the end of 2023, we were, for the first time, able to achieve this goal—a significant milestone in our quest to provide timely customer service to the Berkeley public.
- ▶ **Special Events:** Despite severe understaffing, over 173 events were permitted citywide in 2023. This is consistent with an overall trend in which the number of annual events in the city has tripled since the COVID pandemic started. The ever-increasing volume of events directly correlates to consistent annual increases in grant funding. Safety is the second most impactful factor increasing the number of event requests annually. Most new customers share their primary reason for wanting to host an event in Berkeley is due to safety, immaculate parks and fields, a general sense of comfort and familiarity of Berkeley overall. With increasing crime, shuttering of businesses, and unease in neighboring cities, Berkeley continues and will continue to draw more and more events from across the Bay Area.
- ▶ **Homeless Response Team:** Over the past two years, the Homeless Response Team has successfully brought in roughly \$10 million in State Encampment Resolution Funding grant funds, which have enabled the City to master lease two motels (a third has been leased as well with Measure P during this time period), all of which have been used to make substantial progress in resolving and reducing the health and safety impacts at Berkeley's largest encampments, including those in People's Park and in the Gilman District. The HRT has applied to the State for a third round of ERF funding to master lease a fourth motel, and is awaiting the State's determination. Since September 2021, the HRT has conducted 58 encampment closures across the city, 38 deep cleaning operations, and 11 RV closures, for a total of 107 interventions. 79% of all closures and cleanings have been centered in West and South Berkeley, reflecting the team's commitment to serving those areas of the City that are historically socioeconomically disadvantaged and thus more likely to experience street homelessness. Additionally, the team has removed over 1 million total pounds of trash and debris from our streets, and has offered nearly 650 people shelter, with a total shelter acceptance rate of 46%. Overall, and though challenges do indeed remain, as direct a result of the HRT's work, the City has fewer encampments and is less impacted by street homelessness than before the team launched in 2021. 30

► **Office of the Budget and Fiscal Management:**

- Recipient of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2023 & FY 2024 Adopted Budget Book.

► **Office of Economic Development**

OED is a relatively small Division (8 FTE) with a unique role in directly assisting Berkeley's business, artistic and cultural communities and sectors. In FY24, OED completed the implementation of a suite of recovery programs from a variety of funding sources including the American Rescue Plan Act (ARPA). In addition, OED also advanced and/or completed a number of high-profile revenue-generating projects in FY 23-24, that were indicated as goals in the last budget cycle, including:

- Facilitating Catalytic Development at West Berkeley Opportunity Sites (e.g. Pacific Steel)
- Civic Center Phase II – Design Concept Adoption
- Establishing Parking Benefit Districts (Gilman and Lorin)
- IKE Kiosk – Location Selection Phase 2
- Additional Zoning Ordinance Modifications to Support Small Business
- Outdoor Commerce (Transition to Permanence) Support & Implementation
- Bayer Health Care Development Agreement Implementation
- Succession Planning – Worker Owned Cooperatives
- Developing a Capital funding program for Cultural Arts/Artist space
- Development of Poet Laureate Program

OED publishes two frequent, resource-rich newsletters (Civic Arts and OED Updates) and other baseline programs include:

- Revolving Loan Fund (RLF) – The City of Berkeley's Revolving Loan Fund (RLF) is federally funded by the Economic Development Administration (EDA) and provides access to capital for businesses that don't qualify for traditional commercial loans. COVID-19 Resiliency Loan Program (RLP) - In July of 2020, The City was awarded a \$814,000 federal CARES Act grant to provide additional funding to existing businesses. Using the grant, OED launched the COVID-19 Resiliency Loan Program (RLP) for Berkeley businesses that are at least two years old and have less than 50 employees. This program streamlines the approval of 0%-1% interest loans for businesses in need of working capital, to provide additional assistance and support for Berkeley's entrepreneurs. To date, 18 loans have been executed (totaling \$793,000) and the program is now serviced by Working Solutions, a certified Community Development Financial Institution.
- Grants for artists and cultural practitioners – In 2023 the City of Berkeley Civic Arts program provided grants to support a vibrant arts ecosystem, strengthen diverse cultural expressions, and ensure equitable access to arts and culture throughout Berkeley. Civic Arts Grants Awarded in 2023 included: 11 individual arts project grants (\$44,000), 31 community festivals (\$199,983) and 55 arts organizations (\$454,799). The City also leveraged a matching grant from the National Endowment for the Arts to create a new Civic Arts grant program with \$60,000 to distribute in grants (up to \$5,000 each) for: Berkeley nonprofit (not-art specific) organizations

producing arts and cultural programming in partnership with an arts organization or teaching artist; or Greater Bay Area arts nonprofit organizations producing arts and cultural programming in Berkeley. A new program, the Capital Projects Grants, was funded with \$300,000 in December of 2023 and established to retain and sustain the vitality of Berkeley's arts sector through real estate and capital project support. In 2024 grants of up to \$150,000 each will be awarded to Berkeley-based nonprofit arts and cultural organizations to help them stay in Berkeley.

- ▶ Business Outreach and Technical Assistance – In calendar year 2023, the Office of Economic Development (OED) conducted outreach and technical assistance activities, including fielded thousands of direct business inquiries by phone & email, and partnered with the Berkeley Chamber to organize Berkeley Business District Network (BBDN) Forums for the business community at large to gain information, ask questions and share resources related to ongoing commercial district management and special events.
- ▶ Equity-focused programming for the innovation sector – Berkeley Ventures, Berkeley Values was launched in 2019 to align the growth of Berkeley's innovation sector with the community values of diversity, equity and inclusion. Berkeley Ventures Berkeley Values programming includes activities that engage Berkeley startup founders, funders, and STEM industry professionals to build a local economy that benefits our entire community. Programs include: STEM CareerX Day tours for Berkeley High School students at local startups and innovation companies, developing a community of practice for Berkeley investors focused on implementing diversity, equity and inclusion (DEI) best practices. In 2023, dozens of Berkeley High School students saw how their science, technology, engineering and math (STEM) skills apply in Berkeley's workplaces during the 8 STEM CareerX Tours that took place at a total of 11 companies in 2023.
- ▶ Business success planning for worker owned cooperatives – Beginning in 2018, OED partnered with Project Equity to meet the local demand for business succession planning; and provide technical assistance to Berkeley's businesses wishing to transition to employee ownership. Special funds (ARPA dollars) were leveraged to support a multi-year engagement with Project Equity. The funds enable Project Equity to stay as an on-call advisor to businesses in Berkeley that want to transition to worker ownership. Project Equity's work also implements strategies to measure business retention risk in Berkeley on an ongoing basis.
- ▶ OED participated in the National League of Cities (NLC) Cities for Inclusive Entrepreneurship (CIE) cohort program. In late 2022, the City of Berkeley was awarded a grant to join a cohort led by the National League of Cities' Cities for Inclusive Entrepreneurship program to explore ways to work with local business network partners to strengthen relationships with Berkeley's Latinx and Black-owned businesses and support their scale-up, expansion, and continuity. Outdoor Commerce - Berkeley's City Council authorized a "Path to Permanence" ordinance in June 2021 to permanently permit outdoor dining and commerce and commerce in the public right of way, which the Office of Economic Development was instrumental in coordinating. OED also provided technical assistance to interested businesses, and developed a grant program for outdoor commerce applicants. As of December 2023, there are 40 installations of outdoor commerce in Berkeley. In 2024, with the ending of the state of emergency, Berkeley's outdoor commerce participants will begin to contribute outdoor commerce use fees to the city's parking fund.

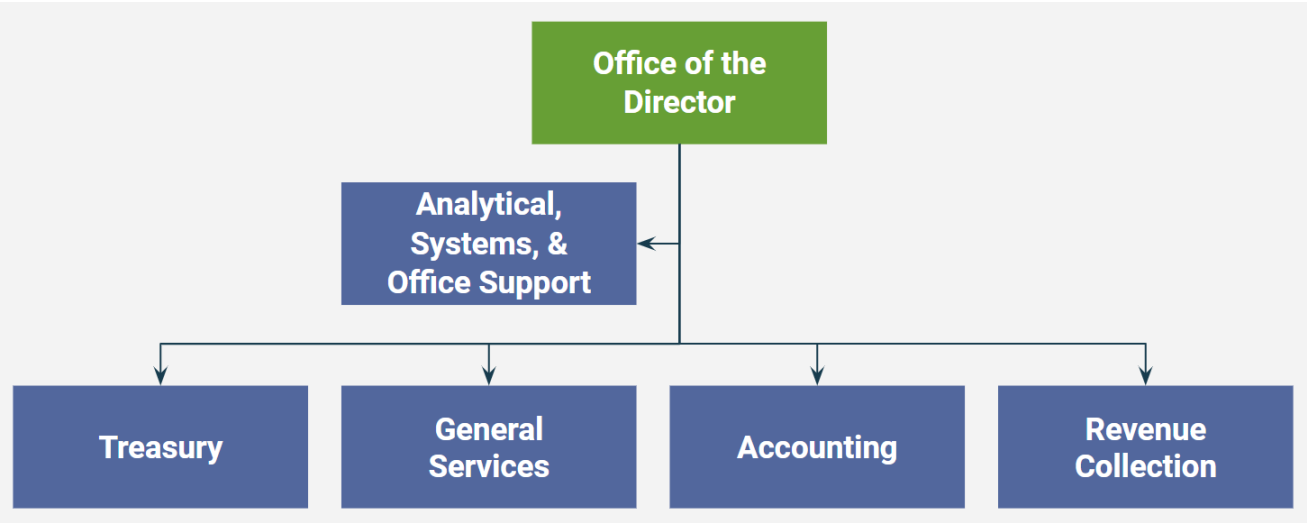
- ▶ **#BerkeleyHolidays Gift Fair, Berkeley Bucks Marketing Campaign – Local Shopping** - A partnership between OED, the Berkeley Chamber, Visit Berkeley and business districts citywide, the #BerkeleyHolidays Gift Guide, local scrip Berkeley Bucks, and marketing campaign promoted local shopping during the holiday season and featured an in-person holiday fair in Downtown Berkeley in December of 2023.
- ▶ **Discovered in Berkeley – Local Business Marketing and advertising** - The #DiscoveredinBerkeley business marketing campaign was launched in 2019 to, “inspire pride among Berkeley residents and business owners alike about the amazing commercial activity happening in the neighborhoods where they live and work, encourage local shopping, raise awareness of the business services offered by the City’s Office of Economic Development and enhance Berkeley’s reputation as a good place to do business.” The ‘Discovered in Berkeley’ local marketing campaign featured a thoughtful roster of unique local-serving storefront businesses and the business districts in which they reside, by highlighting Berkeley businesses that fall into the categories of “Food Forward,” “The Upcycle,” “Dare to Share”, and “Local Love.”
- ▶ **Business Improvement Districts** – The City facilitates five business improvement districts (BIDs) in the Downtown, Telegraph, Elmwood, North Shattuck, and Solano commercial districts that generate funds through a self-assessment to help promote and maintain their districts. There is also a city-wide Tourism BID which is funded by the self-assessment of Berkeley’s hotels and motels and directly supports Visit Berkeley, the City’s Convention and Visitor’s Bureau. Over the past year, the City has continued to provide technical assistance to each of the BIDs, with particular focus on bolstering the wider Berkeley Business District Network (BBDN) (an organization which all commercial districts participate in), increasing the frequency of meetings to allow for improved communication and sharing across district networks. Establishment of two new parking business improvement districts are underway in the Lorin and Gilman districts for 2024, and an expansion of the Elmwood BID will become operational in 2025.
- ▶ **Reimagining Public Safety:**
 - ▶ **Strategic Leadership Positions:** The hiring of key Reimagining Public Safety roles, including the Assistant to the City Manager serving as the Reimagining Public Safety Project Coordinator and the Diversity, Equity, and Inclusion (DEI) Officer, has been central to driving the initiative. These positions enhance leadership and support for cross-departmental collaboration and embed equity and justice within the City’s operations.
 - ▶ **Enhanced Grant Strategy:** With a \$100,000 allocation for fiscal years 2023 and 2024 (\$200,000 total), the City has improved its grant application process through partnerships with skilled consultants. This effort aims to secure funding for safety and community well-being initiatives, targeting both state and federal grants focused on resilience, equity, and community enhancement.

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

- ▶ **General Services:** The General Services Division manages a centralized Purchasing function. This division identifies equipment, goods, and services that will meet the City's needs; creates cost effective purchasing and maintenance agreements; issues and awards all non-construction bids and Request for Proposals; and opens all construction bids to obtaining the best competitive pricing for purchases while adhering to the City's purchasing policies. It also enforces compliance of all City procurement and contracting policies. This division maintains the Purchasing information on the City's website and assures that customers and vendors have online access to needed information and forms. The division is also responsible for mail services.
- ▶ **Accounting:** The Accounting Division serves as advisor, consultant, and an information source to other departments on financial management items and Finance Department policies and procedures. It directs the maintenance of the City's automated accounting system, including the general ledger and all required subsidiary ledgers. The Accounting Division reviews and ensures adequate internal controls throughout the City, performs bank reconciliations, and manages all external financial audits on behalf of the City. 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 the workers' compensation administrator. This unit ensures that all disbursements are timely, accurate, and are made in compliance with all internal controls and established City policies and procedures.

- **Revenue Collection:** The Revenue Collection Division provides billing services for refuse and most other City services; prepares the City's and Berkeley Unified School District's special property tax rolls for inclusion on the annual property tax bill; processes transfer tax, seismic retrofit, very low-income, and private sewer lateral refunds; prepares and processes annual business licenses and residential parking permits; schedules business license appeals; 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, and assists customers in the community service program for Project 22. This unit prepares and submits all payments received from customers to Treasury for posting in the City's financial system. The staff provides support for updating customers' records in the City's parking system, maintains records of community service agreements, and processes tow and boot releases and account maintenance for parking related payment inquiries.

Challenges

Finance Department challenges include:

- ▶ **Recruitment and Retention of Qualified Staff:** The inability to find new personnel to replace retiring employees and fill long-vacant positions has led to increased workload and decreased effectiveness.
- ▶ **Limited Payment Options for Customers:** In order to give the public more options to pay taxes and fees, we must invest in technology and infrastructure improvements.
- ▶ **Issuance and Administration of Measure T1, Measure O, & General Obligation Bonds:** The ability to administer and manage the large spending plans for these initiatives requires continuing Finance resources.
- ▶ **ERMA (Enterprise Resource Management Application):** Finance will commence work on Phase 3 of the City's Munis Financial System (Accounts Receivable/General Billing modules) in FY 2025. We have 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: Implementation and Administration of a Citywide P-card program.** The challenges with transitioning to a p-card program involve defining any procedural changes, creating new users in the p-card system (including structural reporting changes), training staff and p-card program administrators, and the complexities of rolling out new cards to the existing group of cardholders.
- ▶ **Aging and Inadequate Financial Systems:** Working with older systems from previous decades causes process inefficiencies, requires additional staff resources to conduct City business, and offers limited functionality to our external customers.

Accomplishments

Highlights of recent Finance Department accomplishments include:

- ▶ **Business License Taxes:** In FY 2024, the Revenue Collection Division increased the efficiency of the business license program, by:
 - ▶ Further expanding online renewals and payments (50% increase)
 - ▶ Continuing the audit program of non-compliant businesses
 - ▶ Improving system processes for increased effectiveness
- ▶ **Marina Fees Online Payment Portal:** The Treasury Division and Financial Systems Group implemented a new payment portal for customers, so they are able to pay for Marina berth rentals and other associated fees online. This increases convenience for City Marina customers and the efficiency of City operations.
- ▶ **Revenue Enhancement:** For 2024, the Finance Department conducted audits on rental properties, both commercial and residential. These efforts combined to produce an increase in revenue.
- ▶ **Procurement Award: In 2024, the City won the Award for Excellence in Procurement.** The AEP award shows the City meeting or exceeding stringent best practices in public procurement as defined and awarded by the National Procurement Institute.

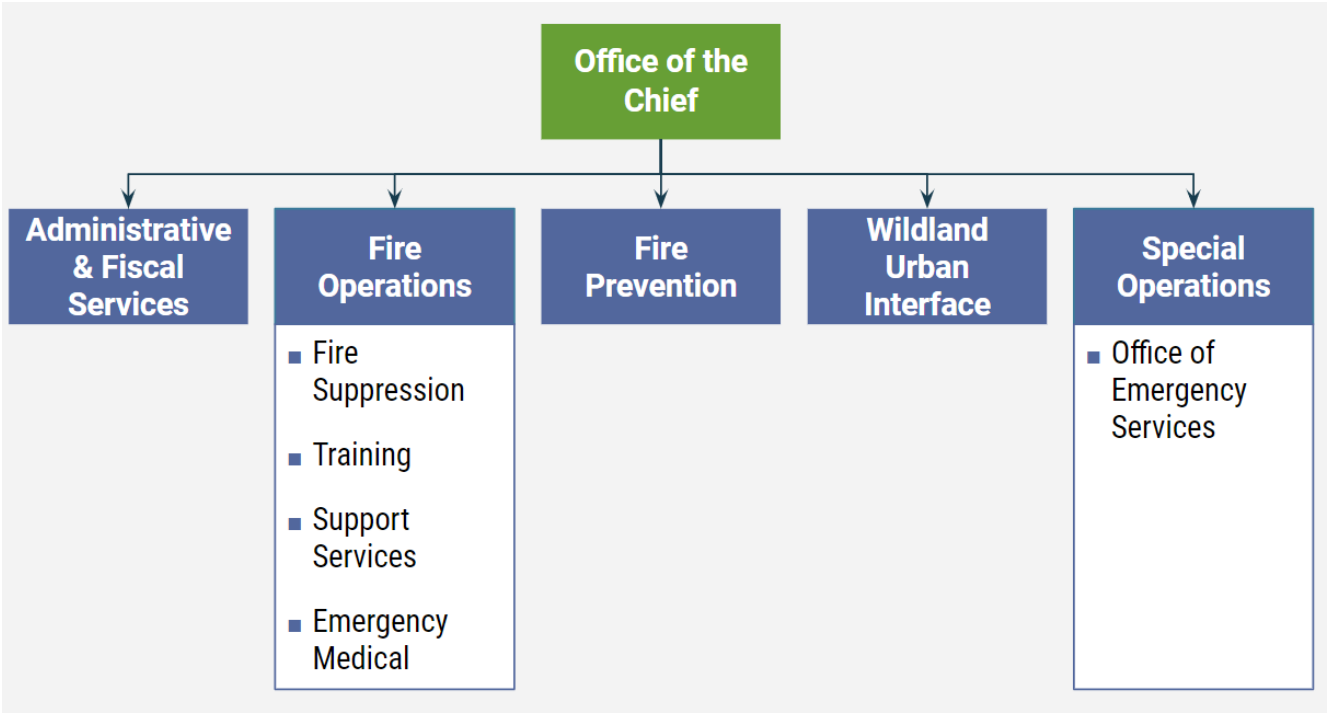
- ▶ **Amendment of Formal Competitive Threshold:** Based on both regional and statewide research, amended the competitive threshold to align with City Manager signing authority. Increasing efficiency for departments in terms of going to market to compete for goods, non-construction services, and low value trade services.
- ▶ **Implementation of GASB Statements:** In accordance with GASB 96, the Accounting division changed the way we account for the costs associated with subscription-based software arrangements.

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:** Organizes, coordinates, and directs the City's fire disaster preparedness efforts, fire prevention, suppression, and emergency medical service programs. The Office also assists City management, fosters cooperative working relationships with community groups and allied agencies, and maintains labor and management relationships.
- ▶ **Administrative and Fiscal Services Division:** Provides budget and fiscal policy, payroll, purchasing, administrative systems, record retention compliance, employee training and development, and the labor and management relationship. Oversees strategic planning, grant writing, public record act request responses, performance tracking, and reporting.
- ▶ **Operations Division:** Represents four distinct sub-divisions in the Fire Department and handles the operations side of the organization which includes emergency response, logistics, training and emergency medical services.
 - ▶ **Fire Suppression** provides emergency response to the community inclusive of UC Berkeley property. These services include but are not limited to fire suppression, emergency medical, technical rescue, hazardous materials, water rescue, This Division also conducts fire prevention inspections and public education.
 - ▶ **Training and Safety** is focused on providing training and education to the members of the Fire Department. The Training sub-division runs a California State Fire Training (SFT) Accredited Local Academy where new firefighters attain their SFT Firefighter I and II certifications. This sub-division also provides ongoing education and development to all members of the organization.
 - ▶ **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 Fire Department's pre-hospital emergency medical services program which includes EMS program management, prospective and retrospective quality improvement, management of EMS billing, management of the emergency health records program, and coordination with regional stakeholders including the Alameda County EMS Agency.
- ▶ **Fire Prevention Division:** Plans, organizes, implements prevention and inspection programs, fire and arson investigations, vegetation management, hazard abatement, code enforcement, public fire safety education, plan checks, and development of codes and ordinances.
- ▶ **Wildland Urban Interface (WUI) Division:** Addresses the wildland fire threat that faces the Berkeley community by performing vegetation management inspections, enforcement, and delivering education to the community.
- ▶ **Office of the Emergency Services Division:** Coordinates a suite of programs to build disaster resilience to the whole Berkeley community. These programs support personal preparedness, community connections, and government efforts that will help Berkeley respond to and recover from our next earthquake, fire, or other disaster.

Challenges

The Fire Department's challenges include increasing expectations for service delivery, managing a rapid expansion of the organization, and the need for adequate facility space. Additional challenges include; creating long-term plans that account for changing the mission of the organization and the replacement of predictable capital assets and infrastructure.

- ▶ **Service Delivery:** The Fire Department's basic structure has remained unchanged since the 1980s, but the demand and need for services has greatly increased. The organization is reorganizing itself to better respond to the needs of the community using the results from the Standards of Coverage and Community Risk Assessment (SOC), the Community Wildfire Protection Plan (CWPP), Dispatch Needs Analysis (DNA), and the Facilities Master Plan (FMP).
- ▶ **Rapid Expansion:** 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.
- ▶ **Capital Assets:** The organization needs more space. Staff are working to secure a location for a Fire Department Headquarters and Ambulance Deployment Center within the City. Staff are coordinating with other agencies in the area to develop a shared regional fire training center. The Fire Department has also been working with Finance and the Budget Office to better project and begin to save for predictable capital assets that will need to be replaced.
- ▶ **Long Term Plans:** For the past two years the organization has been keenly focused on the analysis of the current situation balanced against the current and future expected needs of the community. Major planning processes concluded with documents that will provide clear pathways for successive leadership teams to work from. These include the Standards of Coverage and Community Risk Assessment (SOC), the Community Wildfire Protection Plan (CWPP), Dispatch Needs Analysis (DNA), and the Facilities Master Plan (FMP).

Accomplishments

The Fire Department's accomplishments include:

- ▶ **Facilities Master Plan (FMP):** The purpose of the FMP is to provide City leaders with a long-term strategic approach for addressing the City's aging, undersized, and outdated essential facilities to meet today's needs and anticipated demands on Berkeley's fire and emergency services. The FMP recommends a series of facility improvements necessary to support the Department's mission, comply with building codes and industry standards, and align with best practices in ways that are fiscally responsible in fulfilling the forward-looking mission of the Department.
- ▶ **Standards of Coverage and Community Risk Assessment (SOC):** The SOC is the national standard used to define appropriate levels of service and is based on a comprehensive analysis of historical performance; expectations; and existing and projected community risk factors, hazards, population growth and aging, topography, and the density and vertical growth of the build environment. Deployment strategies are then proposed as indicated by the analysis. The SOC will assist the City in determining whether the current

levels of service are appropriate for the risks to be protected and with Council and community expectations.

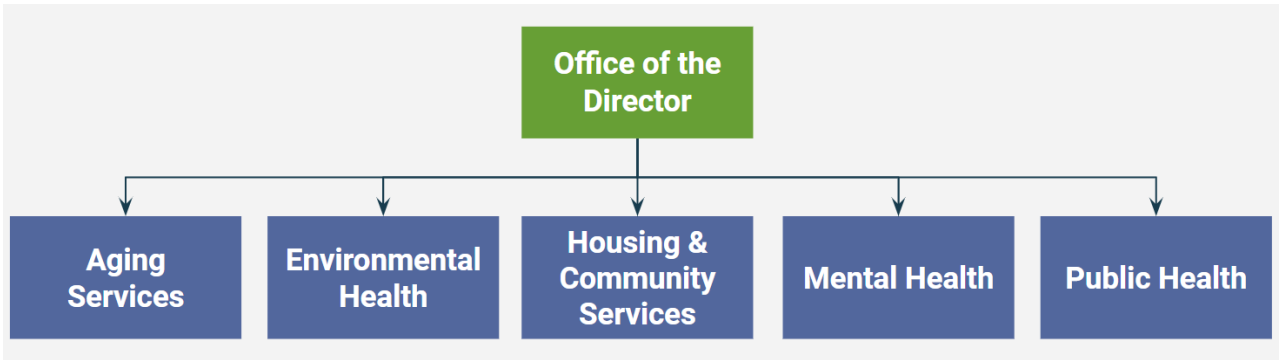
- ▶ **Community Wildfire Protection Plan (CWPP):** The intent of the City of Berkeley CWPP, which was developed collaboratively by citizens and state and local management agencies in consultation with Federal agencies, are to:
 - ▶ Align with the County, CAL FIRE, and Federal cohesive pre-fire strategies, which include educating homeowners and building an understanding of wildland fire, ensuring defensible space and structure ignition resistance, safeguarding communities through fuels treatment, and protecting evacuation corridors..
 - ▶ Identify and prioritize areas for hazardous fuel-reduction treatment.
 - ▶ Recommend the types and methods of treatment that will reduce damages from wildfire.
 - ▶ Recommend measures to reduce the ignitability of structures throughout the City.

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 and Community Services Overview

The Department of Health, Housing and Community Services is organized in an Office of the Director (which includes the Public Health Officer Unit, the Administrative and Fiscal Unit, and special projects such as the Youth Empowerment Project and Specialized Care Unit) along with 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 and new policies to improve access to affordable housing, restaurant health inspections, mental health services for people with high level needs, health services at Berkeley High School, and mental health crisis response services. Together, the Department provides the following core 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 wellbeing of the Berkeley community. The Office of the Director also encompasses the Public Health Officer Unit, which identifies and responds to community health threats through communicable disease prevention and control, epidemiology, and vital statistics, and in collaboration with the Public Health Division, develops the Community Health Assessment and develops and implements the Community Health Improvement Plan. The Office of the Director also manages several strategic projects, such as the Specialized Care Unit, the Youth Empowerment Project, and the Department's new Strategic Plan for Health Equity.
- ▶ **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. 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, providing vector control services, such as addressing health issues related to encampments due to animal vectors for human disease.
- ▶ **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 support. HCS coordinates the City's community agency funding process and administers Berkeley's Shelter + Care program. HCS also develops innovative housing policies such as the Housing Preference Policy to address historic harms and displacement in Berkeley.

- ▶ **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 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 our communities.

Challenges

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

- ▶ **Staffing:** Across the Department, a key challenge and accomplishment in FY24 has been improving staffing levels across Divisions. At the end of FY24, HHCS had a vacancy rate of 25%. Due to close collaboration with the Human Resources Department, the current vacancy rate has dropped to 20% as of the end of Q2 of FY24. In just the first two quarters of FY24, 25 new staff members joined HHCS. Increased staffing levels have improved the functioning and morale in many work units. However, HHCS and HR remain challenged by recruiting for positions which require specialized health education, experience, and certifications, such as Mental Health Clinicians, Registered Environmental Health Specialists, and Public Health nurses. Across California there is a shortage of nurses and mental health clinicians, and across the United States, there are shortages of Registered Environmental Health Specialists. These overall workforce challenges for specialized health roles in many Divisions have contributed to the difficulty in fully staffing up the Department.
In some Divisions, staffing shortfalls in client-serving positions contribute to burnout and overwhelm amongst existing staff. For example, in Aging Services, there are currently two Shelter + Care managers on the case management team who together serve 53 clients with mental health challenges, substance use issues, and other complex needs in addition to housing. Similarly, the City has added multiple, increasingly complex, labor enforcement ordinances which in combination exceed the capacity for staff to meet community needs in a proactive way.
- ▶ **Leadership Transition:** The departure of the Department Director and Deputy Director in the third quarter of FY24 will result in a leadership transition that will inevitably bring new challenges as it also brings new opportunities. The breadth and depth of complex subject matter in HHCS, as well as community scrutiny on its activities, require a high level of technical, operational, and political acumen. In order to scale HHCS's leadership up to meet these needs, HHCS is requesting to add two new Deputy Director positions on at least a temporary basis to help guide the Department through the leadership transition.
- ▶ **Additional Resource Needs:** A relatively large portion of HHCS's budget comes from special funds and grants from the local, state, and federal levels. These funds are almost all very limited in allowable activities and expected deliverables. This means that most HHCS funds cannot be moved between programs and that the General Fund plays a very important role in supporting local priorities. Significant City investments in new programs, services, and staff over the past few years, combined with a reduced vacancy rate, have resulted in some gaps for non-personnel costs. In some cases, staff need more resources to be as effective as possible. For this reason, HHCS is seeking funding for training programs to make YouthWorks as impactful as possible.

Accomplishments

Highlights of recent HHCS accomplishments include:

- **Expanded Programs:** Many Divisions in HHCS successfully expanded their services and regular activities in FY24.

In FY24, Public Health Officer Unit (PHOU) pivoted from reporting only on COVID-19 data to more comprehensive reporting on infectious diseases, such as COVID-19, influenza, and Respiratory Syncytial Virus (RSV). The PHOU also partnered with a consultant to complete the first phase of a comprehensive Community Health Assessment and Community Health Improvement Process (“Berkeley Wellness Blueprint”), the landscape scan, and looks forward to completing the Community Health Assessment by the end of the current fiscal year.

The Public Health Division has expanded services at the West Berkeley Family Wellness Center, including increasing the number of families receiving services from the Supplemental Nutrition Program for Women, Infant, and Children (WIC) by 312 since 2021. New services also include a free diaper drive for low-income WIC families and a mobile food pantry, and the resumption of regular Immunization Clinic operations (with 12 community pop-up Flu/ COVID clinics this season), and free community health classes, such as yoga, dance fitness, and mindfulness courses.

The Aging Services Division achieved a 37% increase in average daily attendance of its senior centers compared to last year. The pandemic had previously decreased the number of daily participants. The transportation program is on track to exceed last year’s number of taxi rides provided to seniors. Aging has also developed partnerships with community partners to provide older adults with access to food, counseling, and peer support.

- **Creative solutions for complex challenges:** HHCS has also recently launched programs and policies to help address complex challenges of concern to the community, such as displacement of long time Berkeley residents. The Housing and Community Services Division is implementing the Affordable Housing Preference Policy, which was developed in collaboration with Healthy Black Families. The Affordable Housing Preference Policy (HPP) established seven preferences designed to assist people who were displaced from Berkeley or are facing displacement in Berkeley to receive priority for new affordable housing units. This policy seeks to both address historical harms and ensure Berkeley is livable and diverse community for all.

In partnership with Bonita House, HHCS also launched the Specialized Care Unit, which supports people experiencing mental health emergencies in Berkeley without police involvement. The Specialized Care Unit includes a peer support counselor, mental health clinician and EMT, who respond to calls in Berkeley 7 days a week, from 6am to 4pm. The team is able to provide immediate support and to connect clients to other services in the community.

- **Operational Strategies & Successes:** In addition to this programmatic work, emerging from the pandemic, HHCS has focused on strengthening the internal structure and culture to ensure the sustainable delivery of vital services.

HHCS developed a departmental Health Equity Strategic Plan to build cohesion and shared understanding of work and mission and serve as a guiding vision for work. HHCS is currently working to implement the plan across its divisions and to build a shared vision for health equity through an increased department-wide understanding of the Social Determinants of Health (SDOH) and how each individual's work connects to the SDOH.

The Department is also in the midst of expanding the use of a Results-Based Accountability framework. Both the Aging Services Division and the Public Health Division are currently implementing results-based accountability (RBA) for their programs and are in the process of robust staff training on RBA.

In FY24, HHCS also held department-wide events, such as off-site staff training and teambuilding events, which have encouraged connections across Divisions and helped staff build a shared understanding of the SDOH and the Department's mission and vision. The Office of the Director has also recently restarted a regular internal monthly newsletter, The Program Spotlight, which highlights a team and a staff person from a different Division each month. Finally, HHCS staff participate in a twice-yearly shadow program, which allows staff to spend a few hours shadowing a colleague whose work they would like to learn more about. The Shadow Program has received positive feedback from staff across the Department and helps staff build connections across roles and disciplines, and to learn more about each other's work.

Several divisions, such as Mental Health and Housing & Community Services, have also restructured their roles and duties recently and have found that these restructuring efforts were beneficial to the effectiveness of their work. HCS in particular added new positions that were authorized in the last budget process, which, among other efforts, enabled the division to provide robust support for the Local Preference Policy described above. Environmental Health is pleased to have recently hired a vector control technician, who will be 100% focused on addressing vectors for human disease, such as rats and yellowjackets.

In the past year, the Mental Health Division also completed restructuring its staffing. HHCS has been able to expand types and levels of services provided by the City as well as funded at community agencies due to the funding received through the California Mental Health Services Act. The restructuring was needed to update a structure which has been changing and growing incrementally.

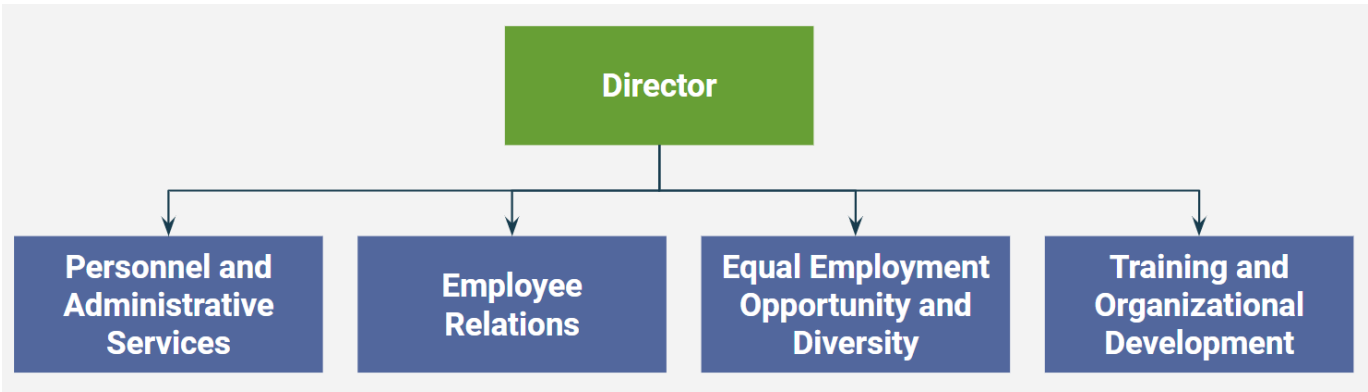
In addition, the Mental Health Division was able to use California Future of Public Health funding to add a staff person for focus on workforce development for mental health clinicians. As described above, the City has challenges hiring qualified mental health clinicians, in part due to a national workforce shortage. The staff person has many initiatives to address these challenges, including working with multiple educational institutions to increase the number of interns at Berkeley Mental Health. Internship experience is mandatory for mental health clinicians, and increasing the number of skilled clinicians with Berkeley connections will hopefully improve the future hiring outlook.

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

As a strategic business partner to City leadership and departments, Human Resources provides services along 11 distinct functions:

- a) Classification and Compensation
- b) Recruitment
- c) Selection (Exams)
- d) Onboarding and Transactions
- e) Workforce Development (Training)
- f) Labor Relations
- g) Employee Relations
- h) Benefits
- i) Workers' Compensation
- j) Occupational Health and Safety
- k) EEO and Diversity

Human Resources underwent nearly full turnover during the pandemic and has essentially been rebuilt as a department during the last 18 months. The department's foremost priorities over the recent past were stabilizing hiring operations, reversing the trajectory of a shrinking workforce, and gaining a net-positive number of employees; building the infrastructure for digital recruitment and launching a wide-scale recruitment campaign; effectuating robust onboarding processes and orientation programs; achieving compliance with mandatory trainings and reimagining workforce development along career paths; and negotiating new contracts with the City's labor groups.

Through the next budget cycle, HR will shift its focus from Stabilization to Elevation. Along with hiring, the department is undertaking major initiatives in Training and Organizational Development (including the launch of LEARN, a learning platform); Benefits, where it hopes to launch a Wellness program; Safety, with the creation of a Workplace Violence Prevention Policy and the establishment of a Threat Assessment Team; and Equal Employment Opportunity, with the effectuation of a holistic Workplace Equity Policy.

Challenges

The department suffered a huge vacancy rate during the pandemic, and while it has made considerable staffing gains, the new hires – albeit talented – will need time to gain experience within City operations and to acquire institutional history. Challenges remain with fully staffing the department's Employee Relations team and administering the disproportionate number of contracts and invoices – with Citywide reach – that the department manages (e.g., Benefits or Workers' Comp) while absorbing new large-scale initiatives, such as implementation of the Fair Workweek Ordinance and Hero Pay, without commensurate resources.

In the broader hiring realm, HR continues to develop resilient and agile responses to a changing employment landscape – from recruiting for hard-to-fill classifications (e.g., public safety and mental health) to navigating the shifts in hybrid and remote work arrangements.

Accomplishments

Highlights of recent Human Resources Department accomplishments include:

- ▶ **Hiring Over Attrition:** For more than three consecutive years, the City's hiring efforts had been unable to keep up with attrition, leading to reductions in workforce numbers and a growing vacancy rate. That trajectory was reversed in January 2023, and since that time, hiring new employees into the City has outpaced separations (due to retirements, resignations, or terminations) by more than 12%!
- ▶ **Recruitment Campaign:** Thanks to supportive funding via the Employer of Choice initiative, HR engaged a full-service marketing firm, Sensis Agency, to develop the City's infrastructure and campaign for digital recruitment. The first-ever unique landing page touting City jobs (www.berkeley.careers) went live earlier this year and features actual City employees and stunning images of Berkeley captured through aerial videography.
- ▶ **Exam Process Improvements:** Hiring successes materialized, in great part, due to changes in exam processes. These include understanding departmental priorities through regular check-in meetings, the preparation of exam plans in concert with departments, as well as
 - ▶ Continuous exams which eliminate waiting times for filing;
 - ▶ Online exams (with remote proctoring) which widen the geographic pool of candidates and promote equity by eliminating the need to take time off work or child care in order to travel to Berkeley;
 - ▶ Evening and weekend exam slots;
 - ▶ The use of interns as exam proctors to free up HR analyst time;
 - ▶ Automation through NeoGov, which has allowed for e-offers and e-reference checks, as well as candidate self-scheduling.
- ▶ **Onboarding and Orientation:** After turning on the Onboard module in NeoGov, which allows new hires to submit their paperwork online, HR launched the "Welcome to Berkeley" New Employee Orientation Program, which is being offered the first Monday of every pay period and provides new hires with an introduction to the City, its structures, and its resources; expectations of new employees; an overview of employee benefits; and meeting time with unions, followed by an afternoon of mandatory trainings.

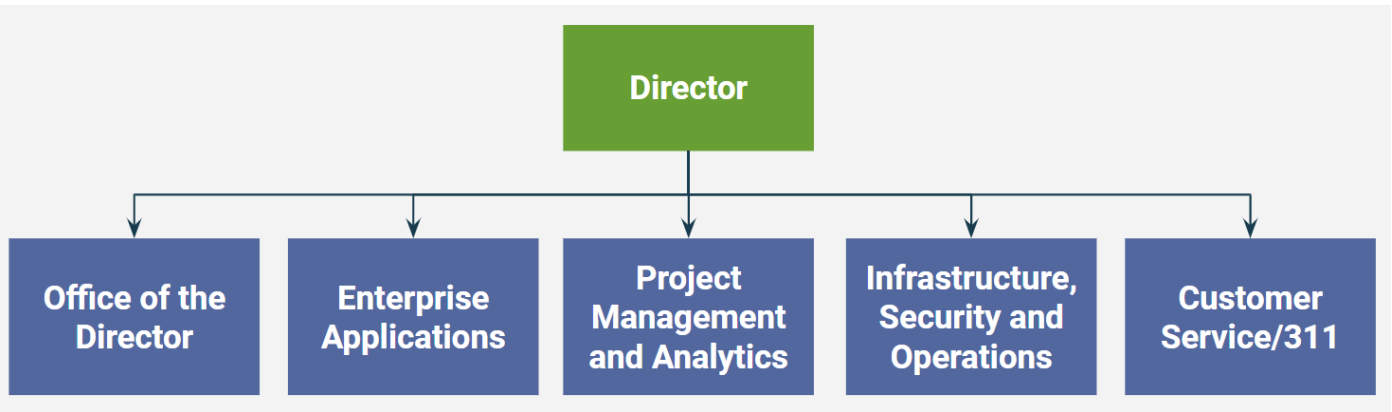
- ▶ **Electronic Personnel Records:** Personnel records for all new hires are henceforth electronic, eliminating the reliance on paper and the need for physical storage.
- ▶ **Mandatory Trainings:** Following years of being out of compliance with mandatory trainings, HR devoted considerable effort to promoting awareness of this obligation and, by year's end, was able to achieve over 95% compliance in all departments, with several reaching 100%.
- ▶ **Skilled Worker Academy:** Streamlined scheduling – without sacrificing any training time – allowed three cohorts (from Public Works and Parks, Recreation, and Waterfront) to complete this innovative program that teaches an array of skills to prepare front-line workers for promotion into supervisory classes.
- ▶ **Webinars:** A new program, “Employee Enrichment Webinars,” is providing monthly trainings via Zoom on topics of practical interest to employees, such as finances (e.g., deferred compensation), career advancement (e.g., interviewing skills); benefits (e.g., Employee Assistance Program); and wellness (e.g., nutrition and stress management). Webinars to date have included “\$mart \$avings: Deferred Compensation,” “Interviewing Skills to Advance Your Career,” and “Maintaining a Work-Life Balance.”
- ▶ **Labor:** Newly-negotiated public safety MOUs effectuated milestone revisions to retiree health benefits that will cap the City's unfunded OPEB liabilities and will save the City millions in the future. Moreover, the BPA contract pioneered the first-ever KIND (Constitutional Humane Impartial Neighborhood-Oriented and DEI-Centered) policing differential, which institutionalizes the City's policing values while helping the department remain competitive in its recruitment and retention efforts.
- ▶ **Benefits:** The in-person Benefits Fair was revived following the COVID hiatus, as was the Investment Plan Committee, which met twice to make modifications to SRIP offerings pursuant to plan administrator recommendations.

Information Technology

Mission Statement

The City of Berkeley’s Department of Information Technology mission is to enrich the quality of life in Berkeley through innovation, collaboration, and engagement by providing, through a diverse workforce with integrity and commitment to excellence, cost-effective, smart technology solutions to our business partners and community.

Organizational Chart



Information Technology Overview

The Department of Information Technology (IT) provides the framework and innovative technology solutions to all City departments, enhancing City operations, facilitating the effective delivery of City services and connecting the Community through the following six operational divisions:

- ▶ **Finance and Administration:** Manages IT budget, forecasting, reporting, financial operations, sets administrative policies and ensures IT business practices are aligned with City policies and compliant with local, state, and federal regulations. Responsibilities include oversight of digital strategic planning, technology governance, policy and procedures, budget, technology procurement and contracts, vendor management, Council matters, performance management and metrics, leadership and team building.
- ▶ **Enterprise Systems:** Serves a vital role in supporting the City's mission critical business operations. Its comprehensive portfolio encompasses a wide array of applications, integrations, and infrastructure, spanning from its Enterprise Resource Planning (ERP) system, to the public facing 311 Customer Relationship Management (CRM) platform. It supports multi-variate systems, including financial, planning, public works, public safety, recreational, health systems, GIS and data platforms to name just a few.
- ▶ **Infrastructure:** IT Infrastructure architects and manages all data center, computing and communications assets and facilities, including all databases, networking, servers, storage, internet, voice communications, and related supporting technologies. This division also includes the customer service Helpdesk, providing 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 computing and communications concerns and issues.
- ▶ **Project Management:** The Project Management Office (PMO) manages the IT Project Portfolio. It provides implementation services for new technology projects and support for existing technologies. The PMO is responsible for establishing, maintaining and supporting Project Management methods, processes, tools, standards and guidelines and acts as a liaison between client and IT.
- ▶ **Security:** The Information Security Office (ISO) orchestrates efforts and provides services to protect the City's information assets. The ISO 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. Areas of focus include:
 - ▶ Detecting and responding to vulnerabilities and security incidents.
 - ▶ Assessing data and systems to align with policies.
 - ▶ Providing a centralized access, authentication and authorization system.
 - ▶ Educating our constituents about information security.
- ▶ **311 Customer Service:** 311 is the centralized customer service experience for the community and businesses, answering requests 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 Customer Relationship Management (CRM) software to manage, track, and categorize customer service requests.

Challenges

Challenges for Information Technology include:

Stability. The IT Department went through three IT Directors in the past eight (8) years and there was concern about maintaining stability for the organization. A lack of tenure and long-term strategic direction resulted in apprehension for department employees. To cope with this uncertainty, IT has been in a reactive mode, constantly putting out fires rather than focusing on the strategic needs for the future.

Vacancies. Throughout FY23 and FY24, Information Technology has experienced a vacancy rate of about 16%. Coupled with an already overwhelmed staff, it is difficult, if not impossible to align adequate resources to key projects or establish priorities. With these vacant positions, staff cannot absorb additional work and morale also degrades.

Workspace: With the ending of the pandemic and a return to the office strategy, IT must re-address its workspace issue that has loomed for several years. The current location that houses IT must be modernized to accommodate a modern hybrid workforce and options to how employees are scheduled, and their physical work locations need to be addressed to improve service levels.

Key Challenged Funds and Programs:

- ▶ **FUND\$ Replacement:** FUND\$ is one of two Enterprise Resource Planning (ERP) systems supporting City operations. FUND\$ is the “older” system running on an AS400 platform while the new systems are modern solutions such as ERMA, Nexgen work order system and Assetworks (fleet management). There are still several significant modules to migrate including Accounts Receivable, General Billing or ARGB, and Land Management and Property Taxes. Sufficient funding has been earmarked through the Finance Department and IT will partner with that department to address ARGB during FY25.
- ▶ To sustain the FUND\$ system is becoming increasingly costly, as well as risky, since the talent necessary to maintain the system is retirement-eligible and replacement talent is difficult to find in the marketplace. While hardware and vendor support of the AS400 is still available, it too is at a premium.
- ▶ The FUND\$ replacement fund (503) is currently in a deficit but will be offset from the IT Cost Allocation Fund balance as well as reimbursements from the General Fund for FY25. Additional funding from GF will need to occur in FY26 to ensure adequate funding for the remaining significant FUND\$ migration (Land Management and Property Taxes).
- ▶ **The IT Internal Service Fund (ISF)/IT Cost Allocation:** Fund 680 has been consistently underfunded for at least two years and as a result, the IT Cost Allocation and General Fund combined are insufficient to fully recover all IT enterprise operational, hardware, software, consulting/contracting and licensing costs which will quickly deplete the Fund 680 fund balance. There has been no increase to the cost model for the ISF/IT Cost Allocation Fund since 2021 inception and year-over-year inflation was not taken into consideration (for example, the Consumer Price Index (CPI) increased 3.9% for 2022-2023¹, and is forecasted to increase 1.8% for 2025²). To compensate for being flat in previous years, we are proposing a 4% increase for FY25 and apply the same “recovery” rate to FY26, yielding a funding increase to the ISF/IT Cost Allocation Fund total to be \$17,785,362 for FY25 (a ~4%³ increase over prior year) and another ~4% for

FY26 for a total of \$18,227,541. This 4%-4% split eases the impact on departments, and still allows IT to recover the shortfall over two fiscal years.

- ▶ **Capital Improvements (CIP):** Traditionally, IT is not considered as “infrastructure” when the reality is quite the contrary. For example, high-speed connectivity is an essential part of a modern City to deliver information necessary for various City services and the public. Fiber, and other means of interconnecting facilities and the public for communications and data transfer is equivalent to a roadway or sewer system providing flow. The costs are often overlooked and often, these projects are not well coordinated resulting in a disjointed network or lack of full accessibility or integration. Data Centers that host the City’s core and vital computing systems are hosted in facilities that were not designed for high availability, and subject to power and HVAC issues. IT is seeking opportunities to leverage the benefits of participating in infrastructure and capital improvement opportunities, opening opportunities for more funding streams, such as bond measures and grants. As a start, IT is requesting \$2.2 million from the CIP Fund for capital needs to downsize and relocate the on-premise data center to a high-availability solution such as a colocation facility (CoLo) or cloud solution (such as Amazon AWS or MS Azure). The footprint reduction accomplishes two objectives, it reduces administrative and support costs while improving system security and uptime, and frees up floor space desperately needed by IT. The on-premise data center constantly suffers from power (PG&E) as well as HVAC issues, which puts the City’s compute infrastructure at risk. CIP infrastructure funding is new for IT starting in FY25.
- ▶ **Post-Covid Impacts on Computers:** Prior to Covid, computers were issued on a 1:1 ratio (one computer per employee). During Covid, an unplanned urgency resulted in a scramble to provide remote computing solutions to employees as they were forced to work from home during and after California’s Shelter-In-Place order. Post pandemic, we are now faced with an infrastructure where many personnel have more than two computers assigned to them and worse, they are of varied brands and models. *IT has essentially doubled its support footprint with no matching increase in resources.* For FY25 and FY26, IT is re-envisioning and establishing a “One person, One device” policy as well as evaluating support services and tools to reduce the redundancy yet meet the needs of a hybrid work environment.
- ▶ **Operations and Maintenance Costs:** Implementation of an Information Technology solution is more than a one-time charge. In addition to the setup and implementation costs, there are ongoing costs associated through the lifespan of the product. Such costs include support and maintenance, subscription and licensing, increased usage, space and storage requirements as well as increased bandwidth due to higher usage and adoption. A perfect example is the unexpected depletion of the FUND\$ replacement fund due to the implementation of the first set of deliverables, but then ongoing annual costs which had to be paid, which did not have an operations and maintenance funding source.
- ▶ **Aging Infrastructure:** While the City invested in a fiber infrastructure, much of its existing infrastructure for voice still runs over older “copper” infrastructure that must be upgraded. In 2024, AT&T announced that it was discontinuing its support of analog phone lines, which the City still uses in some departments, requiring IT to quickly try to find an alternative solution. The City is also in need of expanding its existing fiber infrastructure to improve resiliency, as there are multiple points of failure that would put the City at risk in the event of a fiber cut. The City’s data center is also located “on-premise” and it would be more cost beneficial and resilient to relocate the servers to the cloud or at least to a 24x7 colocation (co-lo) facility.

- ▶ **Lack of a Technology Governance Model.** Having a weak authoritative voice diminishes the effectiveness of the IT Department's influence on solutions and purpose for the City. The IT organizational structure historically lacked a central planning unit tasked with coordinating all planning endeavors. The IT department's relatively immature governance process for IT acquisitions does not ensure full stakeholder participation in IT planning or development of user-focused metrics to measure the department's contribution to its mission. The results are redundant solutions that place undue demand on already limited resources to support multiple products that essentially accomplish the same purpose. For example, the City currently supports multiple video conferencing platforms (e.g., Zoom and Microsoft Teams).
- ▶ **Backlog of Modernization Opportunities:** There are a suite of modern solutions that would reduce City support costs as well as improve employee productivity. Many of them are simply awaiting resources for implementation. Employee Self-Service and Time and Attendance are two prime examples that would empower employees with self-service capabilities to retrieve employee information (check stubs, W2's, balances, benefits status, etc.) and enter timecards in an automated fashion. These are cost and time saving benefits that would significantly reduce operational costs and provide self-service to our employees yet are on hold due to lack of resources to address them as IT focuses on higher priorities. As we plan for a future IT governance model and establish our new PMO office, we will have clearer priorities and can prioritize more effectively instead of being tied up with projects that may not carry the same level of urgency.

Accomplishments

The IT Department completed many innovative projects and achieved operational success while managing through its challenges. Highlights of recent IT operational changes and accomplishments include:

1. Identified opportunities that could be funded from cost savings through salary savings and project funds reconciliation efforts and addressed two key performance requirements:
 - a) To address the Employer of Choice Initiative, implemented TEAMS/SharePoint collaboration suite.
 - b) Addressed requirement to "Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities" by deploying enterprise level, City-wide facilities Wi-Fi.
2. Accomplished several digital transformation initiatives:
 - a) Authored new E-signature Administrative Regulation (A.R.).
 - b) Streamlined workflow/business processes for vendor and contract cybersecurity requirements
3. Established a Program Management Office (PMO) to manage the IT project portfolio.
4. Established a Finance and Administrative Division to centrally manage contracts and compliance and procurement along with other administrative functions that were previously self-managed by department managers.

Additionally, our list of successful implementations include:

- ▶ FUND\$ Server Split and software upgrade (v7.3 to v7.4)
- ▶ Provided reliable Wi-Fi access to the North Berkeley Senior Center using available assets and personnel resources (to be superseded with the City-wide Wi-Fi initiative).
- ▶ MS Teams Channel Rollout
- ▶ 311 Forms Online
- ▶ ServiceNow (SNow) Enhancements - SCCM Integration
- ▶ SNow Upgrade to version "Utah"
- ▶ Pipe Observation System Upgrade
- ▶ Marina Online Bill Payments
- ▶ Marina Security Gate System
- ▶ Neogov Onboard
- ▶ Accela Mobile Application
- ▶ Careware staffing and time keeping application for Police
- ▶ 2024 Updates for Police Department compliance for AB 953: The Racial and Identity Profiling Act of 2015
- ▶ Call Narrative Application for Police
- ▶ Fire Department move to new facility on University Avenue
- ▶ Fire Department Wildland Urban Interface (WUI) Inspections
- ▶ Fire Inspections using new "Data Ticket" software solution
- ▶ Public safety's New World Server and Software Upgrade
- ▶ FUND\$ - Property Tax FY22-23
- ▶ Upgrade Analytics Now FUND\$ Web- based Reporting Tool
- ▶ SQL Server 2008 Upgrade/Migration Citywide
- ▶ New City of Berkeley Website Phase 2
- ▶ Accella Upgrades (the City's permitting software solution):
 - ▶ Accela - Workflow Enhancements and Online Payments for Public Works
 - ▶ Accela - Building Permit Online Application for Planning
 - ▶ Accela - Refund Bridge Overpayment and Refunds
- ▶ Mission Mark Auditing Software
- ▶ Form filing system for Police: Guardian Tracking
- ▶ Next Generation 911 (NG 911)
- ▶ Open Data Project – Berkeley Police (Audit Response)
- ▶ Migrate Evidence data from legacy system to current Evidence.com system
- ▶ Migrate Legacy Police Records to supportable platform
- ▶ Fire Aside software and mobile application
- ▶ Scheduling Software for Legal
- ▶ FUND\$ Upgrade NetIQ Security Software
- ▶ Citywide UPS replacement completed at all remote sites

- ▶ GIS Portal Revamp – Retired on premise servers and redeveloped on the ArcGIS Online platform for seamless integration with the ArcGIS platform ecosystem.
- ▶ GeoEvent Server procurement and installation
- ▶ Implementation of GIS Geospatial Hub – Home of all things GIS for the City of Berkeley
- ▶ Implementation of Survey123 for RIPA project and Code Enforcement (Mini Dorm and GLA registration form)
- ▶ ArcGIS Server upgrade

Office of the Director of Police Accountability

Mission Statement

The purpose of the Director of Police Accountability is to investigate complaints filed against sworn employees of the Berkeley Police Department, to reach an independent finding as to the facts and recommend corrective action where warranted. The Director of Police Accountability may also serve as the Secretary to the Police Accountability Board and assist the Board in carrying out the duties prescribed herein.

Organizational Chart



Office of the Director of Police Accountability Overview

The Office of the Director of Police Accountability (ODPA), as outlined in Berkeley Charter Section 125(14), is charged with executing the duties of the Police Accountability Board (PAB) as specified. This includes overseeing the day-to-day operations of the Board office and staff, as well as conducting performance evaluations and disciplinary actions for all subordinate employees within the Board. All employees of the City of Berkeley under the ODPA's purview are subject to the personnel regulations governing Berkeley's municipal workforce.

The Director of Police Accountability plays a critical role in evaluating the conduct of sworn officers of the Berkeley Police Department in accordance with relevant laws, policies, and procedures. Investigative findings and recommendations are presented to the Police Accountability Board, which then advises the Chief of Police on specific complaints.

Additionally, the Director engages with various stakeholders, such as employee organizations, civil rights and liberties groups, and communities of color, to gather feedback on the work of both the PAB and the ODPA. This outreach ensures that diverse perspectives are considered in the oversight process.

Moreover, the ODPA is responsible for producing an annual public report, detailing the activities of the Board throughout the year. This report includes summaries of complaints received by both the Board and the Police Department, providing transparency regarding the oversight process and its outcomes.

Challenges

The Office of the Director of Police Accountability (ODPA) has encountered several challenges during its transition from being under the purview of the City Manager's Office to becoming a quasi-independent department. This shift has necessitated reliance on critical services from the City Manager's Office and the City Attorney's Office, leading to coordination challenges and adjustments in workflow.

The broader issue of recruitment and retention across the city has posed significant obstacles for the ODPA, as it struggles to fill vacancies. These challenges are not unique to the ODPA but reflect broader recruitment and retention issues faced by departments citywide.

Moreover, the complexities and multiple interpretations of the Charter language governing the ODPA's responsibilities have added layers of complexity to its operations. This has required careful navigation and ongoing interpretation to ensure alignment with legal mandates.

Vacancies within the department, coupled with turnover and vacancies in the Board, have further strained the ODPA's capacity to fulfill its duties effectively. The dual role of the ODPA, which encompasses both overseeing the investigatory duties of police accountability and providing secretarial/clerical support to the Police Accountability Board (PAB), adds an additional layer of complexity and workload.

Overall, these challenges highlight the ongoing efforts required to streamline operations, address staffing shortages, and ensure the effective functioning of the ODPA in its dual capacity. Collaboration with key city offices, careful interpretation of the Charter, and strategic recruitment and retention efforts will be essential in overcoming these obstacles and advancing the mission of police oversight in Berkeley.

Accomplishments

The Office of the Director of Police Accountability (ODPA) has achieved significant milestones in its efforts to enhance police oversight and community engagement. With the support of Council, the ODPA successfully added an additional investigator to its investigative division, ensuring parity with internal affairs and facilitating thorough and timely personnel investigations.

In line with its commitment to community engagement, the ODPA actively participated in various events, including the Juneteenth festival and Know Your Rights Workshop at the HOPE Center. Additionally, the office facilitated Introduction to Berkeley Oversight Workshops at UC Berkeley and Berkeley High School, fostering greater awareness and understanding of police accountability among students and community members.

The launch of an assisted animal intervention program (believed to be the first in the field of civilian oversight), specifically a therapy animal program, represents another noteworthy accomplishment by the ODPA. This initiative aims to provide emotional support and assistance to individuals impacted by police-related incidents, furthering the office's commitment to holistic support and intervention.

Furthermore, the ODPA has prioritized professional development by participating in various training opportunities, including those offered by National Association for Civilian Oversight of Law Enforcement (NACOLE), International City/County Management Association (ICMA), Canadian Association for Civilian Oversight of Law Enforcement (CACOLE), and the American Society of Criminology (ASC). These engagements have allowed staff to stay abreast of best practices and emerging trends in police oversight and accountability.

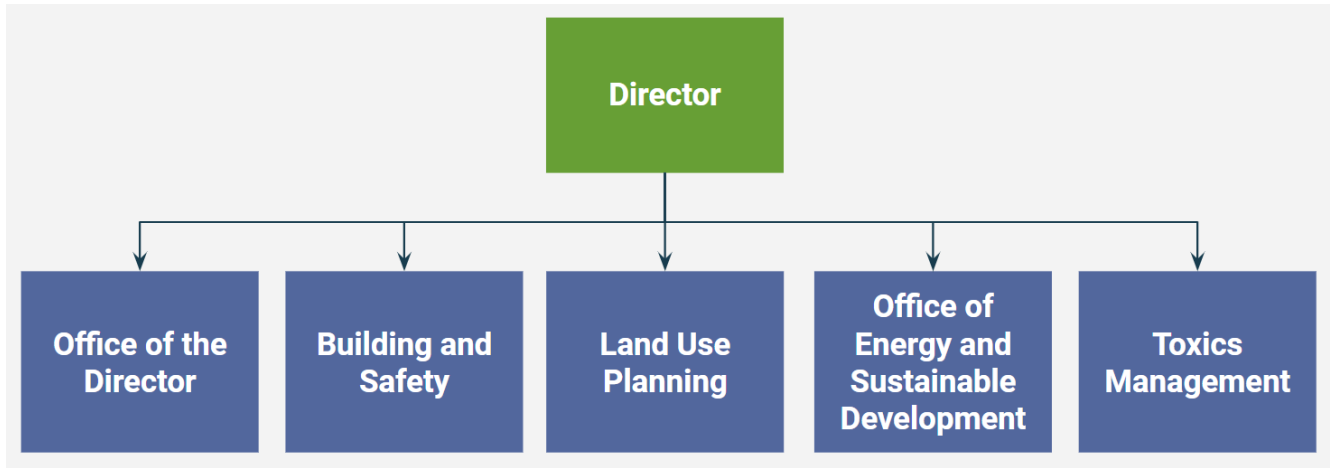
In addition to these achievements, the ODPA hosted the 50th anniversary celebration of civilian oversight in the City of Berkeley. This event served as a significant milestone in recognizing the contributions of past and current stakeholders to the oversight movement. It brought together individuals who have played pivotal roles in shaping and advancing police accountability in Berkeley, fostering dialogue and collaboration among diverse stakeholders committed to enhancing transparency and community engagement in law enforcement practices.

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 109 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, payroll and accounting services for the entire Department.
- ▶ **Building and Safety Division:** The Building and Safety Division (B&S) reviews proposed construction documents for conformance to the building code, energy 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:** The Land Use Planning Division (LUP) is responsible for researching and implementing land use policy and regulations for the City of Berkeley. The land use policy team prepares amendments to the Zoning Ordinance, the General Plan, area plans, and other long-range planning documents that guide future development and preservation in Berkeley. The development projects team reviews and entitles proposed projects that conform with the Zoning Ordinance, the General Plan, and other applicable plans, policies and regulations.
- ▶ **Office of Energy and Sustainable Development:** The Office of Energy and Sustainable Development Division (OESD) 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:** The Toxics Management Division (TMD) 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.

Challenges

The Planning and Development Department faces the following challenges:

- ▶ **Implementing New Legislation.** The department must implement new local and state legislation in a timely manner, which sometimes requires additional staff resources, the development and deployment of new technology tools, and modifications to operations.
- ▶ **Ineffective Software.** Existing software (e.g., permitting, rental housing inspection, CUPA reporting, time tracking, file sharing, online payments, e-check functionality) is not effectively meeting department needs and is creating customer service and efficiency challenges, including delays in turnaround times for permit applications.
- ▶ **Staff Turnover.** Although the department's vacancy rate has decreased significantly over the past two years and our recruiting efforts have been very successful, we have experienced turnover of veteran staff in positions at all levels.
- ▶ **Macroeconomic Factors Impacting Development.** Following an 'up cycle' of high levels of construction and development activity that lasted for over a decade, macroeconomic factors—such as increased interest rates, increased costs of construction materials and labor, and softening rents—have led to a slowdown of new housing construction starts.
- ▶ **Overtaken Natural Gas Ban.** In January 2024, the Ninth Circuit US Court of Appeals chose to uphold the decision in April to invalidate Berkeley's ban on natural gas infrastructure in new construction, denying the City's request for a re-hearing. This decision was a setback to efforts to meet the City's Climate Action Plan goals.

Accomplishments

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

- ▶ **New Housing Production.** In 2023, the Planning and Development Department issued certificates of occupancy for 715 new housing units, including 31 deed restricted affordable units.
- ▶ **Inspections Conducted and Permits Issued.** In 2023, the Toxics Management Division conducted 367 hazardous materials inspections and 148 stormwater inspections, the Building and Safety Division conducted 27,294 inspections and issued 3,865 building permits, the Permit Service Center received 27,127 applications (including revision and deferrals), completed 7,466 plan checks, and issued 867 "P" permits (for the Public Works Department), and the Rental Housing Team conducted 4,981 inspections.
- ▶ **Just Transition Pilot Program.** OESD initiated the \$1.5 million Just Transition Pilot Program in 2023, which provides direct installation of building electrification measures in existing affordable housing buildings for low-to-moderate income households in Berkeley.
- ▶ **OPR Grant for General Plan Updates.** The Planning and Development Department, in partnership with the Ecology Center and the Berkeley Climate Equity Collaborative, was awarded a \$497,492 grant from the Governor's Office of Planning and Research (OPR) Adaptation Planning Grant Program (APGP) in 2023 to update Berkeley's General Plan. Efforts are focused on updates to the Disaster Preparedness and Safety Element and development of an Environmental Justice Element.

- ▶ **Berkeley E-Bike Equity Project (BEEP).** In 2023, OESD launched the Berkeley E-Bike Equity Project (BEEP) which selected via lottery 56 income-qualified Berkeley households to receive free e-bikes, helmets, locks, training and quarterly safety/maintenance checks. The program is being administered in partnership with Waterside Workshops, a local non-profit program whose youth interns are learning valuable e-bike assembly and maintenance skills as part of the BEEP.
- ▶ **Adoption of new Affordable Housing Requirements.** In January 2023, City Council adopted new affordable housing requirements for housing development projects recommended by LUP. New requirements were designed to facilitate and support increased affordable housing production in Berkeley.
- ▶ **Response to Berkeley Mudslide:** In January 2023, B&S responded to an emergency mudslide in northeast Berkeley. As first responders, B&S protected residents from immediate danger and then worked with geotechnical and structural engineers to secure the safety of buildings prior to residents' return.
- ▶ **Housing Element Update.** In February 2023, the California State Department of Housing & Community Development found Berkeley's Housing Element to be in substantial compliance with State law. Berkeley was the seventh of 109 municipalities in the Bay Area region to achieve this critical milestone. The Housing Element is a product of over 18 months of community engagement, research, technical analysis, and collaboration with policymakers, and establishes an ambitious, 8-year agenda for the City's housing policy and programs.
- ▶ **Bird Safe Building Provisions.** In June 2023, City Council adopted bird safe building provisions into the Zoning Ordinance recommended by LUP. New regulations will reduce bird collision deaths by requiring qualifying construction projects to use bird safe glass products and external building fixtures.
- ▶ **Collaborative Planning Process.** In July 2023, the Office of the Director, in conjunction with UC Berkeley's Capital Strategies Team, introduced a Collaborative Planning Process for UC's capital projects in the City environs that addressed the terms of the 2021 Long Range Development Plan Settlement Agreement between the City and the University.
- ▶ **Accessory Dwelling Units (ADUs).** In October 2023, City Council adopted new zoning regulations for ADUs recommended by LUP. The amendments included new policies for parking, fire safety, and building height and ensured Berkeley's ordinance complied with new State law.
- ▶ **Adoption of the Southside Zoning Amendments.** In December 2023, City Council adopted updated zoning standards for the Southside recommended by LUP. Amendments wrapped up a six-year process that addressed multiple City Council referrals requesting increased capacity for student housing near UC Campus.
- ▶ **Approval of North Berkeley and Ashby BART station areas as part of the Metropolitan Transportation Commission (MTC) Priority Sites Program.** In November 2023, the City's application for the North Berkeley and Ashby BART sites for inclusion in MTC's Priority Sites Program was successful. Inclusion in the Priority Sites list makes these sites eligible for current and potential future funding and technical assistance and will be integrated into relevant Plan Bay Area 2050+ strategies.
- ▶ **Adoption of the North Berkeley BART Objective Design Standards.** In December 2023, City Council adopted Objective Design Standards (ODS) for the North Berkeley BART station area, concluding a year-long public process led by LUP in partnership with BART. An application for land use entitlements from the North Berkeley Housing Partners

development team was received in February 2024 that will be evaluated for compliance with adopted ODS.

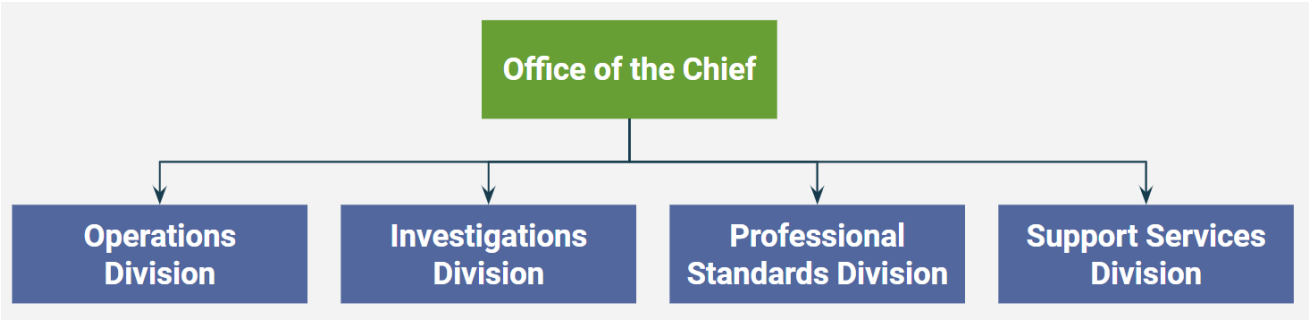
- ▶ **The Rental Housing Safety Program (RHSP)** increased the size of their staff and are now conducting an average of 415 inspections per month. That's a 51 percent increase in the number of inspections performed monthly. Additionally, RHSP staff rewrote the Berkeley Housing Code, which was adopted by Council in December 2022.
- ▶ **The Retrofit Grants** program disbursed 11 design grants and 19 construction grants for a total of \$903,461 to Berkeley property owners between July 2022 and January 2024. The City also continued enforcement of the soft story ordinance and during this same period 16 buildings completed mandatory retrofits and were removed from the inventory of potentially hazardous buildings, and 8 additional properties were added to the inventory.
- ▶ **Solar APP+ real time PV permitting.** B&S, in collaboration with IT, implemented a third-party software program, SolarAPP+, which streamlines solar permit issuance in September 2023. Implementation was funded with an \$80K grant and ensures compliance with Senate Bill 379.

Police

Mission Statement

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

Organizational Chart



Police 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 Berkeley Police Department is organized into three divisions, along with the Offices of the Chief and Deputy Chief, 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, Strategic Communications (Public Information Officer), Office of Strategic Planning & Accountability, and the Internal Affairs Bureau.
- ▶ **Office of the Deputy Chief:** The Office of the Deputy Chief oversees the Operations, Investigations, and Support Services Divisions, Fiscal Services, and the Policy & Training section. The Policy & Training section oversees the department's policies and training programs.
- ▶ **Operations Division:** The Division, led by a Captain, 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 Watch Commanders, Community Services Bureau (CSB) (i.e. the Area Coordinators, Police Reserve Program, Special Events Coordinator, and Crisis Intervention Training Coordinator), and the Bike Unit. 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 Division, led by a Captain, 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 Bureau consists of the Traffic Unit's Motorcycle Officers who 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 Enforcement Bureau'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 Scene Unit is responsible for properly identifying, seizing, and documenting forensic crime scene evidence. The Recruitment & Employee Relations section is responsible for recruiting new personnel and managing employee relations matters. As staffing increases, the division will expand to include a Flex Team, which will enhance our efficiency and effectiveness in addressing crime issues and problem solving.

- ▶ **Support Services Division:** The Division, led by a Captain, supports the Department's mission through a variety of essential operational and administrative activities. The Support Services Division comprises the Support Services Lieutenant, Communications Center Manager (who oversees the Public Safety Communications Center which receives, and dispatches calls for Police, Fire, and Medical Services), the Berkeley City Jail, Records, Property and Evidence Unit, Public Safety Technology Systems Unit, Warrant Unit, and Court Liaison Officer. The Division provides fundamental structural support across all Department Divisions.

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. Our ongoing efforts to evaluate and improve how we attract and maintain connections with applicants have led us to recognize the need for enhanced strategies in today's competitive market resulting in an additional funding need of \$300,000 over the next two years to support contracting with a public safety specific recruiting and marketing firm.
- ▶ **Officer Development Training Programs:** The nature of policing is rapidly transforming. To ensure Berkeley provides the expected level of service to our community, the Department must continue to analyze data to understand the nature and extent of disparities, 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 training. This important work requires \$100,000 in funding to support the training costs for both course instruction and staff attendance.

Accomplishments

Highlights of recent Police Department accomplishments include:

- ▶ **Transparency Hub:** In May 2022, the Department launched 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 Strategic Analysis Team worked to create this Transparency Hub, with the goal of building/increasing community engagement, trust, and legitimacy. In its initial design, the Transparency Hub included 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). In 2023, the Department added a traffic safety page to the hub where community members can track collision data and submit traffic concerns for follow-up from the Traffic Bureau. Listening and collaborating with community partners, the Department will continue to expand this hub.
- ▶ **Annual Report:** The 2023 Berkeley Police Department Annual Report encapsulates our activities, accomplishments, and strategic developments over the past year, serving as a comprehensive document designed to communicate with various stakeholders—Council members, community residents, and department personnel—about our efforts to maintain safety and integrity within the community. The importance of this report lies in its role as a transparent and measurable account of how we manage public trust and resources, reflecting our commitment to the principles of data-driven, fair and impartial policing and aligning with the needs and concerns of the Council and community. This

year's report is exceptionally detailed, featuring more comprehensive data and analytics than in previous editions, encompassing traditional crime statistics, calls for service, workload metrics, clearance rates, and use of force data alongside in-depth analyses of bias and impartiality measures. These additions reflect our ongoing commitment to transparency and accountability, allowing us to present a clearer picture of our daily operations and challenges, and enhancing our ability to assess the effectiveness of our policies and practices. By providing these detailed insights, the report supports our mission to maintain public trust and engage with the community on issues of safety, fairness, and policing standards, making it a crucial tool for informing policy decisions, shaping future strategies, and fostering a deeper understanding and collaboration with the community we serve.

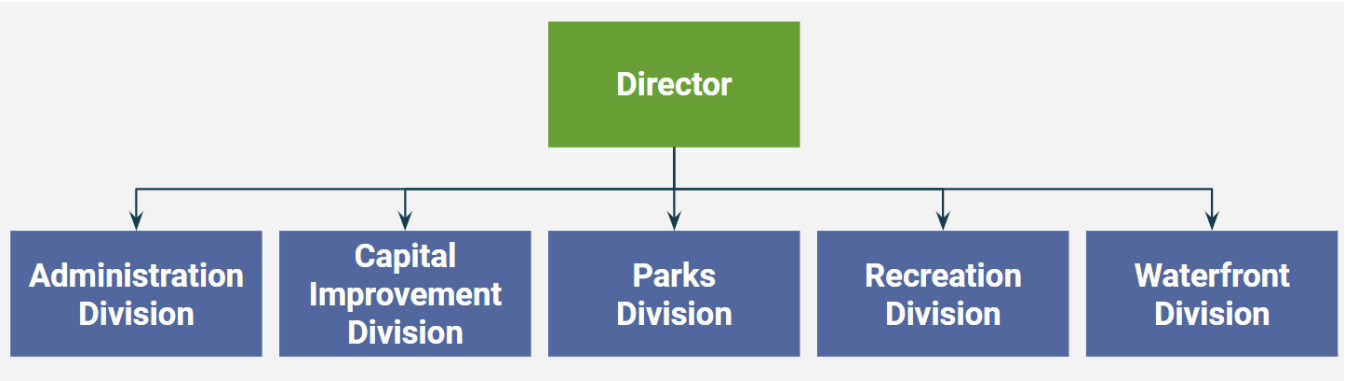
- **Gun Violence Prevention:** – The City of Berkeley has developed a comprehensive Gun Violence Intervention & Prevention program framework as a key component of its Reimagining Public Safety initiative. The Berkeley Police Department plays a crucial role as a key partner in this collaborative effort to significantly reduce gun violence incidents. The program employs a multifaceted approach that combines place-based interventions in critical areas, direct engagement with individuals at risk, street outreach, and the provision of robust social services. The Police Department works closely with multiple city departments, community-based organizations, and field experts to implement this strategy, which is grounded in empirical evidence and best practices. By leveraging their expertise and resources, the Police Department contributes to Berkeley's holistic and proactive approach to fostering a safer community. The Department's active participation in addressing the proximate causes of gun violence and supporting those most at risk demonstrates its commitment to the well-being of Berkeley's residents. This comprehensive effort highlights the Police Department's dedication to working hand-in-hand with the community and its partners to tackle the issue of gun violence head-on and ensure a safer environment for all.

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 55 parks, 63 play areas, 49 sports courts, 15 sports fields, 5 community centers, 2 clubhouses, 36 picnic areas, 35,000 street and park trees, 152 landscaped street medians and triangles, 263 irrigation systems, and 30 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 near South Lake Tahoe and Yosemite. 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.

Challenges

PRW's current challenges include:

- ▶ **Marina Fund:** The Marina Fund applies revenue from berth rentals and leases toward costs for Waterfront maintenance, infrastructure, management, parks, and programs. The Fund is improving, bolstered by increasing slip occupancy, stronger restaurant and hotel performance, and historic investments in capital infrastructure. This would not have been possible without significant General Fund transfers to keep the Fund in the black over the last three years, including \$2.55M in American Rescue Plan funds and \$310k in personnel cost shifts; as well as a \$265k one-time cost shift of Marina landscape staff to the Parks Tax. This was coupled with more than \$7M in General Fund capital funding over the last two years to cover critical revenue-protecting Marina infrastructure projects including timber piling replacements and D&E dock replacement. The challenge for the next budget cycle will be to continue the momentum of increasing Marina berth occupancy and lease revenue and to close the structural deficit. Additional support will continue to be needed in FY25 and FY26 as there is an estimated need for \$270k to cover operations over the two years; and an additional \$3.075M in capital project needs.
- ▶ **Camps Fund:** The Camps Fund includes Berkeley Tuolumne Camp (BTC), Echo, Day Camp and Cazadero Camp. After 9 years of missing its leading revenue earner, BTC, and teetering on insolvency, the Fund is stabilizing. BTC struggled financially for the first 2 years, grossing just under \$1M/year. However, this year, we've taken in just over \$1M already, and we anticipate it growing to \$1.2M before the end of the year, with new BTC marketing measures and programs. Revenue continues to be strong at Echo Lake Youth and Day Camp. While revenue overall is improving, there is still a structural deficit, and insufficient fund balance to cover the \$550k in needed camp capital projects in FY25-26. In future years, as BTC grows and revenue increases, the Fund is expected to be in a better position to cover costs.
- ▶ **Scholarships and Diversity, Equity & Inclusion (DEI) Initiatives:** In the next budget cycle, PRW will continue to prioritize over 20 high-impact DEI initiatives, including increasing scholarships; increasing staff diversity; new and expanded programs for low socio-economic status (SES) residents; and focused improvements in south and west Berkeley. But funding for such programming is expensive and while staff have applied for a State Outdoor Equity grant to fund programs which provide low SES residents outdoor experiences, additional funding of \$355k will be needed for camp scholarships and DEI initiatives, as the Camps Fund does not have the fund balance to cover these.
- ▶ **Capital Projects:** Despite significant investment in Parks, Camps and the Waterfront and related facilities from the General Fund, Parks Tax and Measure T1 Bond proceeds, the department has been faced with a number of existing and emergency capital projects and increased construction costs that have significantly outpaced inflation in recent years. While we have been successful at finding grant funds, there is a \$4.485M funding gap for projects that need to be completed in FY25-26. We have 9 outstanding grant applications, some of which could offset these needs. An additional \$360k is requested to offset the costs of staff management of PRW capital projects.
- ▶ **Grant Match:** There is a historic amount of grant funding available for infrastructure projects across the country. PRW has been successful in the last several years securing grants, leveraging nearly 15 times the amount of local investment in the last year alone. The challenge going forward will be to identify the source of local matches – not just for PRW, but for all City departments. Some of the biggest grants are likely to be for

departments like Public Works that manage transportation and energy investments. Citywide, funding needs to be identified for the City to use as a local match so that we can compete effectively for these grants, and make the local dollars we spend go much further.

Accomplishments

Highlights of recent PRW accomplishments include:

- **Grants:** PRW received \$18.889M in grants over the past year. Of the 23 grants we applied for, 11 were awarded, 11 are pending, and 1 was declined. Among the grants awarded were five State Coastal Conservancy grants totaling \$15M for the Berkeley Waterfront for pier-ferry planning, main harbor dredging, dock replacement, trail improvements, and parking lot improvements; a \$1M tree planting grant; and a \$750K grant for the renovation of the Martin Luther King, Jr. Young Adult Program community center.

The local match required by the awarded grants was \$1.275M, meaning that PRW was able to raise nearly 15 times the amount of local investment in grants.

Of the pending grants, three of them could offset PRW capital and operating budget requests in FY25 and 26. PRW applied for a \$5.5M federal grant for the Santa Fe Right of Way project, a \$3.6M State grant for the MLK YAP community center renovation; and a \$511k State-funded Outdoor Equity grant.

- **Staff Recruitment and Retention:** PRW is proud to have one of the lowest vacancy rates in the City, with 94% of our 113 career positions filled. This has been driven by amazing support from the Human Resources Department, as well as Department-wide efforts to improve staff retention, through all-staff meetings, trainings, programs and conferences. Additionally, the Recreation Division has been able to successfully recruit hundreds of part-time staff to operate its summer program offerings, while other local cities are struggling to find enough employees to offer basic programs.
- **Equitable Recreation Programming:** PRW's focus on making existing programs more accessible has been very successful. PRW implemented 20 high-impact DEI initiatives, including increasing scholarships; increasing staff diversity in camps and aquatics; new and expanded programs for low socio-economic status (SES) residents in camps, swim lessons, community gardens, and the Waterfront; and focused park, tree canopy and capital improvements in south and west Berkeley. We continue to identify ways to fund and expand these efforts, including collaborating with the Youthworks program to fund and expand the low SES internship program piloted last year; and applying for an Outdoor Equity grant to fund and expand programs like Fresh Adventures, which brings new Berkeley campers to experience BTC and Echo Lake Camps.
- **Trees Make Life Better Program:** With support from more than \$2.2M in grant funding, PRW has established a "Trees Make Life Better" tree planting program, focused on expanding the tree canopy in South and West Berkeley. The grants cover staff costs, trees, planting materials, marketing, watering, and concrete cuts if needed, as well as to inform residents of the potential for new street trees. PRW has also engaged hundreds of volunteers at tree planting events, including at James

Kenney Park, Ohlone Park, and Aquatic Park. At Aquatic Park, between volunteers and a contractor-led capital project to install irrigation and dig tree wells, more than 150 trees were planted between the highway and lagoon as part of an effort to create a nature-based separation between Interstate 80 and Aquatic Park, beautifying the Park with new tree canopy, and helping to increase the absorption of greenhouse gasses. Increasing the urban forest improves quality of life. Trees provide shade, produce oxygen, absorb carbon dioxide, stabilize temperatures, and reduce the cost of cooling.

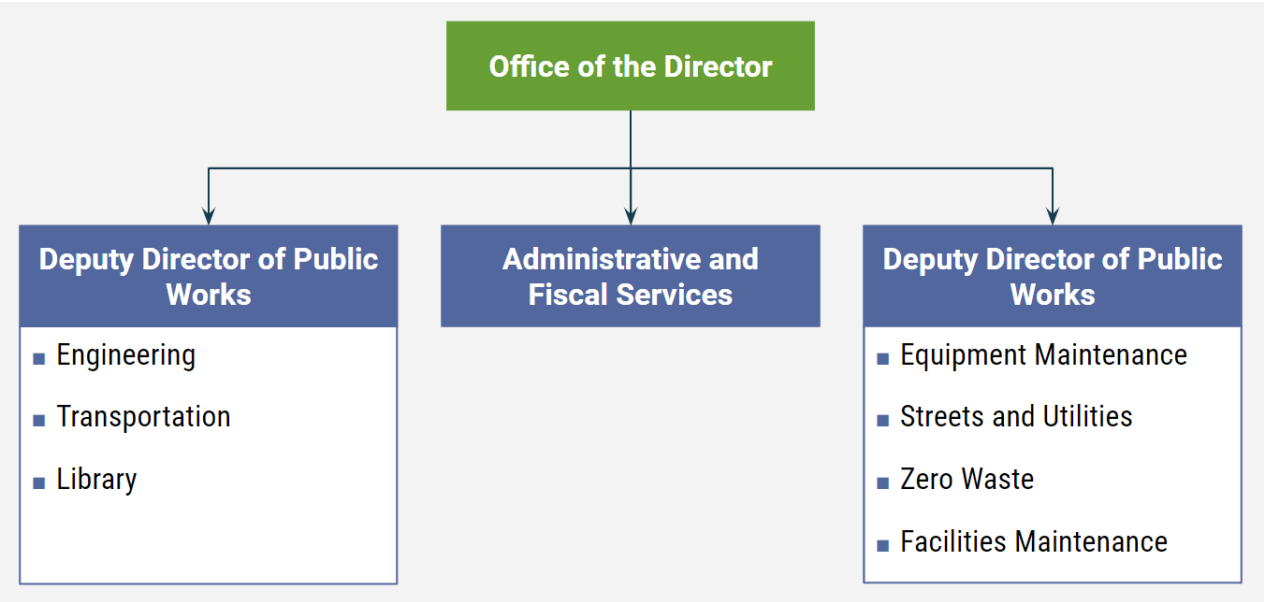
- ▶ **Capital Projects:** PRW has been successful in completing capital projects and spending allocated capital funds, including, for example, the Marina Piling Replacement, Ohlone Playground and Mural Area, Aquatic Park Lagoon ADA Access, and Echo Tree Removal. Many more projects are under construction now, a sample of which includes the Grove Park playground and sports field; Berkeley Tuolumne Camp EV charging; 600 Addison-related Aquatic Park improvements; West Aquatic Park tree planting; Willard Park clubhouse and restroom; D&E dock replacement; Marina dredging; and Echo ADA. For the past two years, PRW won project of the year awards from the American Public Works Association (APWA) for the Marina Streets project and the Marina Piling Replacement project. In the last year, PRW has completed multiple capital projects and minor maintenance projects:
 - ▶ Camps: Echo Lake Tree Removal (General Fund)
 - ▶ Camps: Cazadero Riverbed Erosion – Phase 1 (Camps Fund)
 - ▶ Parks: Grove Park Play Structures (Parks Tax, Grants, T1)
 - ▶ Parks: Ohlone 2-5, 5-12 Play Structures and Mural Garden (Parks Tax, T1)
 - ▶ Parks: Solano-Peralta Play Structure- Phase 1 (Parks Tax)
 - ▶ Parks: John Hinkel Park Hut- Design Only (Parks Tax)
 - ▶ Parks: 63rd Mini- Park Community Garden (Parks Tax)
 - ▶ Parks: James Kenney Skate Spot – Design Only (Parks Tax)
 - ▶ Pools: King Pool Painting, Floors, Mechanical and Electrical Improvements (General Fund)
 - ▶ Waterfront: Bike Park - Design only (Parks Tax)
 - ▶ Waterfront: Misc. Piling Replacement (CIP, GF, Marina Fund, T1)
 - ▶ Waterfront: Finger Dock Replacement Phases 3 and 4 (Marina Fund)

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 350 full time staff.
- ▶ **Engineering Division:** The Engineering Division is comprised of the following programs and responsibilities: Street Pavement Infrastructure Management; Sanitary Sewer Capital and Regulatory Compliance Programs; Storm Water Capital and Regulatory Compliance Programs; Creeks/Watershed Management; Sidewalk Capital Program; Buildings/ Facilities Capital Program; Disability Compliance and Program Coordination; Construction Management and Inspection; Land Development and Plan Review; Land Surveying; and Drafting/ GIS services. Engineering is also responsible for coordination of utility service markings, issuance of permits, and coordination and inspection for outside utility agency projects.
- ▶ **Zero Waste Division:** The Zero Waste Division (ZWD) is an enterprise funded operation within the Department of Public Works with an operations staff of more than 100, 50+ fleet of vehicles and funds another 27.3 FTEs throughout other Public Works divisions and 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: 1) landfill disposal services; food/green material offsite hauling and composting; and offsite hauling and recycling of construction and demolition, metal, tires, cylinders and appliances; and 2) third-party non-profit organizations for: the collection of residential dual-stream recyclables (8,400 tons per year); 3) 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 and 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.

Challenges

Major challenges the Public Works Department has faced over FY 24 include:

- ▶ **Vacancy Rate and Management Turnover:** Throughout all of FY 24, Public Works has experienced a vacancy rate among career positions at about 15-18%. Additionally, in calendar 2023, the department turned over its Department Director, both Deputy Directors and a handful of other senior manager positions. In addition to the loss of executive experience and institutional knowledge, with vacant positions, work gets delayed, remaining staff already at capacity absorb more work, and morale is impacted. Staff has worked hard in coordination with Human Resources in expediting internal processes to fill positions more quickly and reduce the vacancy rate, and the three top executive positions have been filled.
- ▶ **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 remains perennially underfunded. The longer the asset's maintenance is deferred, the greater the future costs are to repair or replace. An FY 22 revised estimate of these assets under the department's portfolio projects an accumulated \$1.8 Billion in deferred maintenance costs and needed improvements. Bond Measure L, which would have raised significant funding towards addressing the infrastructure funding gap and improving Berkeley streets, sidewalks, storm facilities, buildings and traffic safety infrastructure failed to pass in November 2022. Elevated levels of funding for Streets (>\$8.0M/yr), and ADA Improvements (\$250-500k/yr), are proposed for funding in FY 25-26 to stem the growth of deferred maintenance costs.
- ▶ **Key Challenged Funds/Programs:**
 - ▶ For both the **On-Street Parking Fund (Meters)** and **Off-Street Parking Fund (Garages)**, Revenue has begun to return to approach pre-COVID levels, but the fund balances for both funds are still depleted and necessary capital outlays including funding for the citywide Parking Meter Replacement project projects to run the combined parking fund balances negative over the next two fiscal years.
 - ▶ **Equipment Maintenance Fund** has depleted its fund balance and is trending negative due to rising fuel outlays and Fleet program expenses that are not able to be collected via the current internal service fund cost recovery mechanisms. An Equipment Maintenance Fund rate update is pending being rolled out in FY 25/26 with a new cost allocation methodology that would rebalance the fund and correct the operational deficit.
 - ▶ **Building Purchases and Management Fund** (1947 Center Street) fund balance is negative due the complete vacancy of the 6th floor, which previously was leased as a premium floor to an outside organization. The space has been reserved for ITS Department's planned move since 2021, but the move was delayed originally due to COVID-19 impacts and has not yet occurred, with no funds being paid into the fund to make it whole. The fund is a candidate for a new methodology and rate update in FY 26, but the most critical issue is resolving occupancy of the 6th floor (whether with an internal department or an outside agency) to generate lease revenue.

Accomplishments

Highlights of recent Public Works Department accomplishments include:

- ▶ **Updated Zero Waste Rates:** Zero Waste rates had remained flat since FY 2020 when the last scheduled rate adjustment from the previous adopted rate changes took effect. The proposed rate schedule improves the balance of costs between commercial and residential customers, better captures the cost of providing recycling services, supports the replacement of the Zero Waste Division's (ZWD) computerized management system, properly funds the Zero Waste Division's vehicle maintenance and replacement, sustains the Clean Cities Unit (street sweeping, illegal dumping, and other cleanups), and remedies the damage of ZWD's vehicles on the City's pavement, completes the preconstruction phase of the Transfer Station Replacement, and gains the City's compliance on local and state laws (including SB 1383). Following Proposition 218 procedures, the new Zero Waste rates were adopted on June 27, 2023 to take immediate effect in FY 2024.
- ▶ **Procure-to-Pay Process Evaluation:** In FY 23, Public Works initiated an evaluation of department processes and pain points following the life of the procurement process through vendor payment. An external consultant, Strategic Procurement Solutions, assisted with the evaluation and development of actionable recommendations. Department outcomes included gaining an additional department credit card, updates to internal department process manuals and establishing regular training for staff regarding procurement process and roles, and improvement of capital project fiscal reporting tools within the ERMA system. The effort also led to citywide changes, approval for thresholds for formal procurements to be increased from \$25K for all thresholds to \$50K for services, \$100K for goods, and \$200K for construction.
- ▶ **Technology Upgrades:** Public Works has completed implementation of key software systems. NexGen Work Order Management Software (Phase 2) was rolled out to improve the overall staff usage and user experience, add enhancements with GIS, and improve reporting capabilities of the NexGen Work Order software. The Assetworks Fleet Management software launched in spring 2024 after thorough data refinement and testing. Assetworks will greatly help the Fleet division in gaining efficiencies in management of the City's fleet assets, improve reporting tools and data management, which will increase transparency between the Equipment Management Division and its client departments over vehicle and equipment maintenance and replacement costs and repair status.
- ▶ **Fleet Electrification:** Public Works has replaced 33 conventional fossil fuel vehicles with all electric vehicles. The Department has also developed the Electric Mobility Roadmap, including adding 10 e-bikes to the City Fleet inventory.

Capital Improvement Program (CIP)

This section summarizes the City's Five-Year Capital Improvement Program (CIP) for FY 2025-2029 and the projects proposed as part of the FY 25 & FY 26 Biennial Budget. Additional detailed information regarding the projects identified within the CIP is available in a separate document forthcoming at the June 4, 2024 Council Meeting titled "City of Berkeley's Proposed FY 2025 -FY 2029 Capital Improvement Program."

Capital Project Definition

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 or other infrastructure assets. It usually requires a large investment of funding and staff resources. 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.

Capital Improvement Program and Capital Budget

In conjunction with the biennial budget process, the City of Berkeley prepares a Capital Improvement Program (CIP) that identifies anticipated projects and corresponding expenditures over a five-year timeframe. The CIP 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 spending 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 2025 Capital Budget does not include capital project budgets which have 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 is a planning and budgetary management tool and subject to annual re-evaluation to reflect Council priorities, community needs and funding opportunities and challenges.

City Inventory of Assets

A CIP is necessary as the City has an extensive portfolio of capital assets and infrastructure. 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.

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
- ▶ 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.

Program 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:

- ▶ Camps,
- ▶ City Facilities,
- ▶ Equipment & Fleet,
- ▶ Information Technology,
- ▶ Other Infrastructure,
- ▶ Parks,
- ▶ Sanitary Sewers,
- ▶ Sidewalks,
- ▶ Storm Water System,
- ▶ Streets,
- ▶ Transportation, and
- ▶ Waterfront.

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 25, 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.

Overview of Five-Year CIP and Unfunded Needs

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.

Capital project funding comes from various sources including the discretionary General Fund (including the CIP Fund), as well as sources with spending and use restrictions comprising a number of special revenue funds, enterprise funds, grants and bonds. The City uses outside funding sources to the greatest extent possible.

The five-year (FY 25 – FY 29) CIP Total is \$348.4 million. Enterprise Funds comprise 39% of the CIP (\$135.2 million), General Fund and CIP Fund covers 26% of the CIP (\$88.9 million), Special Revenue Funds is 18% (\$64.2 million), other Capital Project Funds is 2% (\$7 million), Internal Service Funds comprise 13% (\$45.9 million), and Other One-Time Funding/Grants is 2% (\$7.3 million).

The City has a number of major infrastructure project needs that are not addressed in the capital plan. 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 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 are anticipated to reach a five-year total of around \$1.65 billion from FY 2025 to FY 2029.

General Fund (011) and the CIP Fund (501)

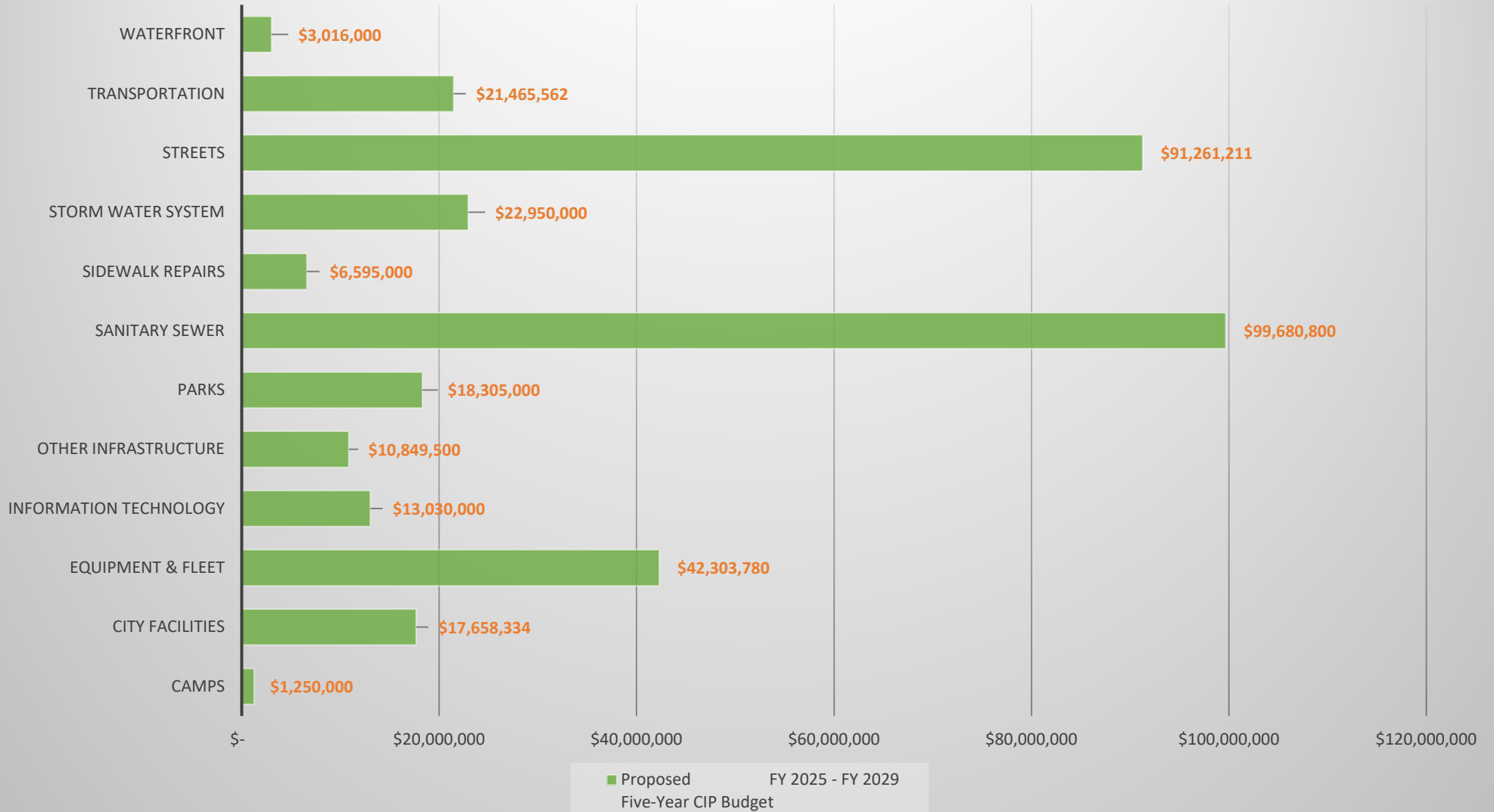
The most discretionary funding sources for the Capital Improvement Program is the General Fund and the CIP Fund. The primary source of funding for the Capital Improvement Program Fund (CIP Fund) is an annual transfer from the City's General Fund to the CIP Fund. The City's General Fund consists of general purpose revenues that may be used for any general government purpose at the discretion of Council. For approximately the last decade, the General Fund fiscal year allocation to the CIP Fund has hovered between \$5.4 million to \$4.9 million (with the exception in FY 21 when the allocation was decreased due to ongoing economic impacts associated with coronavirus pandemic) without any increases to account for inflationary factors. Due to an increase in the excess Property Transfer Tax, in FY 2023 and FY 2024, the Capital Improvement Program received an infusion of one-time increase in funding. The previous biennial budget dramatically increased the General Fund baseline allocation via the CIP Fund to facilities, Parks, Recreation & Waterfront (PRW), and street maintenance while still supporting sidewalk repairs and general transportation needs, including traffic calming devices. The typical

annual CIP Fund baseline is about \$4.03 million (this does not include baseline personnel). In FY 2023, this funding was increased to \$11.03 million and in FY 2024, it was increased to \$15.3 million.

For the FY 2025 and FY 2026 Biennial Budget, the current proposed CIP Fund totals \$38 million (FY 2025 is \$17 million and FY 2026 is \$21 million). This includes the over \$8 million for Streets paving following the Council Fiscal Policy. However, these proposed amounts also include projects that do not have established funding sources and are currently under consideration for General Fund and/or CIP Fund funding in the FY 2025 and FY 2026 Biennial Budget Process are listed below.

Project Title	FY 2025	FY 2026
Cazadero Riverbed Erosion	\$300,000	\$500,000
Data Center CoLocation or lift/ Shift to Cloud	\$1,100,000	\$1,100,000
Infrastructure Vulnerability Scanner	\$60,000	\$60,000
Upgrade to Microsoft G5	\$500,000	\$0
ADA Transition Plan Implementation	\$250,000	\$500,000
Re-Deck F & G Dock	\$0	\$500,000
Adeline/Alcatraz Right-of-Way Landscaping	\$0	\$400,000
Codornices Playground (Design)	\$0	\$3,150,000
Glendale La Loma Park (2-5 & 5-12 Play Structure + ADA)	\$0	\$250,000
James Kenney Restroom ADA	\$0	\$160,000
Santa Fe Right-of-Way	\$0	\$250,000
Shorebird Playground (Design)	\$0	\$175,000
Codornices Creek Restoration at 9 th Street	\$200,000	\$200,000
Codornices Creek Restoration between UPRR & Caltrans	\$400,000	\$400,000
199 Seawall Beam/Piling	\$0	\$766,000
South Cove Seawall Replacement	\$500,000	\$0

**Proposed FY 2025 - FY 2029
Five-Year CIP Budget
Total \$348.4 Million**



FY 2025 - FY 2029

Capital Improvement Program by Funding Source

CIP Total Budget **\$402,126,346**
FY 2025 - FY 2029
Five-Year Budget **\$348,365,187**

Fund	Prior Fiscal Years	FY 2024 Current Budget	FY 2025 Capital Budget	FY 2026 Capital Budget	FY 2027 Planned Budget	FY 2028 Planned Budget	FY 2029 Planned Budget	Project Totals	FY 2025 - FY 2029 Five-Year Budget
011 - GEN FUND	\$148,810	\$1,176,206	\$140,000	-	-	-	\$55,000	\$1,520,016	\$195,000
125 - PLAYGROUND CAV -	-	-	\$50,000	\$50,000	\$300,000	\$300,000	\$300,000	\$1,000,000	\$1,000,000
127 - ST TRNS TX	\$206,848	\$341,000	\$6,000,302	\$2,750,303	\$3,840,303	\$2,470,303	\$2,470,303	\$18,079,362	\$17,531,514
130 - B-STR RD	-	\$310,608	\$1,000,000	-	-	-	-	\$1,310,608	\$1,000,000
131 - B-BIKE PED	-	\$746,401	-	-	-	-	-	\$746,401	\$0
133 - F-ALA VRF	\$22,020	-	\$255,000	\$255,000	\$255,000	\$255,000	\$255,000	\$1,297,020	\$1,275,000
134 - BB-STR RD	\$653,787	\$3,216,171	\$6,653,807	\$4,880,231	\$4,030,000	\$3,880,000	\$3,880,000	\$27,193,996	\$23,324,038
135 - BB-BIK PED	\$120,960	\$369,416	\$180,000	-	-	-	-	\$670,376	\$180,000
138 - PARKS TAX	-	\$457,000	\$3,565,000	\$3,590,000	\$1,110,000	\$1,130,000	\$1,150,000	\$11,002,000	\$10,545,000
142 - ST LGHTNG	\$919,971	\$12,370	\$350,000	\$630,000	\$200,000	\$680,000	\$200,000	\$2,992,341	\$2,060,000
147 - UC SETTLEM	\$80,851	\$1,544,997	\$628,700	\$1,463,161	\$1,507,056	\$1,552,268	\$1,598,836	\$8,375,869	\$6,750,021
149 - PRIV SDWLK	-	-	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$500,000
305 - CA GRNT-FD	\$804,573	\$7,530,427	\$125,000	\$625,000	\$600,000	\$150,000	-	\$9,835,000	\$1,500,000
306 - CA GRNT-ST	\$201,338	\$2,022,828	\$173,703	-	-	-	-	\$2,397,869	\$173,703
307 - CA GRNT-LC	\$173,742	\$635,258	\$300,000	\$300,000	-	-	-	\$1,409,000	\$600,000
336 - 1TIME GR	\$459,945	\$1,597,196	\$40,000	-	-	-	-	\$2,097,141	\$40,000
339 - MTC	\$78,627	\$25,152	\$150,000	-	-	-	-	\$253,779	\$150,000
340 - FEMA	\$53,756	\$252,644	-	-	-	-	-	\$306,400	\$0
344 - CALTRANS G	-	-	\$4,870,000	-	-	-	-	\$4,870,000	\$4,870,000
501 - CIP	\$308,017	\$5,867,350	\$16,952,200	\$21,022,816	\$17,374,070	\$18,249,193	\$15,102,418	\$94,876,064	\$88,700,697
506 - M-ST/WTR-C	\$204,961	\$500,000	-	-	-	-	-	\$704,961	\$0
511 - T1-CAPITAL	\$454,024	\$17,404,250	\$3,908,334	\$3,000,000	-	-	-	\$24,766,608	\$6,908,334
601 - ZERO WASTE	-	-	\$3,400,000	\$3,600,000	\$2,400,000	\$2,400,000	\$2,400,000	\$14,200,000	\$14,200,000
606 - COASTAL CO	-	\$936,000	-	-	-	-	-	\$936,000	\$0
608 - MARINA OPE	-	\$612,978	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$2,362,978	\$1,750,000
611 - SANITARY S	-	\$50,969	\$12,624,500	\$30,271,300	\$20,185,000	\$18,950,000	\$17,650,000	\$99,731,769	\$99,680,800
616 - CLEAN STOR	\$360,776	\$2,898,932	\$5,562,800	\$3,825,000	\$4,100,000	\$2,900,000	\$3,150,000	\$22,797,508	\$19,537,800
671 - EQ REPLACE	-	-	\$7,058,450	\$10,244,456	\$6,942,896	\$10,911,192	10736286	\$45,893,280	\$45,893,280
Grand Total	\$5,253,006	\$48,508,153	\$74,437,796	\$86,957,267	\$63,294,325	\$64,277,956	\$59,397,843	\$402,126,346	\$348,365,187

FY 2025 - FY 2029
Capital Improvement Program by Department

CIP Total Budget	\$402,126,345
FY 2025 - FY 2029	
Five-Year Budget	\$348,365,187

Responsible Department	Prior Fiscal Years	FY 2024 Current Budget	FY 2025 Capital Budget	FY 2026 Capital Budget	FY 2027 Planned Budget	FY 2028 Planned Budget	FY 2029 Planned Budget	Project Totals	FY 2025 - FY 2029 Five-Year Budget
Information Technology	-	-	\$1,715,000	\$1,660,000	\$3,725,000	\$4,550,000	\$1,380,000	\$13,030,000	\$13,030,000
Parks, Recreation and Waterfront	\$1,141,024	\$21,492,105	\$9,023,334	\$12,991,000	\$2,110,000	\$2,130,000	\$2,150,000	\$51,037,463	\$28,404,334
Public Works	\$4,111,980	\$27,016,049	\$63,699,462	\$72,306,267	\$57,459,325	\$57,597,956	\$55,867,843	\$338,058,882	\$306,930,853
Grand Total	\$5,253,004	\$48,508,154	\$74,437,796	\$86,957,267	\$63,294,325	\$64,277,956	\$59,397,843	\$402,126,345	\$348,365,187

Staffing

- ▶ FY 2025 and FY 2026 Proposed Budget funds 1,742 full-time equivalent positions (FTE)
- ▶ Largest departments include Public Works (350 FTE), Police (303 FTE), HHCS (247 FTE) and Fire (200 FTE).
- ▶ General Fund pays for 781 FTE (45% of all positions) in FY 2025 and FY 2026

The FY 2025 Proposed Budget includes funding for 1,742 full-time equivalent (FTE) positions. Public Works (350 FTE), Police (303 FTE) and Health Housing & Community Services (“HHCS”) with approximately 247 FTE are the three departments with the greatest number of employees.

The total summary staffing by department this biennial budget reflects the total benefitted, career full-time and/or part-time equivalent positions and now excludes the hourly, non-benefitted positions in the total staffing count. In this regard, the previous fiscal years’ count has been adjusted to match the new format.

Compared to FY 2024 Adopted Budget, FY 2025 staffing increases by 35 FTE. This growth is primarily within the Library Department (14 FTE), which is undertaking a reorganizational effort to enhance services; the HHCS (9 FTE) and Public Works (8 FTE).

In FY 2025 and FY 2026, the portion of staff allocated to the General Fund is approximately 781 positions, or 45%, of total FTE count while all other funds represent 961, or 55%, of the remaining positions.

This section includes several charts pertaining to staffing including: (1) a high-level summary of staffing by department; (2) a five-year snapshot of staffing position by department with position detail; (3) historical staffing trends by department and (4) staffing by funding source.

Summary Staffing by Department

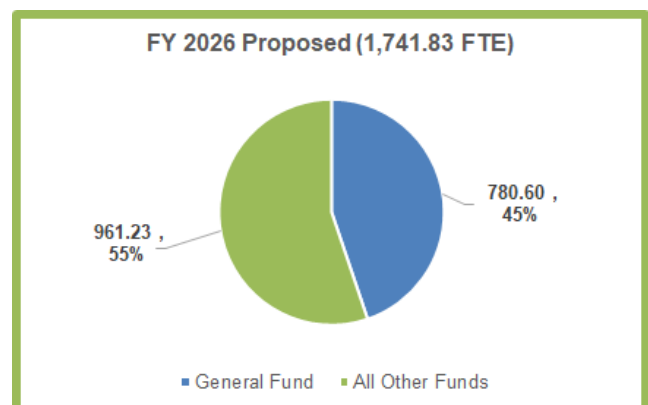
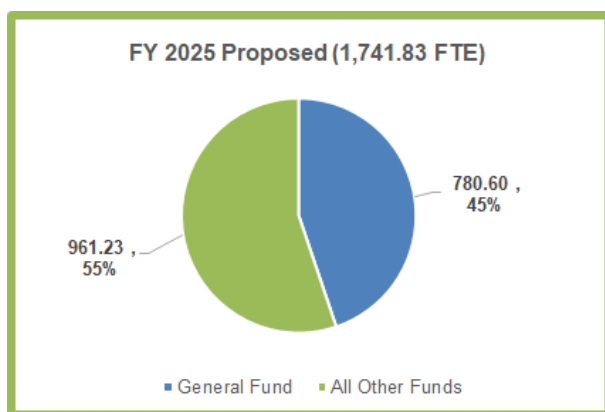
	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
City Attorney	15.00	15.00	17.00	17.00	17.00	17.00
City Auditor	13.75	13.50	14.75	15.75	15.75	15.75
City Clerk	10.00	10.00	10.00	10.00	10.00	10.00
City Manager	46.50	47.50	53.50	54.50	56.00	56.00
Economic Development	0.00	0.00	0.00	0.00	0.00	0.00
Finance	50.00	51.00	56.00	56.00	56.00	56.00
Fire Department	153.00	153.00	203.00	205.00	200.00	200.00
Health, Housing & Community Services	216.90	220.10	225.10	238.20	247.20	247.20
Human Resources	22.00	22.00	22.00	26.00	26.00	26.00
Information Technology	46.00	47.00	52.00	51.00	51.00	51.00
Library	111.10	114.85	114.85	118.60	133.05	133.05
Mayor and Council	15.00	15.00	19.00	19.00	23.00	23.00
Office of the Director of Police Accountability*	0.00	4.00	5.00	6.00	6.00	6.00
Parks, Recreation & Waterfront	104.25	107.25	113.00	113.00	113.00	113.00
Planning & Development	94.70	100.33	106.04	108.04	108.89	108.89
Police Department	279.00	281.00	302.00	302.00	303.00	303.00
Police Review Commission*	3.00	0.00	0.00	0.00	0.00	0.00
Public Works	322.00	323.00	340.00	341.94	349.94	349.94
Rent Stabilization Board	22.35	24.55	23.55	25.00	26.00	26.00
Full Time Equivalent Employee (FTE) Total	1524.55	1549.08	1676.79	1707.03	1741.83	1741.83

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

FY 2025 & FY 2026 Staffing by Funding Source

The following table represents the proposed staffing by funding source. Approximately 45% of the total positions in FY 2025 and 2026 are funded by General Fund and 55% from all other funds as indicated in the charts below.

Department	FY 2025 Total FTE	FY 2025 General Fund FTE	FY 2025 All Other Funds FTE	FY 2026 Total FTE	FY 2026 General Fund FTE	FY 2026 All Other Funds FTE
City Attorney	17.00	17.00	-	17.00	17.00	-
City Auditor	15.75	15.25	0.50	15.75	15.25	0.50
City Clerk	10.00	9.43	0.57	10.00	9.43	0.57
City Manager	56.00	54.12	1.88	56.00	54.12	1.88
Finance	56.00	47.00	9.00	56.00	47.00	9.00
Fire Department	200.00	161.15	38.85	200.00	161.15	38.85
Health, Housing & Community Services	247.20	80.44	166.76	247.20	80.44	166.76
Human Resources	26.00	17.20	8.80	26.00	17.20	8.80
Information Technology	51.00	-	51.00	51.00	-	51.00
Library	133.05	-	133.05	133.05	-	133.05
Mayor and Council	23.00	23.00	-	23.00	23.00	-
Office of the Director of Police Accountability	6.00	6.00	-	6.00	6.00	-
Parks, Recreation & Waterfront	113.00	25.84	87.16	113.00	25.84	87.16
Planning & Development	108.89	16.59	92.30	108.89	16.59	92.30
Police Department	303.00	282.00	21.00	303.00	282.00	21.00
Public Works	349.94	25.58	324.36	349.94	25.58	324.36
Rent Stabilization Board	26.00	-	26.00	26.00	-	26.00
Total	1,741.83	780.60	961.23	1,741.83	780.60	961.23



FY 2025 and FY 2026 Position Summary by Department

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
City Attorney's Office						
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Assistant to the City Attorney	0.00	1.00	1.00	1.00	1.00	1.00
City Attorney	1.00	0.00	1.00	1.00	1.00	1.00
Deputy City Attorney III	7.00	7.00	8.00	0.00	0.00	0.00
Deputy City Attorney IV	0.00	0.00	0.00	8.00	8.00	8.00
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	3.00	3.00	3.00	3.00	3.00	3.00
Total City Attorney	15.00	15.00	17.00	17.00	17.00	17.00
City Auditor's Office						
Accounting Office Specialist III	1.75	1.50	1.75	0.00	0.00	0.00
Accounting Technician	2.00	2.00	2.00	3.75	3.75	3.75
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Audit Manager	1.00	1.00	1.00	2.00	3.00	3.00
Auditor I	1.00	1.00	1.00	1.00	1.00	1.00
Auditor II	3.00	2.00	2.00	2.00	2.00	2.00
Auditor II ***	0.00	0.00	1.00	1.00	1.00	1.00
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	3.00	3.00	3.00	2.00	2.00
Total City Auditor's Office	13.75	13.50	14.75	15.75	15.75	15.75
City Clerk's Office						
Assistant City Clerk	3.00	3.00	3.00	3.00	4.00	4.00
Assistant Management Analyst	1.00	1.00	1.00	1.00	0.00	0.00
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	0.00	0.00
Office Specialist III	2.00	2.00	2.00	2.00	4.00	4.00
Records Assistant	1.00	1.00	1.00	1.00	0.00	0.00
Total City Clerk's Office	10.00	10.00	10.00	10.00	10.00	10.00
City Manager's Office						
Accounting Office Specialist III	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	3.00	3.00	3.00	3.00
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	4.00	4.00
Animal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Assistant to the City Manager	3.00	3.00	4.00	4.00	3.00	3.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Assistant to the City Manager **	0.00	0.00	1.00	1.00	1.00	1.00
Associate Management Analyst	3.00	2.00	1.00	1.00	0.00	0.00
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
Civic Arts Coordinator	1.00	1.00	3.00	2.00	2.00	2.00
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
Communications Specialist	0.00	0.00	1.00	1.00	2.00	2.00
Community Development Project Coordinator	1.00	1.00	0.00	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	2.00	1.00	1.00	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	3.00	3.00	3.00	3.00	3.00
Diversity, Equity and Inclusion (DEI) Officer	0.00	0.00	0.00	0.00	1.00	1.00
Economic Development Project Coordinator	2.00	2.00	2.00	2.00	2.00	2.00
Health Services Program Specialist	0.00	1.00	0.00	0.00	0.00	0.00
Homeless Services Coordinator	0.00	0.00	1.00	1.00	1.00	1.00
Manager of Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
Office Specialist II	2.00	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
Program Manager II	0.00	0.00	0.00	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 Economic Development Project Coordinator	0.00	0.00	1.00	1.00	1.00	1.00
Senior Management Analyst	5.00	5.00	5.00	5.00	6.00	6.00
Social Services Specialist	0.00	1.00	2.00	2.00	2.00	2.00
Total City Manager's Office	46.50	47.50	53.50	54.50	56.00	56.00
Finance Department						
Accountant I	1.00	1.00	1.00	1.00	1.00	1.00
Accountant II	3.00	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	7.00	9.00	9.00	9.00	9.00
Accounting Office Specialist III	4.00	4.00	4.00	4.00	4.00	4.00
Accounting Office Specialist Supervisor	3.00	3.00	4.00	4.00	4.00	4.00
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

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director of Finance	0.00	0.00	1.00	1.00	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	0.00	0.00	0.00	0.00
General Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	1.00	1.00	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	1.00	1.00	1.00	1.00	1.00	1.00
Revenue Development Specialist I	2.00	2.00	4.00	4.00	4.00	4.00
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	1.00	1.00	1.00	1.00
Systems Accountant	1.00	1.00	1.00	1.00	1.00	1.00
Treasury Manager	1.00	1.00	1.00	1.00	1.00	1.00
Total Finance Department	50.00	51.00	56.00	56.00	56.00	56.00
Fire Department						
Accounting Office Specialist II	0.00	0.00	1.00	1.00	1.00	1.00
Accounting Office Specialist III	4.00	4.00	4.00	4.00	4.00	4.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	3.00	3.00	3.00	3.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	2.00	2.00	4.00	3.00	3.00	3.00
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Associate Management Analyst	1.00	1.00	2.00	2.00	2.00	2.00
Battalion Chief	3.00	3.00	3.00	3.00	3.00	3.00
Communications Specialist	0.00	0.00	1.00	1.00	0.00	0.00
Deputy Fire Chief	1.00	1.00	1.00	2.00	2.00	2.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00
Emerg. Medical Svcs. Qual. Improv. & Educ. Coord.	0.00	0.00	1.00	1.00	1.00	1.00
Emergency Services Coordinator	3.00	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	31.00	31.00	33.00	33.00	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	8.00	8.00	8.00	8.00
Fire Prevention Inspector (Civilian)	2.00	2.00	0.00	0.00	0.00	0.00
Firefighter	54.00	54.00	57.00	57.00	42.00	42.00
Limited Term Emergency Medical Technician	0.00	0.00	12.00	12.00	10.00	10.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Office Specialist II	2.00	2.00	2.00	2.00	2.00	2.00
Office Specialist III	1.00	1.00	2.00	2.00	2.00	2.00
Paramedic	0.00	0.00	18.00	18.00	31.00	31.00
Paramedic Supervisor I	6.00	6.00	7.00	7.00	7.00	7.00
Principal Program Manager	0.00	0.00	0.00	1.00	1.00	1.00
Program Manager II	0.00	0.00	0.00	1.00	1.00	1.00
Total Fire Department	153.00	153.00	203.00	205.00	200.00	200.00
Health, Housing & Community Services						
Accounting Office Specialist III	3.00	3.00	3.00	3.00	3.00	3.00
Accounting Office Specialist Supervisor	0.00	1.00	1.00	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	0.00	0.00	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	6.00	6.00	5.00	5.00	10.00	10.00
Assistant Mental Health Clinician	3.00	3.00	2.00	1.00	1.00	1.00
Associate Management Analyst	5.00	5.00	7.00	9.00	9.00	9.00
Associate Planner	1.00	1.00	1.00	0.00	0.00	0.00
Behavioral Health Clinician I	5.00	6.00	8.00	8.00	8.00	8.00
Behavioral Health Clinician II	25.50	24.50	26.00	25.00	27.00	27.00
Building Inspector I (Cert)	1.00	1.00	1.00	1.00	1.00	1.00
Community Development Project Coordinator	6.00	6.00	6.00	8.00	8.00	8.00
Community Development Project Coordinator **	0.00	0.00	1.00	1.00	1.00	1.00
Community Health Worker	1.00	1.00	1.00	1.00	1.00	1.00
Community Health Worker Specialist	10.00	10.00	9.00	9.00	9.00	9.00
Community Service Specialist I	6.50	4.50	3.00	2.00	2.00	2.00
Community Services Specialist II	8.00	8.00	11.00	13.00	13.00	13.00
Community Services Specialist II **	0.00	0.00	1.00	1.00	1.00	1.00
Community Services Specialist III	4.00	6.00	5.00	8.00	9.00	9.00
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	0.00	0.00	0.00	0.00	0.00
Environmental Health Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Epidemiologist	1.00	3.00	3.00	2.00	2.00	2.00
Health Educator	0.00	0.00	0.00	0.00	2.00	2.00
Health Nutrition Program Coordinator	1.00	1.00	2.00	2.00	1.00	1.00
Health Officer (Certified)	1.00	1.00	1.00	1.00	1.00	1.00
Health Services Program Specialist	8.00	8.00	9.00	9.00	6.00	6.00
Health Services Supervisor	2.00	1.00	1.00	1.00	1.00	1.00
Homeless Services Coordinator	1.00	1.00	0.00	0.00	0.00	0.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
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	0.00	0.00
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	0.00	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	7.00	8.00	8.40	9.00	9.00	9.00
Mental Health Nurse	4.50	5.20	3.50	5.50	5.50	5.50
Mental Health Program Supervisor	4.00	4.00	4.00	4.00	6.00	6.00
Mid-Level Practitioner	1.10	1.10	0.60	0.60	0.60	0.60
Mini Bus Driver	2.00	2.00	2.00	2.00	2.00	2.00
Nutritionist	0.50	0.50	1.50	1.50	1.50	1.50
Office Specialist II	19.00	18.00	18.00	17.00	17.00	17.00
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	1.00	1.00	0.00	0.00
Principal Program Manager	0.00	0.00	0.00	0.00	1.00	1.00
Program Manager II	0.00	0.00	0.00	1.00	2.00	2.00
Psychiatrist	2.00	2.75	1.75	1.75	1.75	1.75
Public Health Nurse	8.75	9.00	7.00	7.00	7.00	7.00
Registered Environmental Health Specialist	6.00	6.00	6.00	6.00	6.00	6.00
Registered Nurse	2.00	2.00	1.80	1.80	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	2.00	3.00	3.00	3.00
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	0.00	0.00	1.00	1.00
Senior Health Services Program Specialist	4.80	4.80	5.80	5.00	5.00	5.00
Senior Management Analyst	2.00	3.00	4.00	6.00	6.00	6.00
Senior Nutrition Program Supervisor	0.00	0.00	0.00	0.80	0.80	0.80
Senior Service Assistant	4.75	4.75	4.75	5.25	5.25	5.25
Social Services Specialist	11.00	11.00	10.00	13.00	13.00	13.00
Supervising Mental Health Nurse	0.00	0.00	1.00	1.00	1.00	1.00
Supervising Psychiatrist	1.00	1.00	1.00	1.00	1.00	1.00
Supervising Public Health Nurse	2.00	2.00	2.00	2.00	2.00	2.00
Transportation Services Coordinator	0.50	1.00	1.00	1.00	1.00	1.00
Vector Control Technician	1.00	1.00	1.00	1.00	1.00	1.00
Total Health, Housing & Community Services	216.90	220.10	225.10	238.20	247.20	247.20

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Human Resources						
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Analyst	1.00	1.00	1.00	2.00	1.00	1.00
Associate Human Resources Analyst	4.00	4.00	4.00	6.00	5.00	5.00
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	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	4.00	4.00	4.00	5.00	5.00	5.00
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	2.00	2.00	2.00	2.00	2.00	2.00
Senior Human Resources Analyst	2.00	2.00	2.00	2.00	4.00	4.00
Training Officer	1.00	1.00	1.00	1.00	1.00	1.00
Total Human Resources	22.00	22.00	22.00	26.00	26.00	26.00
Information Technology						
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	0.00	0.00	1.00	1.00	1.00	1.00
Applications Programmer/Analyst I	0.00	1.00	2.00	2.00	2.00	2.00
Applications Programmer/Analyst II	14.00	14.00	14.00	14.00	14.00	14.00
Customer Service Specialist III	9.00	9.00	10.00	10.00	10.00	10.00
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
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	4.00	4.00	4.00	4.00	4.00	4.00
Information Systems Support Technician	2.00	2.00	3.00	2.00	2.00	2.00
Program Manager II	0.00	0.00	0.00	1.00	1.00	1.00
Senior Information Systems Specialist	4.00	4.00	5.00	5.00	5.00	5.00
Senior Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Senior Systems Analyst	5.00	5.00	5.00	4.00	4.00	4.00
Total Information Technology	46.00	47.00	52.00	51.00	51.00	51.00
Library Services						
Accounting Office Specialist III	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 Secretary	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	3.00	3.00	2.00	1.00	1.00	1.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Associate Human Resources Analyst	1.00	1.00	1.00	0.00	0.00	0.00
Associate Management Analyst	0.00	1.00	1.00	2.00	2.00	2.00
Building Maintenance Mechanic	2.00	2.00	2.00	2.00	2.00	2.00
Circulation Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Communication Specialist	0.00	0.00	0.00	0.00	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	2.00	2.00	2.00
Librarian I/II	21.30	22.30	22.80	25.80	26.50	26.50
Library Aide	13.00	13.50	14.00	13.00	18.75	18.75
Library Assistant	14.25	14.25	14.25	15.25	19.75	19.75
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	13.80	13.80	13.55	15.05	15.05
Mail Services Aide	2.00	2.00	2.00	2.00	2.00	2.00
Program Manager II	0.00	0.00	0.00	1.00	1.00	1.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	0.00	0.00	0.00	1.00	1.00	1.00
Senior Information System Specialist	0.00	0.00	0.00	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	1.00	1.00	1.00	1.00	1.00
Supervising Librarian	8.00	8.00	8.00	8.00	9.00	9.00
Supervising Library Assistant	9.00	9.00	9.00	9.00	9.00	9.00
Tool Lending Specialist	3.00	3.00	3.00	3.00	3.00	3.00
Total Library Services	111.10	114.85	114.85	118.60	133.05	133.05
Mayor & Council						
Assistant to Mayor	3.00	3.00	3.00	3.00	4.00	4.00
Legislative Aides	12.00	12.00	16.00	16.00	19.00	19.00
Total Mayor And Council	15.00	15.00	19.00	19.00	23.00	23.00
Office of the Director of Police Accountability*						
Associate Management Analyst	0.00	0.00	2.00	2.00	3.00	3.00
Director of Police Accountability	0.00	1.00	1.00	1.00	1.00	1.00
Office Specialist III	0.00	1.00	1.00	1.00	0.00	0.00
Police Review Commission Officer	0.00	1.00	0.00	0.00	0.00	0.00
Police Accountability Investigator	0.00	1.00	1.00	2.00	2.00	2.00
Total Office of the Director of Police Accountability	0.00	4.00	5.00	6.00	6.00	6.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Parks Recreation & Waterfront						
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	0.00	0.00	0.00	0.00
Assistant Aquatics Coordinator	0.00	0.00	1.00	1.00	1.00	1.00
Assistant Civil Engineer (Reg)	1.00	2.00	2.00	2.00	2.00	2.00
Assistant Management Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Recreation Coordinator	6.00	6.00	8.00	10.00	9.00	9.00
Associate Civil Engineer	2.00	3.00	3.00	4.00	4.00	4.00
Associate Management Analyst	1.00	1.00	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	1.00	2.00	2.00	2.00	2.00	2.00
Capital Improvements Program Manager	1.00	1.00	1.00	0.00	0.00	0.00
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	2.00	2.00	2.00
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	16.00	16.00	16.00	16.00
Landscape Gardener Supervisor	5.00	5.00	5.00	5.00	5.00	5.00
Marina Assistant	3.00	3.00	3.00	1.00	2.00	2.00
Office Specialist II	2.00	2.00	4.00	1.00	1.00	1.00
Office Specialist III	0.00	0.00	0.00	2.00	2.00	2.00
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	5.75	5.75	3.00	2.00	2.00	2.00
Recreation Coordinator	6.00	6.00	7.00	7.00	7.00	7.00
Recreation Program Supervisor	3.00	3.00	3.00	4.00	4.00	4.00
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	4.00	4.00	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

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Sports Official	2.00	2.00	2.00	2.00	2.00	2.00
Supervising Civil Engineer	1.00	1.00	2.00	2.00	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
Total Parks, Recreation & Waterfront	104.25	107.25	113.00	113.00	113.00	113.00
Planning & Development Department						
Accounting Office Specialist II	1.00	1.00	3.00	2.00	2.00	2.00
Accounting Office Specialist III	3.00	3.00	3.00	3.00	3.00	3.00
Accounting Office Specialist Supervisor	0.00	0.00	1.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Building & Safety Manager	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	2.00	2.00	2.00	2.00	2.00
Assistant Inspector	0.00	0.00	0.00	1.00	1.00	1.00
Assistant Planner	6.00	6.00	7.00	7.00	7.00	7.00
Associate Management Analyst	3.00	3.00	3.00	3.00	3.00	3.00
Associate Planner	6.00	5.00	6.00	6.00	6.00	6.00
Associate Planner **	0.00	0.00	1.00	1.00	1.00	1.00
Building and Safety Manager	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector I (certified)	2.00	4.00	2.00	2.00	2.00	2.00
Building Inspector II (certified)	6.00	7.00	6.00	6.00	6.00	6.00
Building Plans Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Building Plans Examiner	4.00	2.00	2.94	2.94	2.94	2.94
Community Services Specialist I	1.60	1.35	2.00	2.00	2.00	2.00
Community Services Specialist II	2.75	3.75	3.75	3.75	3.60	3.60
Community Services Specialist III	2.85	2.85	2.80	2.80	2.80	2.80
Deputy Director of Planning	0.00	0.00	1.00	1.00	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	0.00	0.00	0.00
Engineering Inspector	1.00	0.00	0.00	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	0.00	0.00	1.00	1.00	1.00	1.00
Hazardous Material Specialist II	4.00	4.00	3.00	3.00	3.00	3.00
Housing Inspector I (Certified)	0.00	0.00	1.00	1.00	1.00	1.00
Housing Inspector II (Certified)	5.00	6.00	2.00	2.00	2.00	2.00
Housing Inspector Supervisor	1.00	2.00	2.00	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	7.50	7.50	7.75	7.75	7.75	7.75
Office Specialist III	2.00	3.00	3.00	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	4.00	3.00	3.00	3.00	3.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Planning Technician **	0.00	0.00	1.00	1.00	1.00	1.00
Principal Planner	4.00	4.00	5.00	5.00	5.00	5.00
Program Manager II	0.00	0.00	0.00	1.00	1.00	1.00
Program Manager II***	0.00	0.00	0.00	1.00	1.00	1.00
Resilient Buildings Program Manager	1.00	0.88	0.80	0.80	0.80	0.80
Senior Building Inspector	2.00	2.00	2.00	2.00	3.00	3.00
Senior Building Plans Engineer	2.00	2.00	2.00	2.00	2.00	2.00
Senior Building Plans Examiner	2.00	2.00	2.00	2.00	2.00	2.00
Senior Housing Inspector	0.00	0.00	1.00	2.00	2.00	2.00
Senior Permit Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Senior Planner	5.00	5.00	6.00	6.00	6.00	6.00
Supervising Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Total Planning & Development Department	94.70	100.33	106.04	108.04	108.89	108.89
Police Department						
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	4.00	4.00	4.00	4.00
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00
Community Service Officer	19.00	21.00	21.00	21.00	21.00	21.00
Community Service Officer **	0.00	0.00	6.00	6.00	6.00	6.00
Community Service Officer Supervisor	4.00	4.00	4.00	4.00	4.00	4.00
Community Service Officer Supervisor **	0.00	0.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	3.00	3.00	2.00	2.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Police Chief	0.00	0.00	0.00	0.00	1.00	1.00
Office Specialist II	5.00	5.00	5.00	5.00	5.00	5.00
Office Specialist III	6.00	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	22.00	22.00	22.00	22.00
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	136.00	135.00	135.00	135.00	135.00	135.00
Police Sergeant	31.00	32.00	32.00	32.00	32.00	32.00
Principal Program Manager	0.00	0.00	0.00	0.00	1.00	1.00
Public Safety Dispatcher I & II	28.00	28.00	36.00	36.00	36.00	36.00
Supervising Public Safety Dispatcher	4.00	4.00	5.00	5.00	5.00	5.00
Total Police Department	279.00	281.00	302.00	302.00	303.00	303.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Police Review Commission*						
Office Specialist III	1.00	0.00	0.00	0.00	0.00	0.00
Police Review Commission Officer	1.00	0.00	0.00	0.00	0.00	0.00
PRC Investigator	1.00	0.00	0.00	0.00	0.00	0.00
Total Police Review Commission	3.00	0.00	0.00	0.00	0.00	0.00
Public Works						
Accounting Office Specialist II	1.00	1.00	2.00	1.00	2.00	2.00
Accounting Office Specialist III	5.00	5.00	4.00	5.00	5.00	5.00
Accounting Office Specialist Supervisor	0.00	0.00	1.00	1.00	1.00	1.00
ADA Program Coordinator	0.00	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	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 Secretary	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Civil Engineer (Reg)	5.00	5.00	5.00	5.00	5.00	5.00
Assistant Management Analyst	5.00	5.00	6.00	5.00	6.00	6.00
Assistant Planner	2.00	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	2.00	2.00	2.00	2.00	2.00	2.00
Associate Civil Engineer	10.00	10.00	9.00	9.00	10.00	10.00
Associate Management Analyst	4.00	4.00	5.00	5.00	5.00	5.00
Associate Planner	2.00	2.00	3.00	3.00	3.00	3.00
Associate Planner **	0.00	0.00	1.00	1.00	1.00	1.00
Associate Traffic Engineer	2.00	2.00	2.00	2.00	2.00	2.00
Building Maintenance Mechanic	5.00	5.00	5.00	5.00	5.00	5.00
Building Maintenance Mechanic Trainee	0.00	0.00	1.00	1.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	0.94	0.94	0.94
Chief of Party	2.00	2.00	2.00	2.00	2.00	2.00
Communications Supervisor	0.00	0.00	0.00	0.00	1.00	1.00
Communications Technician	3.00	3.00	3.00	3.00	3.00	3.00
Community Development Project Coordinator	1.00	1.00	2.00	2.00	2.00	2.00
Community Services Specialist I	0.00	0.00	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	1.00	1.00	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	0.00	0.00
Drafting Aide	1.00	1.00	0.00	0.00	0.00	0.00
Drafting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Electrical Parts Technician	1.00	1.00	0.00	1.00	1.00	1.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Electrical Supervisor	0.00	0.00	0.00	0.00	1.00	1.00
Electrician	7.00	7.00	7.00	7.00	7.00	7.00
Engineering Inspector	8.00	9.00	9.00	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	3.00	3.00	7.00	6.00	6.00	6.00
Janitor	7.00	7.00	7.00	8.00	8.00	8.00
Janitor Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Junior Public Works Engineer	1.00	1.00	3.00	3.00	3.00	3.00
Laborer	21.00	21.00	20.00	20.00	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	9.00	9.00	9.00
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	6.00	6.00
Occupational Health & Safety Officer	1.00	1.00	1.00	1.00	2.00	2.00
Office Specialist II	3.00	3.00	5.00	4.00	4.00	4.00
Office Specialist III	4.00	4.00	3.00	4.00	4.00	4.00
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	4.00	4.00	4.00
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	5.00	6.00	7.00	7.00	7.00
Recycling Program Manager	1.00	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	1.00	2.00	3.00	1.00	0.00	0.00
Senior Building Maintenance Supervisor	1.00	1.00	0.00	0.00	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	0.00	0.00
Senior Engineering Inspector	1.00	0.00	0.00	1.00	1.00	1.00
Senior Equipment Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	4.00	4.00	4.00	4.00	6.00	6.00
Senior Field Representative	0.00	0.00	0.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00	2.00	2.00
Senior Public Works Supervisor	2.00	3.00	3.00	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

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Sewer Maintenance Assistant Supervisor	7.00	7.00	7.00	7.00	7.00	7.00
Skilled Laborer	17.00	17.00	21.00	21.00	21.00	21.00
Solid Waste Loader Operator	2.00	2.00	2.00	2.00	2.00	2.00
Solid Waste Supervisor	4.00	4.00	4.00	4.00	5.00	5.00
Solid Waste Truck Driver	33.00	33.00	33.00	33.00	33.00	33.00
Solid Waste Worker	36.00	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	5.00	5.00	5.00
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	7.00	7.00	7.00	7.00	7.00	7.00
Traffic Engineering Assistant	1.00	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	4.00	4.00	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	0.00	1.00	1.00	1.00
Warehouse Operations Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Weighmaster	4.00	4.00	4.00	4.00	4.00	4.00
Welder Mechanic	1.00	1.00	1.00	0.00	0.00	0.00
Total Public Works	322.00	323.00	340.00	341.94	349.94	349.94
Rent Stabilization Board						
Accounting Office Specialist III	1.00	0.00	1.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	0.00	0.00	0.00	1.00	1.00	1.00
Assistant Management Analyst	0.00	0.00	0.00	0.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Associate Planner	0.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist II	6.00	7.00	7.00	7.00	7.00	7.00
Community Services Specialist III	0.80	1.80	0.80	1.00	1.00	1.00
Deputy Director Rent Stabilization Program	1.00	1.00	0.00	0.00	0.00	0.00
General Counsel	0.00	1.00	1.00	1.00	1.00	1.00
Executive Director Rent Board	1.00	1.00	1.00	1.00	1.00	1.00
Legal Secretary	0.80	1.00	1.00	1.00	1.00	1.00
Office Specialist II	4.00	4.00	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	1.00	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	0.75	0.75	0.75	1.00	1.00	1.00

FY 2025 and FY 2026 Position Summary by Department (continued)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Proposed	FY 2026 Proposed
Senior Planner	1.00	1.00	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	0.00	0.00	0.00	0.00	0.00
Total Rent Stabilization Board	22.35	24.55	23.55	25.00	26.00	26.00
Total Authorized FTEs	1524.55	1549.08	1676.79	1707.03	1741.83	1741.83

Notes:

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

** Project Based Position (not to exceed 3 years)

*** Project Based Position (not to exceed 2 years)

FY 2025 COMMUNITY AGENCY ALLOCATIONS BY SERVICE TYPE

Funding by Category	General Funds	Federal Funds	Other Funds	All Sources
Arts	\$586,652	\$0	\$0	\$586,652
Childcare	472,681	-	13,275	\$485,956
Community Facilities Improvements	-	226,685	-	\$226,685
Community Media	267,710	-	17,500	\$285,210
Disability Programs	85,592	-	1,653,260	\$1,738,852
Economic Development	686,462	-	-	\$686,462
Employment Training	303,851	-	-	\$303,851
Health	1,568,398	160,000	-	\$1,728,398
Homeless	9,061,619	633,939	768,457	\$10,464,015
Housing Dev & Rehab	319,364	365,880	-	\$685,244
Legal/ Advocacy	923,556	35,000	547,139	\$1,505,695
Other	89,720	-	-	\$89,720
Recreation	18,573	-	-	\$18,573
Seniors	30,000	-	-	\$30,000
Youth	1,228,154	-	-	\$1,228,154
TOTAL	\$15,642,332	\$1,421,504	\$2,999,631	\$20,063,467

Funding by Category	FY 2024 All Sources	FY 2025 All Sources	Percent Change
Arts	\$586,652	\$586,652	0%
Childcare	\$643,902	\$485,956	-25%
Community Facilities Improvements	\$681,380	\$226,685	-67%
Community Media	\$285,210	\$285,210	0%
Disability Programs	\$1,741,241	\$1,738,852	0%
Economic Development	\$697,882	\$686,462	-2%
Employment Training	\$295,165	\$303,851	3%
Health	\$1,744,256	\$1,728,398	-1%
Homeless	\$12,180,122	\$10,464,015	-14%
Housing Dev & Rehab	\$713,135	\$685,244	-4%
Legal/ Advocacy	\$3,930,486	\$1,505,695	-62%
Other	\$179,292	\$89,720	-50%
Recreation	\$18,573	\$18,573	0%
Seniors	\$9,110	\$30,000	229%
Youth	\$1,280,567	\$1,228,154	-4%
	\$24,986,973	\$20,063,467	-20%

FY 2025 Community Agency Allocations

Agency/Individual Name	FY 2024 Adopted	FY 2025 Proposed	CDBG*	CSBG*	ESG*	GF Measure P	GF Measure U1	General Fund (GF)	GF Mayor's Reimagining Public Safety	Other Funds
Arts										
Berkeley Art Center	86,652	86,652						86,652		
Civic Arts Grants	500,000	500,000						500,000		
Arts Total	586,652	586,652						586,652		
Childcare										
Bay Area Hispano Institute for Advancement - Child Development Program	82,143	150,000						145,575		4,425
BANANAS Incorporated										
Child Care Subsidies	283,110	0						0		0
Play & Learn Playgroups	10,527	0								
QRIS Services	95,000	43,333						43,333		
Big Oaks Learning Center Inc. - Childcare Program	45,507	102,623						98,198		4,425
Healthy Black Families, Inc.										
Sisters Together Empowering Peers (STEP)	87,616	90,000						90,000		
Nia House Learning Center	39,999	100,000						95,575		4,425
Childcare Total	643,902	485,956						472,681		13,275
Community Facilities Improvements										
Rebuilding Together East Bay- North										
Community Facility Improvement	24,575	93,780	93,780							
Public Facility Improvements NOFA	656,805	132,905	132,905							
Community Facilities Improvements Total	681,380	226,685	226,685					0		
Community Media										
Berkeley Community Media	285,210	285,210						267,710		17,500
Community Media Total	285,210	285,210						267,710		17,500
Disability Programs										
Bay Area Outreach and Recreation Program										
Recreational Services for the Disabled	43,592	50,592						50,592		
Berkeley Place	17,183	0								
Easy Does It	1,653,260	1,653,260								1,653,260
Through the Looking Glass	27,206	35,000						35,000		
Disability Programs Total	1,741,241	1,738,852	0					85,592		1,653,260
Economic Development										
Berkeley Convention and Visitors Bureau	697,882	686,462						686,462		
Economic Development Total	697,882	686,462						686,462		
Employment Training										
BANANAS Incorporated - Berkeley Launchpad		50,000						50,000		
Bread Project	57,850	70,000						70,000		
Inter-City Services	101,351	101,351						101,351		
Multicultural Institute - Lifeskills Program	68,136	82,500						82,500		
Rising Sun Center for Opportunity	67,828	0								
Employment Training Total	295,165	303,851						303,851		
Health										
Bonita House - Berkeley Wellness Center	15,324	0								
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	0								
Sugar - Sweetened Beverage Berkeley Unified										
School District	712,000	712,000						712,000		
Sugar - Sweetened Beverage Panel (POE)**	712,000	712,000						712,000		
Health Total	1,744,256	1,728,398		160,000				1,568,398		
Homeless Services										
Alameda County Homeless Action Center										
SSI Advocacy	129,539	129,539						109,539		20,000
Rapid Rehousing for Homeless Elders Project	68,220	0								
Alameda County Housing & Community										
HMIS Support	6,676	6,676								
Peer Wellness Collective					6,676					
Daytime Drop-In	35,721	0								
Representative Payee Services	32,016	32,016						32,016		
Locker Program	50,000	0								
Bay Area Community Services										
North County HRC	2,181,785	2,281,785	418,921							
STAIR Pathways	2,707,867	2,211,110			208,342	1,235,411	100,000	2,002,768	527,453	
Bonita House										
Case Management Tied to Permanent Housing	24,480	0								
Building Opportunities for Self Sufficiency:										
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)	1,133,244	0								
City of Berkeley EveryOne Home	23,837	23,837								
Dorothy Day										
Berkeley Emergency Storm Shelter	350,000	358,750					358,750			
Drop In Center	182,000	206,701						206,701		
Dorothy Day House Shelter (Vets Building)	566,000	580,150					580,150			
Horizon	950,000	950,000					950,000			
Inclement Weather Shelter	290,000	290,000						290,000		
Downtown Berkeley Association										
Homeless Outreach Worker	40,000	40,000					40,000			
Downtown Streets Team	225,000	225,000					225,000			
Insight Housing										
Case Management Tied to Permanent Housing	100,190	200,400						200,400		
Men's Shelter	170,502	267,897						170,502		97,395
Hope Center - No Place Like Home (NPLH)	95,000	95,000						95,000		
Russell Street Supportive Housing Program	630,000	0								
Women's Shelter	119,963	521,025						119,963		401,062
Interim Housing/Shelter (Respite)	88,000	251,794						251,794		
Larkin Street Youth Services										
Turning Point	189,255	189,255						189,255		
Lifelong Medical Care										
Case Management Tied to Permanent Housing	163,644	100,190						100,190		
Supportive Housing Program UA Homes	55,164	55,164						55,164		
Street Medicine / Trust Clinic	525,000	525,000					525,000			
Maudelle Miller Shirek Affordable Housing (NPLH)		61,200					61,200			
Options Recovery Services - Detox Services & Day Treatment										
Transitional Housing and Case Management	50,000	0								
Telegraph Business Improvement District										
Berkeley Host Program	49,139	49,139						49,139		
The Suitcase Clinic	9,828	0								
Toolworks, Inc. Supportive Housing	47,665	0								
The Village of Love										
Sacred Rest Drop In Center	250,000	250,000								250,000

FY 2025 Community Agency Allocations

Agency/Individual Name	FY 2024 Adopted	FY 2025 Proposed	CDBG*	CSBG*	ESG*	GF Measure P	GF Measure U1	General Fund (GF)	GF Mayor's Reimagining Public Safety	Other Funds
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	0								
Homeless Services Total	12,180,122	10,464,015	418,921		215,018	5,978,279	100,000	2,983,340		768,457
Housing Development & Rehabilitation										
Bay Area Community Land Trust	5,200	5,200						5,200		
Organizational Capacity Building	200,000	200,000					200,000			
Center for Independent Living Residential Access	159,660	211,600	211,600							
CHDO Programs	Refer to HTF/CHDO Refer to HTF/CHDO									
Habitat for Humanity East Bay/Silicon Valley, Inc.										
Housing Rehabilitation Grant Program	250,000	154,280	154,280							
Rebuilding Together East Bay - North										
Safe at Home Program	98,275	114,164						114,164		
Housing Development & Rehabilitation Total	713,135	685,244	365,880				200,000	119,364		
Legal/Advocacy										
East Bay Community Law Center										
Consumer Justice Clinic/Housing Advocacy	33,644	48,556						48,556		
Eviction Defense Services	275,000	275,000						275,000		
Eden Council for Hope and Opportunity	35,000	35,000	35,000							
Eviction Defense Center										
Rent Board	275,000	275,000						275,000		
Housing Retention	3,250,000	797,139					250,000			547,139
Family Violence Law Center - Domestic Violence & Homelessness Prevention Project	61,842	75,000						75,000		
Legal/Advocacy Total	3,930,486	1,505,695	35,000			0	250,000	673,556		547,139
Other										
Animal Rescue	35,000	35,000						35,000		
Berkeley Community Gardening Collaborative	11,895	19,720						19,720		
Berkeley Project	32,000	0								
Community Agency Publishing Outcomes Project	25,000	0								
Eden Information & Referral	35,000	35,000						35,000		
McGee Avenue Baptist Church	17,844	0								
SEDS Community Resolution Center	22,553	0								
Other Total	179,292	89,720						89,720		0
Recreation										
Ephesians Children's Center - Greg Brown Park Supervision	18,573	18,573						18,573		
Recreation Total	18,573	18,573						18,573		
Seniors										
J-Sei	9,110	30,000						30,000		
Seniors Total	9,110	30,000						30,000		
Youth										
Bay Area Community Resources										
School Based Behavioral Health Services	94,964	0								
Bay Area Hispano Institute for Advancement - Out of School Time Programs	21,447	36,541						36,541		
Berkeley Community Scholars		35,000						35,000		
Berkeley High School Bridge Program	79,000	134,328						134,328		
Berkeley Public Schools Fund										
Black Girls United in BUSD Middle & High Schools		47,817						47,817		
Identity-affirming Youth Development Programs @ Longfellow Middle School		25,300						25,300		
Berkeley Youth Alternatives:										
Afterschool Program	30,000	30,000						30,000		
Counseling	30,000	30,000						30,000		
Counseling Center to meet demand for mental health services	125,000	0							0	
Summer Jam Day Camp	35,000	0							0	
Big Oaks Learning Center Inc. - Big Oaks Learning Center	39,840	39,840						39,840		
Biotech Partners – Biotech Academy at Berkeley High	91,750	150,000						150,000		
Healthy Black Families - Next Steps - Village Cultural Academy		150,000						150,000		
Lifelong Medical Care										
Rosa Parks Collaborative	44,804	0								
McGee Ave. Baptist Church Voices Against Violence	50,000	0								
Multicultural Institute Mentoring for Academic Success (MAS)	33,603	50,000						50,000		
Pacific Center for Human Growth - Safer Schools Project	23,245	0								
RISE Program	216,039	229,328						229,328		
Stiles Hall	90,000	100,000						100,000		
Supplybank Org (Formerly K to College)	30,000	30,000						30,000		
Through The Looking Glass - Parenting Education and Kindergarten Readiness	25,000	0								
UC Berkeley										
BUILD Literacy/Cal Corp	95,360	100,000						100,000		
Bridging Berkeley	34,640	40,000						40,000		
YMCA of the East Bay - Y-Scholars Program		0								
Y- Scholars Program	40,000	0								
School Readiness Program	50,875	0								
Youth Total	1,280,567	1,228,154	0					1,228,154	0	0
TOTAL COMMUNITY AGENCY ALLOCATIONS	24,986,973	20,063,467	1,520,386	160,000	215,018	5,978,279	550,000	9,114,053	0	2,999,631
* Federal funds from HUD for Community Development Block Grant (CDBG)/ Community Services Block Grant (CSBG) and Emergency Solutions Grant (ESG)										
**Subject to the Sugar – Sweetened Beverage Panel of Experts (POE) allocation.										

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals
MASTER LIST

Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification
1	1	Public Health & Safety	City Manager	Costs for design of new HVAC at Animal Shelter	118,000	118,000	-	One-Time	The Shelter's existing system is at the end of its useful life and frequently fails, creating safety issues for animals and staff, particularly during surgeries and in efforts to manage parasite outbreaks. The complexity of the system requires extensive design consultation. <i>(Neighborhood Services)</i>	Critical for public health and safety and from a timing perspective as the system faces frequent failure.
2	1	Revenue/Grant	City Manager	Grant Assistance	50,000	50,000	-	On-Going	Continued from prior fiscal year to sustain RPS efforts <i>(RPS)</i>	Enables pursuing grant opportunities to fund City programs and projects
3	1	Public Health & Safety	City Manager	Reimagining Public Safety Public Education Campaign	25,000	-	25,000	One-Time	Promote understanding of key public safety initiatives like the Specialized Care Unit and Violence Prevention Programming through billboards, print, and forums.	Promote awareness; disseminate evidence/information supporting initiatives to build public trust and mitigate resistance and possible future cost savings as increased awareness and support for these initiatives may serve as a deterrent to crime and violence prevention.
4	1	Public Health & Safety	City Manager	Violence Prevention and Youth Services	420,000	210,000	210,000	On-Going	Voices Against Violence (\$50k) & BYA Counseling Center (\$125k & \$35k). <i>(RPS)</i>	Continues funding to community-based organizations as outlined in the Reimagining Public Safety Omnibus package and the FY 23/24 pilot program
5	1	Community/Economic Vitality	City Manager	Solano Stroll waste management services	24,000	12,000	12,000	On-Going	Green Mary is a critical vendor for managing waste removal from the Solano Stroll. This cost reflects pricing for two years (FY25 and FY26) @ \$12k per year. <i>(Neighborhood Services)</i>	Tier 1 due to timing as the event occurs in September. These are costs for external services the City incurs as part of this event and either funding needs to be allocated for the event to cover these expenses and/or special event fees should be revised to recover the costs from special event organizers.
6	1	Community/Economic Vitality	City Manager	Solano Stroll vehicle barricade rental	100,000	50,000	50,000	On-Going	Meridian barriers are a critical safety requirement for the annual Solano Stroll. This cost reflects rentals for two years (FY25 and FY26) @ \$50k per year. <i>(Neighborhood Services)</i>	Tier 1 due to timing as the event occurs in September. These are costs for external services the City incurs as part of this event and either funding needs to be allocated for the event to cover these expenses and/or special event fees should be revised to recover the costs from special event organizers.
7		Community/Economic Vitality	City Manager	Solano Stroll and special event street closure supplies and rentals	12,000	6,000	6,000	On-Going	Cost for Zero Waste street sweeping after special events. <i>(Neighborhood Services)</i>	Tier 1 due to timing as the event occurs in September. These are costs for external services the City incurs as part of this event and either funding needs to be allocated for the event to cover these expenses and/or special event fees should be revised to recover the costs from special event organizers.
8		Community/Economic Vitality	City Manager	Solano Stroll Zero waste fees	3,000	1,500	1,500	On-Going	Cost for Zero Waste fees <i>(Neighborhood Services)</i>	Tier 1 due to timing as the event occurs in September. These are costs for external services the City incurs as part of this event and either funding needs to be allocated for the event to cover these expenses and/or special event fees should be revised to recover the costs from special event organizers.
9	1	Revenue/Grant	Finance	Reclassification AOSIII - Treasury to align with operations	41,465	20,732	20,732	On-Going	Part of Employer of Choice initiative to retain employees. Critical to maintaining the Treasury function of receipt recordation, deposits, and investments.	Critical to Treasury function and Employer of Choice initiative.
10	1	Revenue/Grant	Finance	Reclassification to Revenue Counter Customer Service to support revenue collection	30,613	15,306	15,306	On-Going	Part of Employer of Choice initiative to retain employees. Critical to maintaining revenue collections	Critical to Revenue collection and Employer of Choice initiative.
11	1	Public Health & Safety	Fire	Overtime	4,000,000	2,000,000	2,000,000	On-Going	Increase overtime budget to reflect department need and prior years' actuals	Overtime is required to provide fire response and suppression services.
12	1	Public Health & Safety	Fire	1227 BFFA - MOU item	110,000	55,000	55,000	On-Going	Needed to fully fund 1227's Wellness and Education Fund	Implementation of adopted MOU.
13	1	Public Health & Safety	Fire	PPE Replacement	301,612	77,781	223,831	On-Going	Replacement of personal protective equipment	Critical to operations to replace PPE on an established depreciation cycle.
14	1	Public Health & Safety	Fire	Recruitment Funding	140,000	70,000	70,000	On-Going	Recruiting, Advertising, and Marketing firm specializing in public safety	Recruitment is critical to fill vacant positions and to mitigate the cost of overtime.
15	1	Public Health & Safety	HHCS	Temporary Deputy Director- Environmental Health	84,538	84,538	-	One-Time	3 months temporary assignment to support Environmental Health (EH)	Provides oversight of the EH functions during the recruitment for the Deputy Director.

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals MASTER LIST											
Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification	
16	1	Mandate	HHCS	Senior Community Development Project Coordinator	467,746	233,873	233,873	On-Going	The local Labor Standards work has grown beyond staff capacity and demands continue to increase. A dedicated unit is needed to support successful implementation and enforcement as well as new and emerging changes. This position will oversee the City's Labor Standards and Workforce Development Unit (a 4-person team) including the newly adopted Fair Work Week and Hard Hats	Required staffing to implement Council Ordinance.	
17	1	Public Health & Safety	Human Resources	Threat Assessment Team (Psychological Services)	150,000	75,000	75,000	On-Going	Funding to contract with a clinical psychologist with expertise in workplace violence prevention to assist the City's interdisciplinary team consisting of the Berkeley Police Department, the City Attorney's Office, and Human Resources to assess behaviors and recommend interventions to mitigate prospective harm.	Provides expertise to assist the City in its workplace violence prevention efforts.	
18	1	Core Service	Human Resources	Labor Negotiations & Investigations	250,000	125,000	125,000	On-Going	Increased funding to support consultants assisting the City with labor negotiations and personnel investigations.	Provides expertise to assist City staff with negotiations and investigations.	
19	1	Efficiency & Process Improvement	Information Technology	Infrastructure Vulnerability Scanner	120,000	60,000	60,000	On-Going	Certain entities such as HIPAA, CJIS, NIST, PCI, etc. require measures be put in place. There are costs associated with implementing these measures, but they must be done for compliance and insurance reasons. This is a project that will identify and mitigate vulnerabilities (covers compliance with HIPAA, NIST, ISO 27001, SOC2).	Required for compliance	
20	1	Mandate	Parks, Rec., & Waterfront	Fair Work Week - Hourly Labor Costs	130,675	63,500	67,175	On-Going	Estimated cost to implement Fair Work Week Ordinance, including predictability pay / right-to-rest pay (\$64k).	Implementation of Council Ordinance.	
21	1	Community/Economic Vitality	Parks, Rec., & Waterfront	Utilities	534,672	261,173	273,499	On-Going	Utilities and janitorial have been underbudgeted, plus there have been steep increases in PG&E, EBMUD and Refuse.	Required to maintain programs and services at City facilities.	
22	1	Public Health & Safety	Parks, Rec., & Waterfront	Cazadero Riverbed Erosion	300,000	300,000	-	One-Time	River wall eroding camp property. Assumes 50/50 share with Caz Perf Arts Camp, total cost is \$600K.	Proactive to address potential damage to the Camp. Includes a cost share.	
23	1	Mandate	Parks, Rec., & Waterfront	Fair Work Week - Software	20,000	10,000	10,000	On-Going	Software needed to manage scheduling and retention requirements.	Implementation of Council Ordinance.	
24	1	Public Health & Safety	Parks, Rec., & Waterfront	South Berkeley Landscaping / Here There	400,000	-	400,000	One-Time	Funding for landscape and other enhancements .	Funding for design was included in the FY 24 budget. Additional funding will allow the City to undertake enhancements to this area.	
25	1	Cost Shift	Parks, Rec., & Waterfront	Marina Fund Operational Subsidy	957,219	347,348	609,871	On-Going	Provides an operational subsidy and smoothing while Marina Fund revenues return to pre-pandemic levels.	Supports the operations of the Marina given the loss of ARPA funds while the Marina Fund	
26	1	Community/Economic Vitality	Parks, Rec., & Waterfront	Camp Scholarships & DEI programs	711,622	355,811	355,811	On-Going	Camps Fund cannot cover the costs of scholarships and DEI programs without going into the red.	Uptick in scholarships based on Council policy and income threshold to qualify for scholarships.	
27	1	Community/Economic Vitality	Parks, Rec., & Waterfront	Summer Lunch Food Costs	78,646	39,323	39,323	On-Going	New RFP for program has resulted in \$20k higher food costs.	Funding required to address program costs in order to maintain current participation rates.	
28	1	Community/Economic Vitality	Parks, Rec., & Waterfront	Inflation Adjustment	65,601	32,210	33,391	On-Going	CPI increase needed for program expenses (3.67%, exclusive of utilities, janitorial, capital and internal services)	Provides funding to maintain services in light of inflationary increases in cost of services.	
29	1	Climate	Planning	Energy Manager Software	38,000	38,000	-	One-Time	3-Year license renewal fee due in FY26; energy tracking software that is being used for the City's utility bills, energy tracking, reporting, and analysis, and will utilize analysis features for potential opportunities to reduce energy and emissions.	Critical to efforts to address climate change and related to a new contractual obligation.	
30	1	Climate	Planning	Energy Manager Bill Processing Fee	16,000	16,000	-	One-Time	To support use by the Energy Manager to save hours of manual processing of paper bills by City staff.	Critical to efforts to address climate change and related to a new contractual obligation.	
31	1	Mandate	Planning	Citywide Historic Context Statement	200,000	200,000	-	One-Time	Since May 2022, the City has supported development of an HCS to document the significance of the City's unique and complex history as expressed in the built environment. A mitigation measure for the Housing Element Update EIR requires the City to conduct a citywide HCS and a cultural resource survey. The City can apply for a CGL grant for matching funds up to \$40,000.	Required mitigation measure for the Housing Element. Possible matching grant funds.	
32	1	Public Health & Safety	Police	Fair Impartial Policing (FIP) Training	200,000	100,000	100,000	On-Going	FIP enhanced Training (RPS)	Continued element of the RPS Omnibus package and required as part of adopted MOU for KIND training.	
33	1	Public Health & Safety	Police	Wellness Fund	100,000	50,000	50,000	One-Time	Critical Incident Stress Contract, Peer Support Team, and emerging wellness needs.	Continued element of the RPS Omnibus package and essential to health of staff.	
34	1	Public Health & Safety	Police	Recruitment Funding	300,000	125,000	175,000	One-Time	Recruiting, Advertising, and Marketing firm specializing in public safety	Recruitment is critical to fill vacant positions and to mitigate the cost of overtime.	
35	1	Public Health & Safety	Police	Jail Control Panel Project	250,000	250,000	-	One-Time	Initial funding of \$500k allocated; cost estimates exceed budget.	Critical for public safety and to finish project.	
36	1	Public Health & Safety	Public Works	Vision Zero Action Plan Consultant Costs	250,000	250,000	-	One-Time	Consultant Costs. Develop Vision Zero Program Deliverables, including the Quick Build Program and updates to the Vision Zero Action Plan. (CMO-RPS - supporting Dept/Division)	Element of RPS; quick-build program could help develop options to expediate implementation of traffic calming and other projects	

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals										
MASTER LIST										
Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification
37	1	Public Health & Safety	Public Works	Restrooms in Right of Way	420,000	105,000	315,000	On-Going	Maintenance for restrooms in the right of way. FY25 is 1 bathroom, \$105,000; FY26 is 3 bathrooms.	New operational cost associated with new restrooms.
38	1	Mandate	Public Works	Low Income Rebate - Zero Waste	200,000	100,000	100,000	On-Going	Prop 218 off-set, as Rate Payers cannot subsidize discount programs. Annual request	Council Policy and direction related to Zero Waste rates
39	1	Public Health & Safety	Public Works	Low Income Rebate - Sewer	200,000	100,000	100,000	On-Going	Prop 218 off-set, as Rate Payers cannot subsidize discount programs. Annual request	Provides financial assistance for sewer services.
40	1	Mandate	Public Works	ADA Transition Plan Implementation	750,000	250,000	500,000	On-Going	Requesting \$1.0 M annual contribution towards citywide ADA spending for FY 25 and FY 26.	Federal Mandate and Public Health & Safety. However, unable to fund at \$1M requested amount at this time.
41	1	Mandate	Public Works	Additional Street Paving Funding	-	-	-	On-Going	Annual street paving funding for FY25 and FY26. Starting with \$8,000,000 in FY23 with a 3% escalator factor added in each year starting in FY24.	Funding already included in budget per Council Policy on Streets Funding.
42	1	Public Health & Safety	Public Works	Codornicies Creek Restoration at 9th Street (PWENCR2402)	400,000	200,000	200,000	One-Time	Potentially only appropriate for Fund 501 (vs Street Funding or Storm). Codornices Creek rehabilitation and bank repair at 9th Street. Project will include improvements to storm drain infrastructure adjacent to the Creek. Seeking grant.	Addresses creek rehabilitation project.
Sub-Total TIER 1					12,970,407	6,458,095	6,512,312			
43	2	Mandate	City Clerk	Election	156,000	156,000	-	One-Time	Current two-year allocation for a regular election is \$729,000. New baseline estimate for a regular election based on recent past elections, with an average of 7 ballot measures, is \$885,000. Ongoing annual allocation may increase from \$364,500 to \$442,500.	Additional funding will be provided after receiving invoice for the cost of the election, likely in AAO1 or AAO2.
44	2	Efficiency & Process Improvement	City Clerk	Paperless Contracts Software	450,000	400,000	50,000	On-Going	Achieve efficiencies in staff time; increase sustainability in use of resources; part of Employer of Choice initiatives priorities	This software will achieve efficiencies; however funding is not critical at this time to continue city operations.
45	2	Public Health & Safety	City Manager	Electronic message boards, road closure signage, cones	85,000	85,000	-	One-Time	These items are critical for the closure of streets to accommodate special events, including the Solano Stroll, Berkeley Half Marathon, etc., but are currently unbudgeted. <i>(Neighborhood Services)</i>	Items would assist in communicating about street closures; however funding is not critical at this time to continue to manage street closures.
46	2	Efficiency & Process Improvement	City Manager	Strategic plan report	64,000	32,000	32,000	On-Going	Production and distribution including design consultant <i>(Special Projects)</i>	This item would assist in communicating the status of implementing the City's strategic plan goal; not critical to be funded at this time.
47	2	Efficiency & Process Improvement	City Manager	Veterinarian (new classification request)	369,512	184,756	184,756	On-Going	Animal intakes are at 7 year highs and positive outcomes are at 20 year lows. The need for spay/neuter, humane euthanasia, and other surgeries is surpassing what our relief/contracted vet can absorb. The City can perform a surgery at a per-animal cost of ~\$125 or less, whereas outsourcing the same surgery (currently our only option) costs \$200/animal. Therefore, this investment can be offset with operational cost savings. We also currently budget for a 20 hr./week relief vet, whose costs can be absorbed into this new classification, further offsetting the cost. <i>(Neighborhood Services)</i>	This request would assist operations by having an in-house vet. However, this would increase costs by providing benefits and the service is currently available though a contract.
48	2	Efficiency & Process Improvement	City Manager	Assistant Management Analyst	309,066	154,533	154,533	On-Going	NS is larger in FTE size than some departments and has a wide range of functions currently with 0 admin support. The Division Manager is now also absorbing Environmental Health. Dedicated admin support is essential. The Assistant Management Analyst is an appropriate classification for this support, given the complexity of our administrative needs, which range everywhere from City Commission and 4x6 Committee management, to managing leases with motels, to coordinating multi-departmental operations, to responding to intense public complaints. <i>(Neighborhood Services)</i>	This position would support the work of NS; however the timing is not critical at this time to continue operations.
49	2	Efficiency & Process Improvement	City Manager	Associate Management Analyst	421,636	210,818	210,818	On-Going	Additional position in Budget to assist with workload, payroll backup, and analysis due to increase complexity and size of the budget (Budget)	This position would enhance the analysis and other budget deliverables; however the timing is not critical at this time to continue operations.
50	2	Efficiency & Process Improvement	City Manager	Replacement for Citywide Email Communication Platform	100,000	100,000	-	On-Going	Replace 15yr old system on the brink of failure to one with photo/attachment support, SharePoint integration, searchable archive, ability to convey urgency/alerts for safety <i>(Communications)</i>	The software would enhance communications; however it is not critical to fund at this time.
51	2	Community/Economic Vitality	City Manager	#Discovered in Berkeley – Berkeley Business Marketing & Communications Project: Continuation	50,000	25,000	25,000	One-Time	Further development of the “Discovered in Berkeley” stories series highlighting Berkeley businesses based on feedback from businesses featured in earlier campaign phases (was ARPA funded). <i>(OED)</i>	Funded with one-time ARPA funds. City revenues are not able to support continuing the program this time.

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals											
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Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification	
52	2	Community/Economic Vitality	City Manager	Berkeley Ventures, Berkeley Values	20,000	10,000	10,000	One-Time	Sustaining the "Berkeley Tech, Berkeley Values", program to leverage local tech sector skills, wealth, and other resources to support equitable and inclusive growth (was ARPA funded). (OED)	Funded with one-time ARPA funds. City revenues are not able to support continuing the program this time.	
53	2	Community/Economic Vitality	City Manager	Restore Community Festival Grants	84,000	42,000	42,000	On-Going	Restore budget to \$200k. Restored in FY 23&24 by savings from Mayor's Office (OED)	City revenue are not able to restore the funding to the program at this time.	
54	2	Efficiency & Process Improvement	City Manager	Consultants for Business Improvements	100,000	50,000	50,000	On-Going	Consultants to deliver collateral for Business Process improvements including training materials and videos (Special Projects)	There would likely be efficiencies achieved with business process improvements; however, funding for consultants to assist with this effort is not critical at this time.	
55	2	Public Health & Safety	City Manager	Recommendations on Public Safety/Crime Prevention for Women	250,000	250,000	-	One-Time	To support phased roll out of recommendations addressing public safety/crime prevention for women and older persons.	To allow time for staff to develop and assess the feasibility of options.	
56	2	Efficiency & Process Improvement	Finance	Reclassification of Associate to Sr Mgmt. Analyst	259,769	129,885	129,885	On-Going	Analyst for Finance; managers and director do not have a resource who can be given self-directed higher-level analytical work	This would enhance the work of the Finance Department; however it is not critical to fund at this time.	
57	2	Public Health & Safety	Fire	Program Manager II (temporary)	262,811	-	262,811	One-Time	Temporary position for four years that would support the public safety reimagining goals and advance programs, projects, and policies that would meet the City's Complete Streets and Vision Zero goals. (First year may be paid by UC funds)	Position would assist in implementing Vision Zero goals; however it is not critical to fund at this time.	
58	2	Efficiency & Process Improvement	HHCS	Second Deputy Director	578,876	289,438	289,438	On-Going	Add 2nd deputy director to more effectively support the complex work given HHCS' large breadth and depth	This request should wait until a Director is hired and able to assess the need for a second deputy director.	
59	2	Public Health & Safety	HHCS	Specialized Care Unit	3,600,000	-	3,600,000	On-Going	For FY26 and beyond. To support the SCU program fully-staffed 24/7 operations. This budget is conditional, depending on achieving a 40% MediCal reimbursement rate. If this rate is met, the adjusted budget request will be \$2,160,000 annually. (Supporting Departments - HHCS, CMO, Police)	Funding is available in FY25. Discussion needs to occur on the long-term status of the SCU, including evaluating data on the program.	
60	2	Community/Economic Vitality	HHCS	Workforce and youth development programming for Youthworkers	20,000	20,000	-	On-Going	The YW budget currently only supports staff salaries, hourly costs for YW and the bare minimum for program implementation. Youth development and workforce development programming is essential to supporting professional and life skills for youth so that they achieve independence and autonomy when transitioning into adulthood. This new and ongoing funding will allow YW to expand on highly successful pilot programming supported by one-time grant funding that will end in FY2024	While the program contributes to youth and community/economic vitality, the General Fund is unable to absorb the costs of an ongoing program that was initially funded by a one-time grant.	
61	2	Efficiency & Process Improvement	Human Resources	Reallocation ISST to HR Tech	29,738	14,869	14,869	On-Going	Complexity of the work being managed	Request would enhance HR operations; however, it is not critical to fund at this time.	
62	2	Efficiency & Process Improvement	Human Resources	Reclassification - Assistant Management Analyst to Senior Management Analyst	135,945	68,472	67,472	On-Going	Complexity of the work being managed	Request would enhance HR operations; however, it is not critical to fund at this time.	
63	2	Efficiency & Process Improvement	Human Resources	Recruitment Funding	250,000	125,000	125,000	On-Going	Continuation of Employer of Choice allocation for marketing agency and digital outreach	Allows for continuation of recruitment efforts; however, recruitment needs may be less moving forward and is not critical to fund at this time.	
64	2	Efficiency & Process Improvement	Information Technology	Upgrade to Microsoft G5 for improving security and compliance	1,000,000	500,000	500,000	One-Time	Enables discounts for email licenses; especially since Fair Work Week Ordinance requires everyone to have email. Also includes Cybersecurity enhancements, Voice/Softphone support, added compliance, monitoring, and analytics capabilities.	Long-term cost savings and other operational enhancements; however, it is not critical to upgrade at this time.	
65	2	Efficiency & Process Improvement	Information Technology	Data Center Relocation (CoLo or Cloud)	2,200,000	1,100,000	1,100,000	One-Time	Supporting on-premise equipment is increasingly expensive and labor intensive. This relocates a bulk of the City's data center at 2180 Milvia to a co-location facility that is established for 99.999% uptime, or cloud-hosted solution. Result is less administration, faster recovery from disaster and a "freeing" of committed resources to address other projects. Year 1 is "lift and shift" where we simply relocate equipment. Year 2 is system and OS and storage upgrades. An additional benefit is we will recoup floor space to allow for more office space as workers return to office.	Benefits related to efficiencies and increased office space; however it is not critical to fund at this time.	
66	2	Efficiency & Process Improvement	Parks, Rec., & Waterfront	CIP Personnel	721,251	360,625	360,625	On-Going	Staffing needed to implement CIP Funded projects (consistent with 15% levels for Public Works)	Currently, General Fund provides \$400k to PRW for capital projects. The CIP Fund, which is 100% funded by the General Fund, is not financially able to absorb the cost of additional staff positions.	

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals										
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Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification
67	2	Public Health & Safety	Parks, Rec., & Waterfront	Restore FY24 CIP Baseline	4,000,000	2,000,000	2,000,000	On-Going	FY25 baseline was reduced to \$400k, the baseline established in 2007. This request is to restore to the full \$2.4M baseline established in FY24. This will fund urgent, existing capital projects including MLK YAP, Tom Bates Fieldhouse and Restroom, and Santa Fe Right of Way.	Additional capital funding was available in FY24 due to a one-time increase in property transfer tax. FY25/26 General Fund revenues cannot afford increased capital funding at this time.
68	2	Community/Economic Vitality	Parks, Rec., & Waterfront	Camps Fund Capital	550,000	550,000	-	One-Time	Camps Fund cannot cover costs of needed projects without going into the red. \$450k need in FY25; \$100k in FY26. See capital tab for projects.	FY25/26 General Fund revenues are unable to afford to assist enterprise funds with capital needs.
69	2	Public Health & Safety	Parks, Rec., & Waterfront	Convert JK Restroom to Public Restroom	160,000	-	160,000	One-Time	Renovate an existing bathroom at the James Kenney Community Center to make it ADA compliant and permanently accessible.	Support the project as funding becomes available. Option to reallocate ADA funding from Public Works to this project instead.
70	2	Community/Economic Vitality	Parks, Rec., & Waterfront	Marina Fund Capital	3,075,672	1,010,000	2,065,672	One-Time	Marina Fund cannot cover costs of needed projects without going into the red. \$1.01M need in FY25; \$2.066M in FY26.	FY25/26 General Fund revenues are unable to assist enterprise funds with both operational and capital needs.
71	2	Community/Economic Vitality	Planning	Rezone Gilman Project (FY25)	100,000	100,000	-	One-Time	Needed to complete Council referral. We received \$250K from Council for this project in FY24. However, we estimate the cost of completing the project will be \$400K	Additional funding can be deferred at this time based upon staffing capacity and workplan.
72	2	Efficiency & Process Improvement Police		Senior Management Analyst	428,648	214,324	214,324	On-Going	Augment Fiscal Unit and succession planning	Support this request given the size and complexity of the Police budget; however it is not critical to fund at this time.
73	2	Public Health & Safety	Police	Community Service Officers	-	-	-	On-Going	Convert Limited Term to Permanent	To allow time for Council discussion. The staffing assessment from CityGate is scheduled to be complete by June 2024.
74	2	Efficiency & Process Improvement Police		Program Manager II	516,152	258,076	258,076	On-Going	To replace SGT in BPD Technology unit (concur with IT)	Would allow sworn officer to return to the field; however, not critical to fund at this time.
75	2	Efficiency & Process Improvement Police		Early Intervention System (EIS) subscription service	200,000	100,000	100,000	On-Going	Ongoing subscription service for EIS software	Rather than hiring a consultant, this request would fund software allowing for an external review of data pertaining to early intervention. This request improves upon the existing EIS system; however it is an ongoing new cost and, if funded, could take 12-8 months to implement.
76	2	Public Health & Safety	Public Works	Codornices Creek Restoration between UPRR & Caltrans (Behind Transfer Station) (TBD)	600,000	400,000	200,000	One-Time	Potentially only appropriate for Fund 501 (vs Street Funding or Storm). Project will rehabilitate Lower Codornices Creek which is the portion between the I-80 and the UPRR railroad. \$3.05 M over 5 years is full cost. Design funding sought in FY25-26.	Enable design of this project; however, not a critical public safety need in terms of funding the project at this time.
77	2	Community/Economic Vitality	Public Works	BART Rent agreement for bike station	170,000	85,000	85,000	On-Going	Annual rent agreement for the bike station at the parking garage. BART and the city are currently working on their next contract.	Previously funded by Public Work's operating budget. General Fund is unable to absorb this cost at this time.
				Sub-Total TIER 2	21,318,076	9,025,796	12,292,279			
78	3	Efficiency & Process Improvement City Manager		Assistant Management Analyst	83,448	41,724	41,724	On-Going	Staffing for new arts programs (25% general fund, 65% Fund 148, 10% Fund 150) (OED)	Not critical to increase OED staffing at this time.
79	3	Efficiency & Process Improvement City Manager		Associate Management Analyst	191,756		191,756	On-Going	Working title of Supplier Diversity Specialist. Develop and report on performance metrics to meet federal requirements to maintain federal funding (DEI)	Timing for additional funds is likely to be in FY27 based upon DEI implementation and evaluation of division's needs. May be considered at FY 26 Mid-Biennial Budget Update.
80	3	Efficiency & Process Improvement City Manager		Language Equity	15,000	-	15,000	One-Time	Expansion of resource translation focusing on critical areas identified by DEI and RPS (DEI & RPS)	Timing likely to be in FY27 based upon implementation and evaluation. May be considered at FY 26 Mid-Biennial Budget Update.
81	3	Efficiency & Process Improvement City Manager		Department of Community Safety	250,000	-	250,000	One-Time	To support design and implementation framework for the Department of Community Safety.	Timing likely to be in FY27 based upon implementation of proposed RPS workplan. May be considered at FY 26 Mid-Biennial Budget Update.
82	3	Public Health & Safety	City Manager	Youth Peers Mental Health Response	350,000	-	350,000	On-Going	To support wellness-specific efforts for Berkeley High School.	Coordinator funded through FY26. May be considered at FY 26 Mid-Biennial Budget Update.
83	3	Efficiency & Process Improvement Police		Associate Management Analyst	385,834	192,917	192,917	On-Going	Augment Fiscal Unit and succession planning	Support this request given the size and complexity of the Police budget; however it is not critical to fund at this time.

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals											
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Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification	
84	3	Efficiency & Process Improvement	Public Works	BerkDOT Development	300,000	-	300,000	One-Time	BerkDOT implementation, including funding research in support of new "white paper" and potential state legislation.	Timing for this request is likely to be in FY27 based upon implementation of proposed RPS workplan and pending State legislation. May be considered at FY 26 Mid-Biennial Budget Update.	
85	3	Efficiency & Process Improvement	Public Works	Hearing Officer Resources/Alternative to Sanctions/Fines	150,000	-	150,000	One-Time	Expand existing hearing officer to provide alternative referrals to community service and social services for parking and other infractions.	Timing for this request is likely to be in FY27 based upon implementation of proposed RPS workplan and pending State legislation. May be considered at FY 26 Mid-Biennial Budget Update.	
86	3	Cost Shift	Public Works	Break even amount to shift costs from On-Street Parking Fund 631 to General Fund that support direct personnel and non-personnel in PD's Parking Enforcement Program)	6,035,087	2,699,667	3,335,420	One-Time	FY 24 baseline amount. Relieving expenses from the On-Street fund is needed to retain Fund 631 funding to repair and replacement meters citywide, upgrade ALPR systems, backstop deficit operations/fund balance with Off-Street Parking Fund 627.	The General Fund is unable to support this request at this time	
87	3	Cost Shift	Public Works	Citywide Bicycle and Pedestrian and Traffic Calming projects (and Bus Shelters/Benches) - Funded by Future TNC Tax Annual Revenues	1,800,000	900,000	900,000	On-Going	Pending City Council referral revision/approval. Allocate estimated \$900,000 in Transportation Network Company (TNC) revenues to Increase Citywide Traffic Calming Budget, and Citywide Bike and Ped Projects.	Policy decision for Council. This request would reallocate General Fund revenues that are used to balance the overall budget to specific projects.	
Sub-Total TIER 3					9,561,125	3,834,308	5,726,817				
88		Efficiency & Process Improvement	City Attorney	Risk Manager	517,936	258,968	258,968	On-Going	The CAO serves as the Risk Manager for the City, but does not currently employ dedicated staff person to oversee risk management. The City would benefit from the dedication of additional time and expertise to this issue, and the additional expense could be offset by a commensurate reduction in public liability risk. This position is presently unclassified. Entry-level attorneys would provide additional capacity to respond to innovative policy initiatives originated by the City Council, civil litigation, and the steadily		
89		Efficiency & Process Improvement	City Attorney	Deputy City Attorney I (2.0 FTEs / Step 3)	732,243	366,122	366,122	On-Going			
90		Core Service	City Attorney	Outside Legal Counsel	1,000,000	500,000	500,000	On-Going			
91			City Attorney	Affirmative Litigation	400,000	200,000	200,000	On-Going	Establishment of an Affirmative Litigation Fund		
92		Efficiency & Process Improvement	City Attorney	Deferred Maintenance of Office Facilities and increase in non-personnel baseline - Inflation Adjustment	197,435	116,747	80,689	One-Time	Increase in non-personnel baseline adjusted for inflation and for facility maintenance and renovation		
93		Efficiency & Process Improvement	City Attorney	Increase in non-personnel Baseline (Public Liability Fund) - inflation adjustment	512,944	214,182	298,762	One-Time	Increase in non-personnel Baseline (Public Liability Fund)		
City Attorney Total					3,360,558	1,656,018	1,704,540				
94		Efficiency & Process Improvement	City Auditor	Auditor II	-	-	-	On-Going	This is currently a 2-year temporary position to make permanent based on ongoing and increased workload. Reflects time needed for payroll activities		
95		Efficiency & Process Improvement	City Auditor	Increase Payroll Division's overtime budget	100,000	50,000	50,000				
96		Mandate	City Auditor	24/7 hotline service and case management software for Whistleblower Program	40,000	20,000	20,000	On-Going	Annual cost for 24/7 hotline service and case management software for Whistleblower Program		
97		Mandate	City Auditor	Staff Training	60,000	30,000	30,000	On-Going	Required trainings to maintain compliance with professional standards in Payroll and Performance audit.		
98		Efficiency & Process Improvement	City Auditor	Payroll Audit Succession Planning	50,000	50,000	-	One-Time	Funds to onboard new leadership with overlap of exiting leadership to ensure stability of City's payroll functions.		
City Auditor Total					250,000	150,000	100,000				
99		Efficiency & Process Improvement	ODPA	Communications Specialist (working title)	421,382	210,691	210,691	On-Going	Requested during AAO1- referred to this cycle. To fulfill outreach duties in charter		
100		Community/Economic Vitality	ODPA	Internship Program	60,000	30,000	30,000	On-Going			
101		Efficiency & Process Improvement	ODPA	Assistant City Clerk (working title)	474,693	237,346	237,346	On-Going	To assist with the support of the Board meetings and activities		
102		Efficiency & Process Improvement	ODPA	Office Specialist II	257,824	128,912	128,912	On-Going	To ensure an equitable distribution of labor tasks in a way that ensures operational success		

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Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification
103		Mandate	ODPA	Board Member Training	70,000	35,000	35,000	On-Going	Board member training	
104		Efficiency & Process Improvement	ODPA	Staff Training	72,000	36,000	36,000	On-Going	Staff training	
105		Efficiency & Process Improvement	ODPA	Office location	203,319	100,022	103,297	On-Going	Rent for the new office	
ODPA Total					1,559,217	777,971	781,246			
Sub-Total CHARTER OFFICES					5,169,775	2,583,989	2,585,786			
106			Taplin, Robinson, and Humbert	51B BRT + University/Shattuck Corridor Mobility Improvements	150,000	150,000		One-Time	\$150,000 to the FY 2024-2025 to increase the budget for the city's ADA Transition Plan capital project to prioritize and implement ADA improvements at the city's intersections. \$150,000 to the FY 2025-2026 for consulting costs to conduct corridor studies along University Avenue, from Seawall Drive, to Oxford Street, and along Oxford Street and Fulton Street, from Virginia Street to Durant Avenue	
107			Harrison	Beautify Vacant Storefronts in Berkeley Commercial Districts	100,000	100,000			To help fund art or district branding vinyl window graphics on vacant storefronts in Berkeley Commercial Districts to beautify our Commercial Districts.	
108			Robinson and Humbert	Opening the Dwight Triangle	25,000	25,000			Improvements to the Dwight Triangle, including but not limited to permanent chess tables, benches, landscaping improvements, traffic calming, and signage associated with opening the Dwight Triangle for public use and recreation.	
109			Harrison and Taplin	Allocate the Existing \$900,000 Transportation Network Company (TNC) Tax to Calm Traffic in Vicinity of Derby St., Increase Citywide Traffic Calming Budget, and Establish Ongoing General Fund Allocation Policy for the TNC	900,000	900,000			Designate existing \$900,000 FY 2024 Transportation Network Company (TNC) Tax allocation (see report)	
110			Humbert and Bartlett	Additional Security Cameras at Intersections Experiencing Increased Violent Crime	1,055,000	1,055,000		One-Time	Install additional security cameras, prominent signage, and increased lighting in the public right-of-way at intersections experiencing a rise in violent crime and/or which include arterial streets offering entry/exit points for Berkeley. Priority intersections: ● Alcatraz and College ● Woolsey and Telegraph ● Woolsey and Shattuck ● Alcatraz and Adeline ● Alcatraz and Sacramento	
111			Mayor Arreguin, Hahn, and Wengraf	Resources to Plan for Future Health Care Access for Berkeley	300,000	300,000		One-Time	Legal and/or other technical expertise as may be needed to identify/evaluate existing or potential opportunities to secure the future of healthcare and hospital access for the people of Berkeley.	
112			Kesarwani, Wengraf, Taplin, and Humbert	Publicly Accessible Permanent Bathroom at James Kenney Park	160,000	160,000		One-Time	Refer \$160,000 to the June FY 2024-25 budget process to renovate an existing bathroom at the James Kenney Community Center to make it ADA compliant and permanently accessible to members of the general public who visit the park.	
113			Hahn, Wengraf, Taplin, and Humbert	Funding to Protect Pedestrian Safety on Upper Marin Avenue	200,000	200,000		One-Time	Study and implementation of traffic control measures on upper Marin Avenue to address urgent safety needs for pedestrians.	
114			Andy Katz, Chari, Community Health Commission	Response to Council Referral: Long Term Care Facility Oversight	-				(1) establishment of an enhanced Ombudsperson program for oversight of Skilled Nursing Facilities and Residential Care Facilities for the Elderly, and (2) early implementation of the Centers for Medicare & Medicaid Services (CMS) proposal for minimum nursing staffing levels ahead of the three-year period proposed by CMS.	
115			Mayor Arreguin	Supply Bank School Supply Distribution	70,000	35,000	35,000	One-Time	\$70,000 for Supply Bank (\$35k for each fiscal year) to support their services in providing essential school supplies to Berkeley families.	
116			Mayor Arreguin	Cesar Chavez Solar Calendar Maintenance	10,000	10,000	-	One-Time	Allocate \$10,000 to the Kala Art Institute, the fiscal sponsor for the Chavez/Huerta Tribute Site, for the continued purpose of employing grounds keepers and providing the resources needed for the maintenance of the Cesar Chavez/Dolores Huerta Solar Calendar Site until May/June 2026.	
117			Hahn, and Wengraf	Co-Sponsorship and Budget Referral for the Solano Avenue Stroll	20,000	10,000	10,000	One-Time	\$10,000 per year for FY 2025 and 2026 (\$20,000 total) for the Solano Avenue Stroll, to support the September 2024 and 2025 events.	

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals
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Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification
118			Taplin	Berkeley Junior Jackets Capacity-Building Grant	300,000	150,000	150,000	One-Time	\$300,000 to provide Young Lives Matter Foundation, Inc. with funding for two years of operating costs for the Berkeley Junior Jackets Football and Cheer youth sports program.	
119			Hahn, Humbert, Taplin, and Bartlett	Continue Market Match Program for Low-Income Berkeley Residents in the Event of Statewide Program Cuts	360,000	180,000	180,000	One-Time	\$360,000 (up to \$180,000 per year) to safeguard the Market Match program for two fiscal years, supporting over 10,000 low-income Berkeley residents in accessing fresh local produce from Berkeley Farmers' Markets.	
120			Taplin	SafeCity Connect Downtown Berkeley Pilot Program	320,000	320,000		One-Time	Develop and implement a two-year public-private security camera program with SafeCity Connect and the Downtown Berkeley Property-based Business Improvement District (PBID) for ten (10) locations.	
121			Taplin and Humbert	Vision Zero Rapid Response on Bicycle Boulevards	200,000	200,000		One-Time	Pilot implementation of Neighborhood Bikeway standards and Complete Streets interventions on Heinz Avenue and the intersection with Seventh Street, and prioritizing implementation on Bicycle Boulevards on High Injury Streets and/or the Equity Priority Area	
122			Taplin	Waterside Workshops Emergency Recovery Grant	82,000	82,000		One-Time	Support youth enrichment and climate resilience programs following revenue losses due to construction and street closures on Bolivar Drive.	
123			Hahn and Taplin	Fund Small Sites Program to Acquire, Rehabilitate, and Protect Existing Small Scale Housing	16,350,000	8,200,000	8,150,000	One-Time	● \$8 Million per year (for a two-year total of \$16 Million) from existing affordable housing funds to support the acquisition and rehabilitation of small-scale residential buildings and their conversion to deed-restricted permanently affordable housing. ● \$200,000 in FY25 and \$150,000 in FY26 (total of \$350,000 over two years) "Capacity Building" grants to the Bay Area Community Land Trust to support expanded participation in the City's Small Sites Program.	
124			Taplin	CARE Program for Berkeley Fire	1,216,214	853,107	363,107	One-Time	● \$40,000 annually for two years to fund on-going age and risk-based full body cancer scans for First Responders that are subjected to carcinogens during the normal course of their work. ● \$203,107 for one FTE, ongoing and inclusive of benefits, for a Lead Fire Mechanic. ● \$350,000 in one-time funds to purchase the necessary tools and equipment. ● \$140,000 to provide \$20,000 for each of the City's seven Fire Stations in one fiscal year. ● Alternatively, \$70,000 in FY 2025 and in FY 2026, providing \$10,000 per year for each Fire Station over two years, for a two-year total of \$140,000.	
125			Mayor Arreguin	Replenishing Business Damage Mitigation Fund	50,000	50,000		One-Time	\$50,000 to replenish the business damage mitigation fund providing one-time grants to small businesses who experience property damage due to vandalism and other problematic behavior.	
126			Wengraf, Taplin, and Hahn	\$70,000 to Evaluate Pedestrian Safety and Implement Solutions on Euclid Avenue between Eunice Street and Bay View Place	70,000	70,000		One-Time	\$70,000 to Evaluate Pedestrian Safety and Implement solutions on the short stretch of Euclid Ave between Eunice Ave and Bay View Place, including the crossings at Eunice and between Codornices Park and the Jane Hammond Field and the Berkeley Rose Garden and west side of Euclid.	
127			Wengraf	Crossing Guard for Cragmont School	44,000	22,000	22,000	One-Time	Annual allocation of \$22,000 to fund a Crossing Guard for Cragmont Elementary School at the intersection of Regal Rd. and Spruce Street.	
128			Wengraf, Humbert, and Taplin	City of Berkeley Annual Holocaust Remembrance Day	14,000	7,000	7,000	One-Time	\$7,000 annually to fund the City of Berkeley's Annual Holocaust Remembrance Day Program.	
129			Wengraf	Equipment for Hybrid Commission Meetings	110,000	110,000	-	One-Time	an allocation of \$110,000 for infrastructure costs to conduct hybrid city commission meetings.	
130			Wengraf	Civic Center Plan Phase III – Advancing Pre-Design & Construction Activities for Berkeley's Maudelle Shirek and Veterans Buildings	300,000	300,000	-	One-Time	Allocation of \$300,000 for the Civic Center Plan Phase III.	
131			Bartlett	Healthy Black Families Community Engagement - Ashby BART Development and Equitable Black Berkeley	120,000	60,000	60,000	One-Time	Support a Community Advisory Group to provide thought leadership around implementation of a Black Cultural Zone and Health Equity Zone.	
132			Hahn and Wengraf	Development of Voluntary Design Guidelines	200,000	200,000	-	One-Time	Engage a consultant to assist with this process.	
133			Taplin	BYA Counseling Center and Summer Jam Day Camp	70,000	35,000	35,000	One-Time	Berkeley Youth Alternatives (BYA) Summer Jam Day Camp.	

FY25 & FY26 General Fund Resources Funding Requests and Council Budget Referrals
MASTER LIST

Item#	Tier	Criteria	Department	Expenditure Type	Requesting Amount	FY 2025	FY 2026	Type of Request	Reason for Request	CMO Justification
134			Humbert, Hahn, Taplin, and Lunaparra	Staff direction and budget referral for Practical Interventions to Clear and Keep Using Parking Spaces (PICKUPS)	125,000	125,000	-	One-Time	Preliminary allocations for implementation and enforcement: ● ~~\$30,000~~ for revised signage and curb striping. ● ~~\$75,000~~ for targeted nighttime enforcement operations	
135			Hahn and Humbert	Budget Referral and Technical Support for the Aurora Theatre Company	150,000	150,000	-	One-Time	One-time emergency grant of up to \$150,000 to the Aurora Theatre Company, pending information from staff about the availability of existing and other resources to support the organization.	
136			Mayor Arreguin	Restarting 4th of July Celebration	630,000	630,000	-	One-Time	Restart 4th of July Celebrations in 2025	
137			Mayor Arreguin	Berkeley Youth Alternatives Part-Time Garden Assistant	31,250	31,250	-	One-Time	Berkeley Youth Alternatives to hire a part-time Garden Assistant.	
Sub-Total COUNCIL BUDGET REFERRALS					23,732,464	14,720,357	9,012,107			
IV. TOTAL DEPARTMENTS FUNDING REQUEST & COUNCIL BUDGET REFERRALS					72,751,847	36,622,546	36,129,301			

Internal



Office of the City Manager

Date: May 14, 2024
To: City Council/Budget and Finance Policy Committee
From: Dee Williams-Ridley, City Manager
Submitted by: Henry Oyekanmi, Finance Director
Subject: Revenue Projection Report for Fiscal Year 2025-2026

City Council/Budget & Finance Policy Committee
Revenue Projection Report for Fiscal Year 2025-2026

General Fund Revenue and Transfer for Nine Months for FY 2024 vs FY 2023 Comparison

Revenue Categories	FY 2024				FY 2023				Comparison FY24 vs FY23	
	Adopted	Actual	Variance	% Received	Adopted	Actual	Variance	% Received	Amount	%
	(a)	(b)	c=(b) - (a)	(d) = (b)/(a)	(e)	(f)	g=(f) - (e)	(h) = (f)/(g)	(i) = (b) - (f)	(j) = (i)/(f)
Secured Property	\$84,725,717	\$53,314,028	(\$31,411,689)	62.93%	\$75,664,920	\$50,561,010	(\$25,103,910)	66.82%	2,753,018	5.44%
Redemptions -Regular	831,441	719,042	(112,399)	86.48%	831,441	638,419	-193,022	76.78%	80,623	12.63%
Supplemental Taxes	3,400,000	1,197,265	(2,202,735)	35.21%	2,000,000	1,229,929	-770,071	61.50%	(32,664)	-2.66%
Unsecured Property Taxes	3,806,995	4,648,038	841,043	122.09%	3,516,000	3,806,995	290,995	108.28%	841,043	22.09%
Property Transfer Tax	22,873,786	12,731,173	(10,142,613)	55.66%	34,462,172	18,953,345	-15,508,827	55.00%	(6,222,172)	-32.83%
Property Transfer Tax-Measure P (New December 21, 2018)	10,189,500	3,471,279	(6,718,221)	34.07%	14,073,750	9,086,940	-4,986,810	64.57%	(5,615,661)	-61.80%
Sales Taxes	19,654,225	14,070,779	(5,583,446)	71.59%	19,016,546	14,558,589	-4,457,957	76.56%	(487,810)	-3.35%
Soda Taxes	1,147,387	840,162	(307,225)	73.22%	990,210	875,532	-114,678	88.42%	(35,370)	-4.04%
Utility Users Taxes	17,454,320	12,753,476	(4,700,844)	73.07%	13,800,000	12,701,095	-1,098,905	92.04%	52,381	0.41%
Transient Occupancy Taxes	8,374,588	5,957,066	(2,417,522)	71.13%	5,000,000	6,247,284	1,247,284	124.95%	(290,218)	-4.65%
Less: TOT rebates owed (3)		(936,343)				(861,310)			(75,033)	8.71%
Short-term Rentals	1,400,000	1,045,648	(354,352)	74.69%	1,000,000	1,088,160	88,160	1,000,000	(42,512)	-3.91%
Business License Tax	21,560,783	21,076,289	(484,494)	97.75%	19,000,000	18,222,692	-777,308	95.91%	2,853,597	15.66%
Recreational Cannabis	1,000,000	93,121	(906,879)	9.31%	1,400,000	837,715	-562,285	59.84%	(744,594)	-88.88%
U1 Revenues	5,900,000	5,344,045	(555,955)	90.58%	4,900,000	4,853,469	-46,531	99.05%	490,576	10.11%
Other Taxes (excluding Redemptions-Regular)	2,593,129	3,046,241	453,112	117.47%	1,800,000	2,134,870	334,870	118.60%	911,371	42.69%
Vehicle In-Lieu Taxes	17,811,134	8,937,911	(8,873,223)	50.18%	15,926,168	8,329,833	-7,596,335	52.30%	608,078	7.30%
Parking Fines-Regular Collections	5,800,000	4,572,399	(1,227,601)	78.83%	4,326,450	4,470,746	144,296	103.34%	101,653	2.27%
Parking Fines-Booting Collections			0				0	#DIV/0!	-	#DIV/0!
Moving Violations	132,600	131,377	(1,223)	99.08%	132,600	106,329	-26,271	80.19%	25,048	23.56%
Ambulance Fees	5,350,779	5,735,203	384,424	107.18%	3,880,779	3,672,839	-207,940	94.64%	2,062,364	56.15%
Interest Income	8,826,211	10,145,073	1,318,862	114.94%	6,000,000	5,942,994	-57,006	99.05%	4,202,079	70.71%
Franchise Fees	1,720,056	456,610	(1,263,446)	26.55%	1,613,283	373,789	-1,239,494	23.17%	82,821	22.16%
Other Revenue	7,668,797	5,136,945	(2,531,852)	66.99%	6,729,977	6,006,684	-723,293	89.25%	(869,739)	-14.48%
IDC Reimbursement	6,104,970	4,838,582	(1,266,388)	79.26%	5,490,000	4,732,212	-757,788	86.20%	106,370	2.25%
Transfers	8,091,924	6,068,943	(2,022,981)	75.00%	17,096,148	10,731,462	-6,364,686	62.77%	(4,662,519)	-43.45%
			-				0		-	
Total Revenue:	\$266,418,342	\$185,394,352	-\$81,023,990	69.59%	\$258,650,444	\$189,301,622	-\$69,348,822	73.19%	(\$3,907,270)	-2.06%

Notes: (1) This statement is presented on a budgetary basis (i.e., cash).
(2) Current vendor no longer breaks out Regular and Booting Parking Fines Collections
(3) TOT (Transient Occupancy Tax) reflected on the accrual basis of accounting

Summary of General Fund FY 2024 Nine Month Revenue Comparative Results

General Fund revenue and transfers decreased \$3,907,270 or 2.06%, from \$189,301,622 in the nine months of FY 2023, to \$185,394,352 for the same period in FY 2024.

As staff alerted in the FY 2023 General Fund Revenue report to Council, the City General Fund has, at least for the near term, lost at least two of its three primary drivers of annual growth (Property Transfer Taxes and Measure P Property Transfer Taxes are experiencing negative growth, and that will eventually lower growth for Secured Property Taxes and Vehicle in Lieu Taxes), as they have continued to decline sharply in the nine months of FY 2024. As a result, the General Fund revenue and transfers projection for FY 2024 has been reduced by \$454,264 or .2% from \$266,418,342 to \$265,964,078. In addition, it should be noted that the City's growth in assessed value has dropped sharply from 10.8% in FY 2023 to a preliminary estimate of 4.848% for FY 2025. This will reduce Secured Property Tax and Vehicle in Lieu revenue growth in FY 2025.

In addition, the City is starting to see weakness in two other key General Fund business categories: Sales Taxes and TOT. The City's Sales Tax Consultant has noted softening in sales activity in several sales tax categories since the Adopted Budget was passed, and this has resulted in a reduction in the Sales Tax revenue projection of \$1,113,304, from \$19,654,225 to \$18,540,921. Also, gross TOT revenues were projected to grow by 3% in FY 2024; Instead, they declined by 4.65% from the level reported for the nine months of FY 2023.

Notable General Fund Revenue Declines and Increases

Notable declines during the nine months of FY 2024 were the following:

1. Property Transfer Taxes	\$ 6,222,172
2. Measure P Property Transfer Taxes	5,615,661
3. Transfers In	4,662,519
4. Sales Taxes	487,810

The decline in Transfers In was expected and due to a decline of \$6,761,901 in transfers from the American Rescue Plan Fund.

Four notable increases during the nine months of FY 2024 were Secured Property Taxes (+\$2,753,018), Business License Taxes (\$2,853,597), Ambulance Fees (+\$2,062,364), and Interest Income (+\$4,202,079). This resulted in increases in the FY 2024 revenue projections for those revenue categories.

Excluding Transfers, General Fund revenue increased \$755,244 or .4%, from \$178,570,160 in the nine months of FY 2023, to \$179,325,404 in the nine months of FY 2024.

Continuing General Fund Revenue Challenges

Before getting into the FY 2024 General Fund revenue details, I also want to point out that the City's General Fund revenue challenges have not ended now that the Fed's have apparently stopped raising short-term rates, for the following reasons:

1. The Fed's monetary tightening includes a program to sell \$95 billion/month (or \$1.14 trillion per year) of Agency and Mortgage-Backed securities from its Balance Sheet, which increases the supply of these securities and puts additional upward pressure on long-term rates, including mortgage rates. Prior to the monetary policy change, the Fed was the major purchaser of these long-term securities;
2. The proposed \$1.8 trillion federal budget deficit for the upcoming fiscal year will require the issuance of an additional \$1.8 trillion in Treasury Bonds to fund the deficit; and,
3. The core Personal Consumption Expenditures (PCE) index (the Fed's favored inflation index) has declined from almost 9% during the pandemic to 2.8% in March 2024, close to the Fed's 2.0% target. Despite that, the Fed is reluctant to lower short-term interest rates as soon as the market expected. The Fed's Chairman indicated at the January 31, 2024 meeting that the Fed will not start lowering interest rates until it is certain that inflation is on a sustainable path to the Fed's 2% goal (it has recently reiterated that statement).

The additional huge supply of bonds from these macroeconomic factors will probably overwhelm demand for long-term bonds and continue to put pressure on long-term interest rates, including mortgage rates. In addition to reducing consumer spending and slowing down the economy, it will keep mortgage rates high.

FY 2024 NINE MONTHS GENERAL FUND REVENUE DETAILS

Supplemental Taxes (-\$32,664 less than FY 2023 Actual)

During the nine months of FY 2024, Supplemental Taxes totaled \$1,197,265, which was \$32,664 or 2.7% less than the \$1,229,929 received for the same period in FY 2023

Secured Property Tax (+\$2,753,018 more than FY 2023 Actual)

During the nine months of FY 2024, Secured Property Tax revenues totaled \$53,314,028, which was \$2,753,018 or 5.44% more than the \$50,561,010 received for the same period in FY 2023. This result was consistent with the County's Certification of Assessed Valuation (received from the County in August 2023), which reflects growth of 7.256%. However, the FY 2024 Adopted Budget assumed a 6.895%

increase for FY 2024, so actual Secured Property Taxes are expected to be \$286,128 or .361% more than the Adopted Budget amount of \$84,725,717.

The Secured Property Tax Revenue projection was increased from \$84,725,717 to \$85,011,845.

Unsecured Property Tax (+\$841,043 more than FY 2023 Actual)

During the nine months of FY 2024, Unsecured Property Tax revenues totaled \$4,648,038, which was \$841,043 or 22.1% more than the amount of \$3,806,995 received for the same period in FY 2023. This amount is greater than the County's Certification of Assessed Valuation growth of 9.1% for FY 2024.

The Unsecured Property Tax Revenue projection was increased from \$3,806,995 to \$4,648,038.

Property Transfer Tax (-\$6,222,172 less than FY 2023 Actual)

During the nine months of FY 2024, Property Transfer Tax totaled \$12,731,173, which was \$6,222,172 or 32.8% less than the \$18,953,345 received for the same period in FY 2023.

The primary reasons for the \$6,222,172 decrease in Property Transfer Tax were the following:

- (1) The dollar value of property sales decreased by \$.517.4 billion or 37.9%, from \$1.366.8 billion in the nine months of FY 2023 to \$.849.4 billion during the same period of FY 2024, as illustrated in Table 1 below.
- (2) There were ten property sales of \$10 million or more, with total sales of \$411 million in the nine months of FY 2023 compared to five property sales of \$10 million or more, with total sales of \$89.9 million in the nine months of FY 2024; and,
- (3) The number of property sales transactions decreased by 114 or 17.8% from 640 in the nine months of FY 2023 to 526 during the same period of FY 2024, as illustrated in the Table 2 below.

This decline in real estate activity is generally attributed to high and increasing mortgage rates and a slowing economy resulting from the Federal Reserve Board's aggressive attempt to reduce the money supply and slow down the US economy in order to reduce inflation, by sharply raising interest rates and selling \$95 billion/month of Agency and Mortgage-Backed securities from its Balance Sheet.

Table 1- Property Sales In Million \$

	July	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2024	\$129.2	\$152.5	\$99.9	\$95.7	\$95.8	\$94.4	\$667.5
FY 2023	188.9	320.0	134.6	113.9	254.9	142.4	1,154.7
Change	-59.7	-167.5	-34.7	-18.2	159.1	-48.0	-487.2
% Change	-31.6%	-52.3%	-25.8%	-16.0%	-62.4%	-33.7%	-42.2%

Table 1- Property Sales In Million \$

	Jan	Feb	Mar	Apr	May	June	Total
FY 2024	65.8	49.8	66.3				\$849.4
FY 2023	86.5	72.2	53.4				1,366.8
Change	-20.7	-22.4	12.9				-517.4
% Change	-23.9%	-31.0%	24.2%				-37.9%

Table 2-Number of Property Sales Transactions

	July	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2024	79	73	64	61	67	62	406
FY 2023	113	101	108	79	74	57	532
Change	-34	-28	-44	-18	-7	5	-126
% Change	-.30.1%	-27.7%	40.7%	-22.8%	-9.5%	8.8%	-23.7%

	Jan	Feb	Mar	Apr	May	June	Total
FY 2024	41	34	45				526
FY 2023	40	37	31				640
Change	1	-3	14				-114
% Change	2.5%	-8.1%	45.2%				-17.8%

Table 2-Number of Property Sales Transactions

The Property Transfer Tax Revenue projection was decreased from \$22,873,786 to \$16,873,786.

Measure P-Property Transfer Tax (-\$5,615,661 less than FY 2023 Actual)

Measure P taxes totaling \$3,471,279 was collected during the nine months of FY 2024, which was \$5,615,661 or 61.8% less than the \$9,086,940 collected during the same period of FY 2023. This decrease resulted primarily from the following: (1) A decrease of 56.4% in the dollar value of property sales amount in the nine months of FY 2024 versus those in the nine months of FY 2023 as reflected in Table

3; (2) The number of property sales transactions decreased by 138 or 56.1% during the nine months of FY 2024, as illustrated in the Table 4 below; and, (3) There were only five property sales of \$10 million or more totaling \$89.9 million during this nine month period in FY 2024, compared to 10 transactions with total property sales of \$411 million for the same period in FY 2023.

Table 3- Property Sales \$1.5 million+ In Million \$

	July	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2024	\$62.8	\$87.2	\$48.5	\$51.9	\$33.6	\$42.5	\$326.5
FY 2023	114.4	271.1	84.1	63.3	203.7	99.8	836.4
Change	- 51.6	-183.9	-35.6	-11.4	-170.1	-57.3	-509.9
% Change	-45.1%	-67.8%	-42.3%	-18.0%	-83.5%	-57.4%	-61.0%

Table 3- Property Sales \$1.5 million+ In Million \$

	Jan	Feb	Mar	Apr	May	June	Total
FY 2024	20.5	22.3	31.4				\$400.7
FY 2023	34.3	28.0	20.2				918.9
Change	-13.8	-5.7	11.2				-518.2
% Change	40.2%	-20.4%	55.4%				-56.4%

Table 4- Property Transactions \$1.5 Million and Above

	July	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2024	18	17	12	15	12	10	84
FY 2023	52	41	48	31	24	19	215
Change	-34	-24	-36	-16	-12	-9	-131
% Change	-.65.4%	-58.5%	-75.0%	-51.6%	-50.0%	-47.4%	-60.9%

Table 4- Property Transactions \$1.5 Million and Above

	Jan	Feb	Mar	Apr	May	June	Total
FY 2024	3	8	13				108
FY 2023	12	10	9				246
Change	-9	-2	4				-138
% Change	-75.0%	-20.0%	44.4%				-56.1%

The Measure P1 Property Transfer Tax Revenue projection was decreased from \$10,189,500 to \$4,500,000.

Sales Tax (-\$487,810 less than FY 2023 Actual)

For the nine months of FY 2024, Sales Tax revenue totaled \$14,070,779, which was \$487,810 or 3.35% less than the \$14,558,589 received for the same period in FY 2023. The City's Sales Tax Consultant has noticed a significant softening of sales in several categories since the Adopted Budget was passed, and has revised revenue projections in the following categories:

Category	Adopted Budget	Revised Projection	Difference
General Retail	\$ 4,514,430	\$ 4,172,849	(\$ 341,581)
Food Products	5,584,993	5,505,807	(79,186)
Transportation	3,060,135	2,529,620	(530,515)
Construction	1,697,060	1,483,244	(213,816)
Business to Business	1,692,394	1,795,349	102,955
Miscellaneous	211,692	597,514	385,822
County Pool	4,091,330	3,572,497	(518,833)
State Pool	9,402	7,387	(2,015)
County Sharing	(1,043,072)	(983,213)	59,859
CDTFA Administration	(164,139)	(140,131)	24,008
Total	\$ 19,654,225	\$ 18,540,921	(\$1,113,304)

Quarter-over-quarter, new auto sales were down 40.1% and 23.6% year-over-year; and, Service stations revenue declined 8.1% quarter-over-quarter and 11% year-over-year. As a result, the FY 2024 Sales Tax Revenue projection was decreased from \$19,654,225 to \$18,540,921.

Utility Users Taxes (+\$52,381 more than FY 2023 Actual)

Utility Users Tax revenue for the nine months of FY 2024 totaled \$12,753,476, which was \$52,381 or .41% more than the \$12,701,095 received for FY 2023.

This increase of \$52,381 resulted from increases/decreases in the following categories:

FY 2024 Actual Revenues Compared to FY 2023 Actual Revenues				
	FY2024	FY 2023	\$ Change	% Change
Telephone	\$ 752,930	\$ 800,870	\$ -47,940	-5.99%
Cable	710,765	751,333	- 40,567	-5.40%
Cellular	1,276,973	1,354,465	-77,492	-5.72%
Electric	7,939,912	6,623,802	1,316,110	19.87%
Gas	2,072,896	3,170,626	-1,097,730	-34.62%
Total	\$12,753,476	\$12,701,095	\$52,381	.41%

PG&E received an 8% increase in electricity rates in January 2022, another increase of 8.9% in March 2023, and another ranging between 1%-4.1% effective September 1, 2023.

The UUT Revenue projection was increased from \$17,454,320 to \$17,700,000.

Transient Occupancy Tax (-\$365,251 less than FY 2023 Actual)

Net TOT revenue for the nine months of FY 2024 totaled \$5,020,723 (after deduction of \$936,343 in rebates) compared to \$5,385,974 (after 861,310 in rebates), for a decline of \$365,251 or 6.78%.

The net TOT for the six largest hotels declined \$15,868 or .3%, so the total decline in TOT for the nine months of FY 2024 resulted from significant declines in the smaller hotels.

As a result, the FY 2024 gross TOT projection was reduced from \$9,158,071 to \$8,624,591.

Short-Term Rentals (-\$42,512 less than FY 2023 Actual)

Short-Term Rentals revenue for the nine months of FY 2024 totaled \$1,045,648, which was \$42,512 or 3.9% less than the \$1,088,160 received for the same period in FY 2023.

Business License Taxes (+2,853,597 more than FY 2023 Actual)

Business license Taxes (BLT) revenue for the nine of FY 2024 totaled \$21,076,289, which was \$2,853,597 or 15.7% more than the \$18,222,692 received for the same period in FY 2023. This increase was due to several factors: (1) Faster processing time; Finance

management implemented a new strategy-to use temporary employees throughout the Business License tax reporting period; to start offering overtime earlier; to publicize the online portal; and, to split duties to maximize efficiency among the units; and other steps. Staff renewed 11,242 as of March 31, 2024 versus 9,247 as of March 31, 2023 (2) More businesses renewed online (2,975 in FY 2024 versus 1,849 in FY 2023); and, (3) The average Business License tax renewal increased by approximately 9% in FY 2024.

As a result, the FY 2024 Business License Taxes projection was increased from \$21,560,783 to \$23,200,000, despite the Medical Cannabis exemption approved by Council.

Recreational Cannabis Taxes -\$744,594 less than FY 2023 Actual)

Recreational Cannabis Taxes (BLT) revenue for the nine of FY 2024 totaled \$93,121, which was \$744,594 or 88.9% less than the \$837,715 received for the same period in FY 2023. This decline was due to Council adopting a temporary exemption from the collection of taxes under BMC Chapter 9.04.136(D) from non-medical and medical cannabis businesses. This temporary exemption was retroactive to January 2023.

The FY 2024 Recreational Cannabis Taxes projection was decreased from \$1,000,000 to \$112,000.

U1 Revenues (+\$490,576 more than FY 2023 Actual)

U1 revenues for the nine months of FY 2024 totaled \$5,344,045, which was \$490,576 or 10.1% more than the \$4,853,469 received for the same period in FY 2023.

Vehicle In Lieu Taxes (+\$608,078 more than FY 2023 Actual)

Vehicle in Lieu Taxes (VLF) for the nine months of FY 2024 totaled \$8,937,911, which was \$608,078 or 7.30% more than the \$8,329,833 received for the same period in FY 2023. This result was consistent with the County's Certification of Assessed Valuation (received in August 2022), which reflects growth of 7.256%. Changes in VLF revenues are based on the growth in assessed values. However, the Adopted Budget reflects growth of 6.912%, so actual Vehicle In Lieu Taxes are expected to be \$57,356 or .3443% more than the Adopted Budget amount of \$17,811,134.

The FY 2024 Vehicle in Lieu Tax projection was increased from \$17,811,134 to \$17,868,490.

Other Taxes (+\$911,371 more than FY 2023 Actual)

Other Taxes (excluding Redemptions-Regular) for the nine months of FY 2024 totaled \$3,046,241 which was \$911,371 or 42.7% more than the \$2,134,870 received for the same period in FY 2023. The primary reasons for the increase were (1) an increase of \$553,928 in

Parking Lot Taxes; (2) a decline of \$285,599 in BLT penalties; (3) a decline of \$116,335 in BLT interest; and, (4) \$759,376 in Transportation Network Company User Tax (i.e., a tax on ride sharing companies enacted during the height of the COVID-19 pandemic) was recorded as Other Revenue, instead of Other Taxes in FY 2023.

After including Transportation Network Company User Taxes as Other Taxes, instead of Other Income, the FY 2024 Other Taxes projection was increased from \$2,593,129 to \$4,621,618.

Parking Fines (+\$101,653 more than FY 2023 Actual)

Parking Fines revenue for the nine months of FY 2024 totaled \$4,572,399, which was \$101,653 or 2.3% more than the \$4,470,746 received for the same period in FY 2023. The primary reason for the increase was the increase in ticket writing during the first five months of FY 2024.

For the nine months of FY 2024, ticket writing was flat, declining 493 or .5% from 108,498 in the nine months of FY 2023 to 108,005 in the same period in FY 2024, as follows:

	July	Aug	Sept	Oct	Nov	Dec	Subtotal
FY 2024	12,303	13,829	12,885	12,779	12,472	9,304	73,572
FY 2023	10,881	11,414	12,984	12,419	12,369	10,525	70,592
Difference	1,422	2,415	-99	360	103	-1,221	4,986
% Difference	13.1%	21.2%	-.8%	2.9%	.83%	-11.6%	7.06%

	Jan	Feb	Mar	Apr	May	June	Total
FY 2024	11,001	11,415	12,017				108,005
FY 2023	12,169	12,386	13,351				108,498
Difference	-1,168	-971	-1,334				-493
% Difference	-9.6%	-7.8%	-10.0%				-.5%

Please note that there were four straight months of declines in ticket writing. These declines were due to staffing vacancies and staff injuries.

Ambulance Fees (+\$2,062,364 more than FY 2023 Actual)

Ambulance Fees revenue for the nine months of FY 2024 totaled \$5,735,203, which was \$2,062,364 or 56.2% more than the \$3,833,730 received for the same period in FY 2023. This increase was primarily due to (1) an increase in the number of transports by 501 or 11.6% in the nine months of FY 2024, from 4,330 to 4,831; and (2) the Public Provider Ground Emergency Medical Transportation (PPGEMT) program replaced the Quality Assurance Fee Program (QAF); The MEDI-CAL and MCAL HMO reimbursement rate increased to \$1,062 under the PPGEMT Program from \$339 under the QAF Program in FY 2023; There were additional rate increases effective April 1, 2023 and November 1, 2023.

As a result, the FY 2024 Ambulance Fee revenue projection was increased from \$5,350,779 to \$7,234,813.

Interest Income (+\$4,202,079 more than FY 2023 Actual)

For the nine months of FY 2024, Interest Income totaled \$10,145,073, which was \$4,202,079 or 70.7% more than the total of \$5,942,994 received for the same period in FY 2023. This increase was primarily attributable to a significant increase in average interest rates earned after the Federal Reserve raised interest rates sharply starting in March 2022. Primarily as a result of the Fed's actions, the net interest rate earned by the City increased from a range of 1.837%-2.83% during the nine months of FY 2023, to a range of 2.84%-3.18% during the nine months of FY 2024, as reflected in the Monthly Net Interest Rate Earned table below. In addition, the increase was partially attributable to an inversion of the yield curve, where short-term rates were greater than long-term rates:

Monthly Net Interest Rate Earned:

FY	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2024	3.10%	3.02%	2.95%	2.95%	2.88%	2.84%	3.18%	3.05%	3.11%
2023	1.84%	2.03%	1.97%	2.26%	2.39%	2.62%	2.74%	2.71%	2.83%

The FY 2024 Interest Income projection was increased from \$8,826,211 to \$14,000,000.

Indirect Cost Reimbursements (+\$106,370 more than FY 2023 Actual)

Indirect Cost Reimbursements (IDC) for the nine months of FY 2024 totaled \$4,838,582, which was \$106,370 or 2.25% more than the \$4,732,212 received for the same period in FY 2023. This increase was primarily accounted for by an increase in the indirect cost allocation base (total direct salaries and wages) by 3.9% from \$21,234,357 in the nine months of FY 2023 to \$22,068,697 in FY 2024.

The FY 2024 IDC revenue projection was being increased from \$6,104,970 to \$6,893,749.

Transfers (-\$4,662,519 less than FY 2023 Actual)

Transfers from other funds for the nine months of FY 2024 totaled \$6,068,943 which was \$4,662,519 or 43.5% less than the \$10,731,462 received for the same period in FY 2023. This was primarily attributable to the Transfer of \$2,441,808 from the American Rescue Plan Fund to recover from the impact of the COVID-19 pandemic in FY 2024, compared to the Transfer of \$9,203,709 from the American Rescue Plan Fund for the same period in FY 2023. In addition, there were grants receivable reimbursements erroneously included in the FY 2023 total that accounted for the remainder of the FY 2024 nine months decline.

Other Revenues (-\$869,739 less than FY 2023 Actual)

Other Revenues primarily 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 2024 totaled \$5,136,945 which was \$869,739 or 14.5% less than the \$6,006,684 received for the same period in FY 2023. This decrease of \$869,739 was primarily attributable to (1) the inclusion of \$628,069 in TNC User Taxes as Other Income, rather than Other Taxes in the nine months of FY 2023; and (2) A premium of \$687,680 on the issuance of the Tax and Revenue Anticipation Notes (TRAN) in FY 2023 versus \$457,283 in FY 2024. The premium paid to the City was not actually revenue; it was a liability that was paid by the purchaser of the City's Notes when the coupon interest rate was higher than the market rate when the Notes were issued. It will be used to offset the interest expense paid by the City on the Notes, rather than be recorded as revenue.

The FY 2023 total for Other Revenue was \$9,043,937, while the Adopted Budget total was \$7,668,797. The FY 2024 Other Revenue projection was increased from \$7,668,797 to \$8,468,797 as a result.

5 YEARS PROJECTED GENERAL FUND REVENUES

	Projected General Fund Revenue FY 2021 through FY 2025						
	FY 2024 Adopted	FY 2023 Actual	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Undesignated Revenues							
Secured Property Taxes	84,725,717	79,260,689	85,011,845	89,887,496	93,033,558	96,289,733	99,659,874
Supplemental Taxes	3,400,000	3,561,752	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000

City Council/Budget & Finance Policy Committee
Revenue Projection Report for Fiscal Year 2025-2026

Unsecured Property Taxes	3,806,995	3,830,697	4,648,038	4,648,038	4,648,038	4,648,038	4,648,038
Property Transfer Taxes	12,500,000	18,000,000	16,873,786	16,000,000	16,000,000	16,000,000	16,000,000
Property Transfer Tax - Measure P	10,189,500	10,199,580	4,500,000	6,199,580	6,509,559	6,835,037	7,176,789
Sales Taxes	19,654,225	19,194,971	18,540,921	18,884,235	19,243,357	19,601,675	19,931,426
Soda Tax	1,147,387	1,162,310	1,147,387	1,147,387	1,147,387	1,147,387	1,147,387
Utility Users Taxes	17,454,320	17,634,565	17,700,000	17,700,000	17,700,000	17,700,000	17,700,000
Transient Occupancy Taxes(TOT)	8,374,588	8,891,331	8,624,591	8,883,329	9,149,829	9,424,323	9,707,053
TOT Rebates		-1,413,420	-1,160,450	-1,195,264	-1,231,122	-1,268,055	-1,306,097
Short-term Rentals	1,400,000	1,372,439	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Business License Taxes	21,560,783	21,854,193	23,200,000	23,664,000	24,137,280	24,620,026	25,112,426
Recreational Cannabis	1,000,000	997,572	112,000	18,000	50,000	51,000	52,020
Measure U1	5,900,000	5,844,564	6,200,000	6,500,000	6,200,000	6,200,000	6,200,000
Vacancy Tax					5,000,000	5,150,000	5,304,500
Other Taxes	3,424,570	5,455,887	5,453,059	5,453,059	5,453,059	5,453,059	5,453,059
Vehicle In Lieu Taxes	17,811,134	16,659,665	17,868,490	18,851,257	19,511,051	20,193,938	20,900,726
Parking Fines - Regular Collections	5,800,000	5,875,858	5,800,000	5,800,000	5,800,000	5,800,000	5,800,000
Parking Fines - Booting Collections	-	-	-	-	-	-	-
Moving Violations	132,600	149,420	132,600	132,600	135,252	137,957	137,957
Ambulance Fees	5,350,779	5,143,120	7,234,813	7,734,813	7,234,813	7,234,813	7,234,813
Interest Income	8,826,211	12,117,025	14,000,000	13,500,000	12,500,000	12,500,000	12,500,000
Franchise Fees	1,720,056	1,822,528	1,822,528	1,822,528	1,822,528	1,822,528	1,822,528
Other Revenues	7,668,797	9,043,937	8,468,797	8,468,797	8,468,797	8,468,797	8,468,797
Indirect cost reimbursements	6,104,970	6,758,577	6,893,749	7,031,624	7,172,256	7,315,701	7,462,015
Transfers	8,091,924	16,846,585	8,091,924	4,472,621	4,562,074	4,562,074	4,562,074
Total Undesignated Revenues	256,044,556	270,263,845	265,964,077	270,404,100	279,047,716	284,688,031	290,475,385

Designated Revenues							
Prop. Transfer Taxes for capital improvements	10,373,786	4,878,336		3,000,000	5,000,000	5,000,000	5,000,000
Total Designated Revenues	10,373,786	4,878,336	0	3,000,000	5,000,000	5,000,000	5,000,000
TOTAL REVENUES AND TRANSFERS	266,418,342	275,142,181	265,964,077	273,404,100	284,047,716	289,688,031	295,475,385

Notes: (1) This statement is presented on a budgetary basis (i.e., cash).
(2) Current vendor no longer breaks out Regular and Booting Parking Fines Collections
(3) TOT (Transient Occupancy Tax) reflected on the accrual basis of accounting

Secured Property Taxes

In the FY 2024 mid-year report staff reported that, given the continued high collection rate, and the resilience of property values in the City, as well as a large volume of recent property sales in the last year (which bring assessed values to market value), staff projected that FY 2024 growth would be 7.256%. However, because Property Transfer Tax revenue has continued to decline sharply through the first nine months of FY 2024 (as discussed below in the Property Transfer Tax section below), the expectation is that FY 2025 growth in assessed values will decline to 5.74%, and to 3.5% for FY 2026 through FY 2028.

Sales Taxes

After getting back to pre-pandemic levels in FY 2023, Sales Tax growth was projected to decrease .1% in FY 2024, increase 2.9% in FY 2025, increase 3.6% in FY 2026, increase 3.2% in FY 2027 and increase 3.1% in FY 2028. However, the City's Sales Tax Consultant has noticed significant softening in some categories in the first nine months FY 2024 sales activity. Therefore, current projections are a decrease of 3.4% in FY 2024, an increase of 1.85% in FY 2025, an increase 1.9% in FY 2026, an increase 1.86% in FY 2027 and an increase 1.68% in FY 2028.

Business License Taxes

Staff projected flat growth in FY 2024 Business License Tax revenue. However, for the nine months of FY 2024, the average Business License tax renewal increased by approximately 9%. As a result, the FY 2024 projection was increased to growth of 7.6%. Growth from FY 2025 through FY 2028 is projected at 2.0%.

Transient Occupancy Tax

With the addition of a new hotel, FY 2023 gross TOT revenue exceeded pre-pandemic levels, and was at 30% growth above FY 2022 levels after subtracting the TOT rebates owed. As a result, Staff projected annual gross growth (TOT revenue increase before deducting

TOT rebates owed) of 3.0% in FY 2024 and 3.0% from FY 2025 through FY 2028. However, growth has slowed: through the nine months of FY 2024, Staff noticed flat revenue growth in the large hotels, and declines in the smaller ones. As a result, Staff revised the TOT revenue projections as follows: No growth in FY 2024, and growth of 3.0% from FY 2025 through FY 2028.

Utility Users Tax

UUT revenue increased 19.6 % in FY 2023 due to electricity rate increases approved by the Public Utilities Commission and higher usage due to colder-than-normal temperatures. Another small electricity rate increase was approved effective September 1, 2023. Therefore, staff is projecting flat revenue in FY 2024 through FY 2028 after the significant increase in FY 2023, due primarily to a sharp increase in electricity being offset by a sharp decrease in gas.

Property Transfer Tax/Measure P Supplemental Property Transfer Tax

Given the dramatic slowdown in the real estate market in the third and fourth quarters of FY 2023, the continuation of the trend in the first nine months of FY 2024, the uncertainty regarding more increases in interest rates by the Federal Reserve Board (along with mortgage rates near 7.5%), and a slowing US economy, staff expects a decline in property values and in property sales activity in FY 2024. Staff projects a decline in Property Transfer Tax revenue of 26.0% in FY 2024 from the FY 2023 total, followed by growth of 12.6% in FY 2025, 10.5% in FY 2026, and flat revenue for FY 2027 and FY 2028, as the real estate market recovers after the Feds starts lowering rates in the fourth quarter of FY 2024.

Over the 5 years prior to the pandemic, transfer tax revenues grew 6% per year on average, but the high level of mortgage rates and tighter credit standards will make potential buyers and sellers reluctant to be involved in real estate transactions; this will continue to negatively impact sales prices and volumes somewhat in the next few years. After the sharp decline in FY 2023 (50.5%) and FY 2024 (55.9%), staff expects growth in revenues from Measure P supplemental tax on high value property transfers to recover in FY 2025 through FY 2028, as the Feds begins lowering interest rates in the fourth quarter of FY 2024 and stops (or reduces) selling of Mortgage-backed bonds from its Balance Sheet.

Ambulance Fees

Ambulance growth was projected to increase 4.04% in FY 2024 and flatten out in FY 2025. However, Ambulance Fees revenue for the nine months of FY 2024 totaled \$5,735,203, which was \$2,062,364 or 56.2% more than the \$3,833,730 received for the same period in FY 2023. This increase was primarily due to (1) an increase in the number of transports by 501 or 11.6% in the nine months of FY 2024, from 4,330 to 4,831; and (2) the Public Provider Ground Emergency Medical Transportation (PPGEMT) program replaced the Quality Assurance Fee Program (QAF); The MEDI-CAL and MCAL HMO reimbursement rate increased to \$1,062 under the PPGEMT Program

from \$339 under the QAF Program in FY 2023. In addition, there were additional rate increases effective April 1, 2023 and November 1, 2023.

As a result, Staff revised projections as follows: an increase of 40.7% in FY 2024; an increase of 6.91% in FY 2025; a decrease of 6.46% in FY 2026; and no growth in FY 2027 and FY 2028.

Interest Income

The sharp rise in interest rates triggered by the Feds is a double-edged sword: While the rise in interest rates negatively impacts the City's Property Transfer Taxes (through less property sales) and Secured Property Taxes and Vehicle In Lieu Taxes (through lower assessed values), it results in an increase in Interest Income. For FY 2023, Interest Income totaled \$12,117,025, which was \$5,422,903 or 81.0% more than the \$6,694,122 received in FY 2022. It was also \$6,117,025 more than the adopted budget amount of \$6,000,000.

Primarily as a result of the Fed's actions, the net interest rate earned by the City increased from a range of 1.837%-2.83% during the nine months of FY 2023, to a range of 2.84%-3.18% during the nine months of FY 2024. In addition, the increase was partially attributable to an inversion of the yield curve, where short-term rates were greater than long-term rates.

Some economic models project that the Federal Funds rate will average 5.25% in 2024 and drop to 4.0% in 2025. However, by then staff will have locked in rates near 5.0% on a significant portion of the investment portfolio. Even the Feds chairman said he is unsure when the Feds will start lowering interest rates, so the projected interest income assumes 15.5% growth in FY 2024; a decline of 3.57% in FY 2025; a decline of 7.41% in FY 2026, and flat growth in FY 2027 and FY 2028.

Conclusion

Projecting revenues many years into the future is inherently difficult to do with accuracy, as shifts in the macroeconomic climate can cause asset valuations and economic output to fluctuate in ways not able to be anticipated at the time projections are made. Staff use the best assumptions available, based on historic trends, observation of leading economic indicators, and known changes in the regulatory environment. The current environment, however, presents heightened uncertainty due to several macroeconomic factors that could impact future City revenues.

First, while the health emergency related to the COVID-19 pandemic is finally receding, and the restrictions that had constrained economic activity have been lifted, there is a possibility that the local economy has been reshaped in ways that will not return to a pre-pandemic

“normal.” The increase in telecommuting that occurred in the past couple of years may not fully recede. This could have effects on spending activities of residents and employees of City businesses and institutions, as well as the desirability of certain locations for home purchases. These trends will have to be studied and analyzed and adjustments made as more data comes in.

Second, as reported last year, inflation rose to unacceptably high levels, causing the Federal Reserve Board to tighten monetary policy significantly to combat inflation. As a result, the Feds raised interest rates from a range of 0%-.25% in March 2022 to a range of 5.25%-5.50% currently. During this period the average mortgage rose from a little over 4.1% to as high as 8.0%, and are approximately 7.5% currently. In addition, the Feds began a program to sell \$95 billion/month (or \$1.14 trillion) of Agency and Mortgage-Backed securities from its Balance Sheet, which will increase the supply of these securities and put additional upward pressure on mortgage rates. This has already significantly reduced consumer spending and has started slowing down the economy. During the first nine months of FY 2024, the City’s Sales Tax Consultant has noted a significant decline in sales activity in a number of categories in Berkeley, resulting in a decline in the FY 2024 Sales Tax revenue projection. Staff has also noticed an underperformance in TOT: FY 2024 growth was projected at 6.95%. However, the actual results through the first nine months of FY 2024 were a decline of over 3%.

Third, gigantic and ongoing federal budget deficits, higher than acceptable inflation rates and the Federal Reserve Board tightening of the monetary supply to fight high inflation have replaced the COVID-19 pandemic as the biggest headwinds to economic growth in the City over the next few years. The Feds Chairman said the Feds will keep interest rates at a high level until its preferred inflation index (i.e., Core Personal Consumption Expenditure Index or PCE Index) declines below its target of 2% and the Feds is convinced it will remain so. It is currently 2.8%. The Feds is trying to engineer a soft landing for the economy (i.e., slowing the economy by tightening the money supply, but not creating a recession); the Feds may or may not be successful at engineering this soft landing. The proposed \$1.8 trillion federal budget deficit for the upcoming fiscal year will require the issuance of an additional \$1.8 trillion in Treasury Bonds to fund the deficit. This additional huge supply of bonds may overwhelm demand for Treasury Bonds and put further upward pressure on long-term interest rates, including mortgage rates.

As discussed under Secured Property Taxes and Property Transfer Taxes, the upward pressure on mortgage rates has lowered the growth rate for projected Secured Property Taxes, Vehicle In Lieu Taxes and Property Transfer Taxes; as a result, the City General Fund has, at least for the near term, lost its three primary drivers of annual growth, and the overall growth in General Fund revenue will struggle to remain positive. Fortunately for the City, this huge loss of General Fund revenue has been offset by significant increases in Interest Income and Ambulance Fees, but these increases may not be permanent. The inflation trends are headed in the right direction now, but if that changes, all bets are off as far as how high interest can go in the future.

Fourth, the continuation of the war in Europe between Ukraine and Russia, the war in the Middle East, and the manipulation of oil supplies by OPEC+ have the potential to dramatically reshape global markets, especially if Russian oil and natural gas are cut off from the rest of the world. This would drive fuel and transportation prices higher, with downstream effects on the prices of most goods. This could keep the inflation rate and interest rates higher for a longer period of time, and negatively impact consumer spending.

Any one or a combination of these factors could necessitate further revision of the projections presented here. Staff will continue to monitor the revenues we actually receive and changes in the economic environment, so that we may update or revise our projections if changes in our forecasts are warranted.