

Office of the City Manager

REVISED AGENDA MATERIAL

Meeting Date: May 25, 2021

Item Number: 38

Item Description: FY 2022 Proposed Budget and Proposed Budget Public Hearing #1

Supplemental/Revision Submitted By: Rama Murty, Acting Budget Manager

“Good of the City” Analysis:

The analysis below must demonstrate how accepting this supplement/revision is for the “good of the City” and outweighs the lack of time for citizen review or evaluation by the Council.

The FY 2022 Proposed Budget and Proposed Budget Public Hearing #1 staff report submitted did not include the FY 2022 Proposed Budget Book as it was not completed at the time the May 25th Agenda went to print.

The FY 2022 Proposed Budget Book has now been finalized and is being attached to the staff report for review and discussion during tonight’s meeting.

Consideration of supplemental or revised agenda material is subject to approval by a two-thirds roll call vote of the City Council. (BMC 2.06.070)

A minimum of **42 copies** must be submitted to the City Clerk for distribution at the Council meeting. This completed cover page must accompany every copy.

Copies of the supplemental/revised agenda material may be delivered to the City Clerk Department by 12:00 p.m. the day of the meeting. Copies that are ready after 12:00 p.m. must be delivered directly to the City Clerk at Council Chambers prior to the start of the meeting.

Supplements or Revisions submitted pursuant to BMC § 2.06.070 may only be revisions of the original report included in the Agenda Packet.



Office of the City Manager

ACTION CALENDAR
May 25, 2021

To: Honorable Mayor and Members of the City Council
From: Dee Williams-Ridley, City Manager
Submitted by: Rama Murty, Acting Budget Manager
Subject: FY 2022 Proposed Budget and Proposed Budget Public Hearing #1

RECOMMENDATION

Accept the FY 2022 Proposed Budget for review and consideration by the City Council and final adoption on June 29, 2021 and conduct Public Hearing #1 on the FY 2022 Proposed Budget.

CURRENT SITUATION AND ITS EFFECTS

This report provides the Council with the FY 2022 Proposed Budget for review and consideration and for final adoption on June 29, 2021. Following the staff presentation on the FY 2022 Proposed Budget, staff is asking the Council to conduct Public Hearing #1 on the budget.

The FY 2022 Proposed Budget process began in December 2020, almost 9 months after the COVID-19 pandemic began and the shelter-in-place orders were implemented. At that time, staff decided to shift from a regular 2 Year budget process to a 1 Year budget process for FY 2022. This decision was made to provide time to evaluate the impacts of COVID-19 on the local economy and finances and to develop an understanding of the impacts of vaccines.

Through the use of American Rescue Plan Funds to cover General Fund revenue losses suffered in FY 2020 and FY 2021, the City has been able to balance the FY 2022 General Fund budget. Staff has also balanced the FY 2022 General Fund budget by continuing certain one-time deferrals and is reviewing revenue projections as more data becomes available. The FY 2022 General Fund budget funds critical needs in both operations and infrastructure.

The FY 2022 Proposed Budget also uses American Rescue Plan Funds to address significant revenue losses to the Marina Fund, both the On-Street and Off-Street Parking Funds, Camps Fund, and the Gilman Sports Field Fund.

The FY 2022 Proposed Budget Book (Attachment 1) is organized into the following sections:

1. Budget Message
2. Financial Summaries
3. General Fund
4. Other Fund Forecasts
5. Staffing
6. Strategic Plan
7. Department Narratives
8. Performance Measures
9. Capital Improvement Program
10. Community Agencies

The document contains an overview in the beginning describing each section and has hyperlinks so that each section can be accessed easily.

Over the next month, staff will be working closely with the Budget & Finance Policy Committee and the Council on the FY 2022 Proposed Budget. A schedule of the meetings and dates is as follows:

FY 2022 Budget Calendar	
Date	Action/Topic
May 25, 2021	<ul style="list-style-type: none"> • FY 2022 Proposed Budget Presentation • Public Hearing #1: Budget • FY 2022 Proposed Fee Increases
May 27, 2021	<ul style="list-style-type: none"> • Budget & Finance Policy Committee Meeting
June 1, 2021	<ul style="list-style-type: none"> • Public Hearing #2: Budget • Last date for formal budget referrals to the FY 2022 Budget Process • Council recommendations on budget due to the City Manager
June 10, 2021	<ul style="list-style-type: none"> • Budget & Finance Policy Committee Meeting
June 15, 2021	<ul style="list-style-type: none"> • Council discussion on budget recommendations
June 24, 2021	<ul style="list-style-type: none"> • Budget & Finance Policy Committee Meeting
June 29, 2021	<ul style="list-style-type: none"> • Adopt FY 2022 Proposed Budget & FY 2022 Annual Appropriations Ordinance

Achieving a sustainable balance of both personnel and non-personnel expenditures against reasonable revenue projections will continue to require close attention, especially as we move through new economic cycles. As labor contracts expire at the end of FY 2021, the City has an opportunity to work with its bargaining units to establish an approach to managing costs that will enable stability into the future.

As the economy begins to improve so does the City's budgetary outlook. It is important that we continue making fiscally prudent decisions with the future in mind. By staying focused on priority services and long-term responsibilities, we can sustain the City's fiscal health well into the future and be better able to meet community needs. The proposed budget reflects our continued commitment to stewarding the public's resources for their benefit and that of future generations.

The FY 2022 Proposed Budget is a Strategic Plan Priority Project, advancing our goal to provide an efficient and financially-health City government.

ENVIRONMENTAL SUSTAINABILITY

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

CONTACT PERSON

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David White, Deputy City Manager, City Manager's Office, 981-7000

Henry Oyekanmi, Finance Director, Department of Finance 981-7300

Attachment:

1. FY 2022 Proposed Budget Book



PROPOSED ANNUAL
BUDGET
FISCAL YEAR 2022

BERKELEY, CALIFORNIA

Incorporated April 4, 1878



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BUDGET BOOK GUIDE



The City and Its People by Romare Bearden

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

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

- **Budget Message:** The budget message contains the City Manager’s transmittal letter to the City Council that details the budget, including budget issues and policies that lead to the development of the budget.
- **Financial Summary:** The financial summary provides summary financial analyses and a summary of assumptions used in creating the Five-Year Forecasts.

- **General Fund:** The General Fund section includes the City's discretionary General Fund summaries of expenditures and revenues and detailed summaries of key General Fund revenues.
- **Other Funds:** In the Other Funds section there are financial Forecasts for the City's key non-General Fund operating funds.
- **Staffing:** Detailed staffing information, both at a summary level and by department is found in the Staffing section.
- **Strategic Plan:** The Strategic Plan section contains a summary review of the City's Strategic Plan and a description of the City's development of performance measures.
- **Department Budgets:** For each City department, there is a section that includes the department's' mission statement, organization chart, department overview, strategic plan priorities for FY 2022 projects and programs, challenges, accomplishments, and significant changes from prior fiscal year' budget.
- **Capital Improvement Program (CIP):** The CIP section consists of an overview of the CIP, program category narratives, a summary of capital budget by department, category, and project, summaries of all funds by category and by funding source, summaries of General Fund by program and project, summary of fund sources by department, and a narrative and summary of unfunded capital.
- **Community Agencies:** Summary of the community-based organization funding process and the adopted allocation schedule for FY 2022

CITY OF BERKELEY FY 2022 PROPOSED ANNUAL BUDGET

ELECTED OFFICIALS

Mayor

Jesse Arreguín

Councilmembers

Rashi Kersarwani (District 1)

Terry Taplin (District 2)

Ben Bartlett (District 3)

Kate Harrison (District 4)

Sophie Hahn (District 5)

Susan Wengraf (District 6)

Rigel Robinson (District 7)

Lori Droste (District 8)

City Auditor

Jenny Wong

City Manager

Dee Williams-Ridley

Deputy City Managers

Paul Buddenhagen

David White

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



Mayor Jesse Arreguin



Councilmember Sophie Hahn



Councilmember Susan Wengraf



Councilmember Rashi Kesarwani



Councilmember Kate Harrison



Councilmember Rigel Robinson



Councilmember Terry Taplin



Councilmember Ben Bartlett



Councilmember Lori Droste



City Auditor Jenny Wong



City Manager Dee Williams-Ridley



MISSION

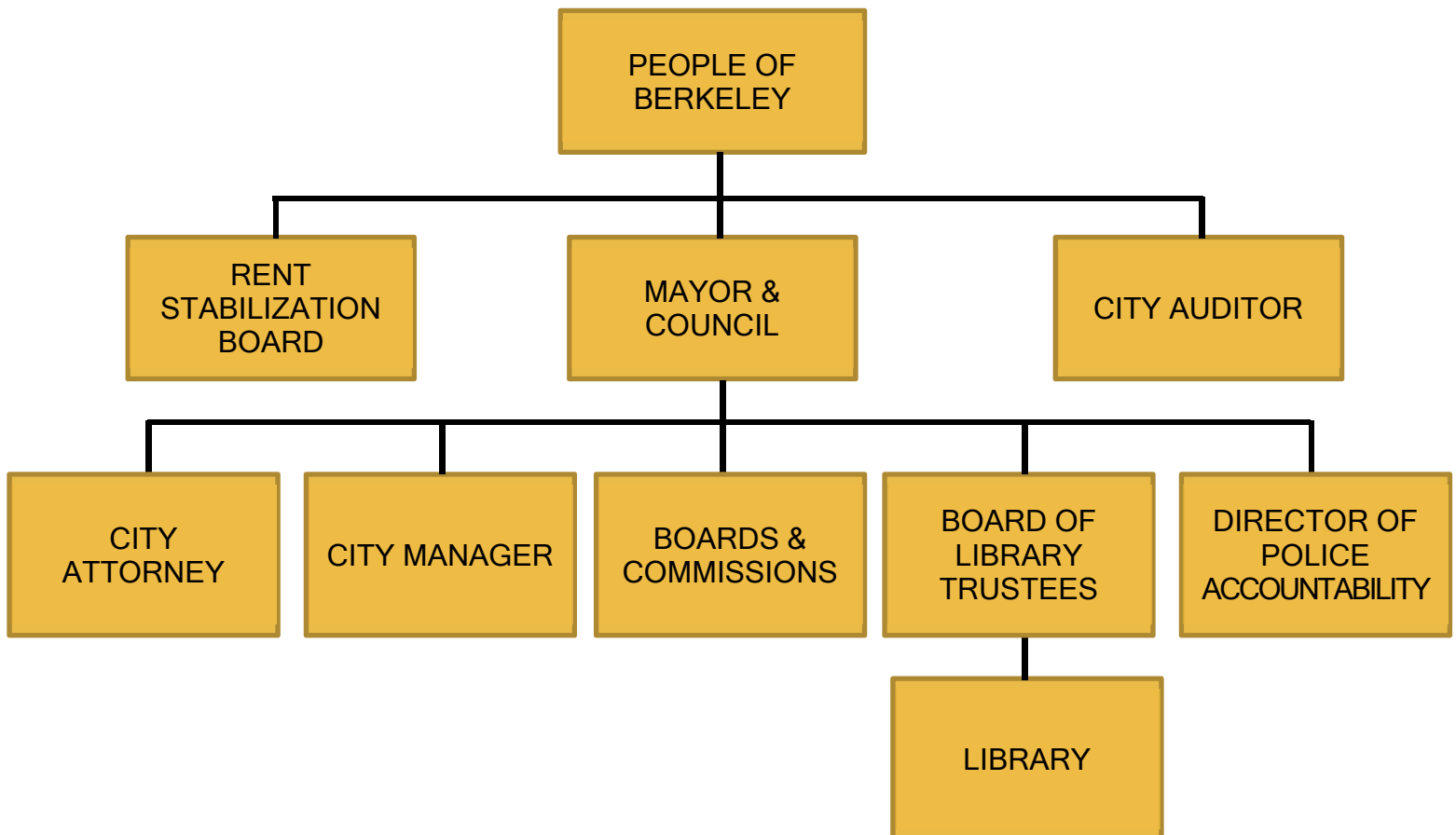
As City of Berkeley employees our mission is to provide quality service to our diverse community; promote an accessible, safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful, democratic participation; respond quickly and effectively to neighborhood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

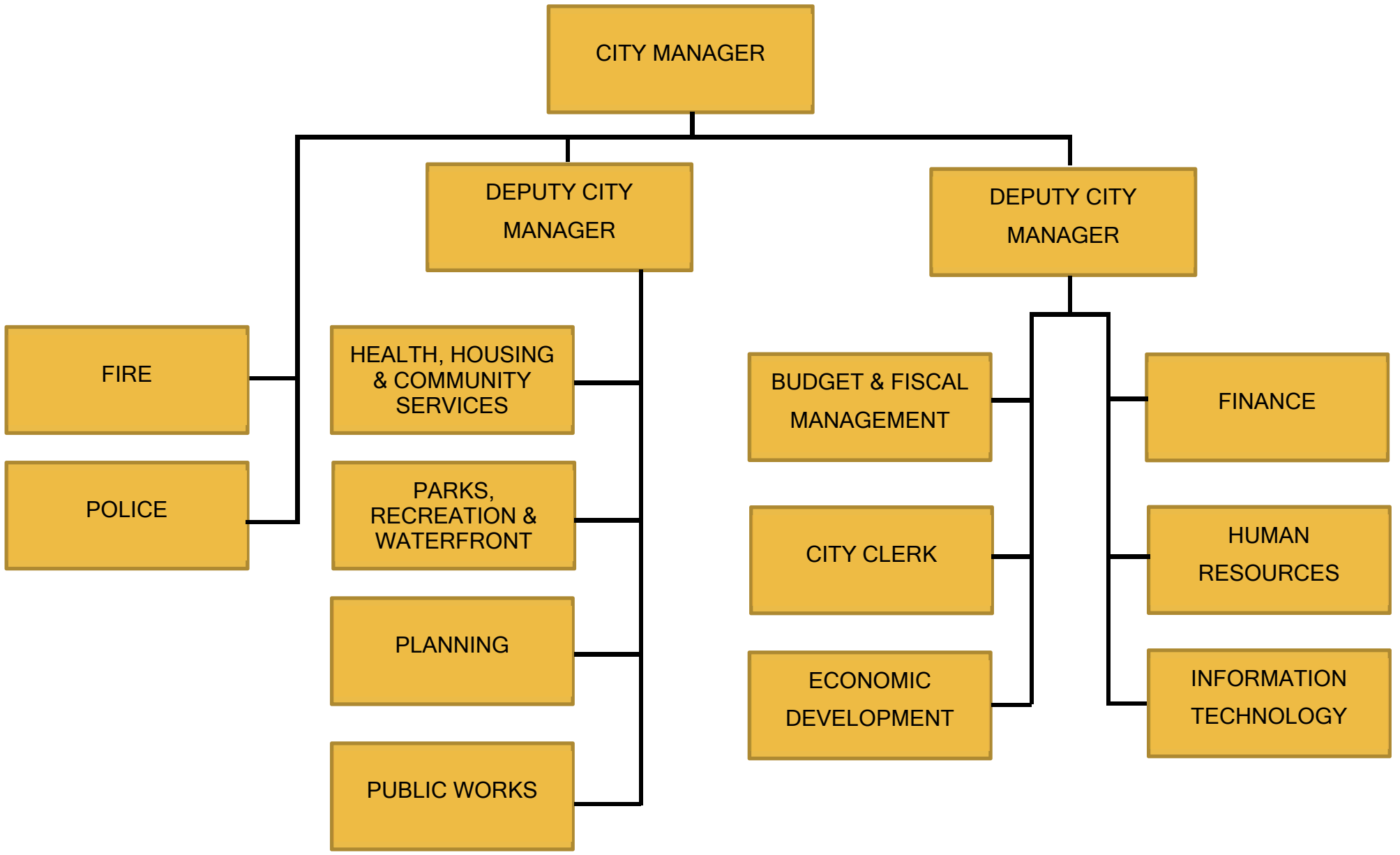
ORGANIZATION CHART

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

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

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





BUDGET MESSAGE

INTRODUCTION

The purpose of the City of Berkeley's budget is to serve as a "blueprint" for providing City services and as a working financial plan for the fiscal year. It also represents the official organization plan by which, City policies, priorities, and programs are implemented. The budget provides the means to communicate to the residents, businesses, and employees how the City's financial resources are used to provide services to the community. The budget includes both the operating costs to manage the City and the capital improvement projects the City plans to undertake during the fiscal year. The following pages, contain the budget message which includes the City Manager's Recommendations, information on the public process, and the proposed budget.



A Mural in Tribute to Maudelle Shirek by Mildred Howard & Daniel Galvez

MESSAGE



Office of the City Manager

May 25, 2021

Honorable Mayor and Members of the City Council:

Through this budget message and accompanying information, I submit the City Manager's *FY 2022 Proposed Budget* (Proposed Budget) for the City of Berkeley. This Proposed Budget is presented for your review and consideration over the next month. During this time, the City Council and the Budget and Finance Policy Committee are scheduled to hold several meetings, public hearings and discussions on the contents of the Proposed Budget. A schedule of the meeting dates is provided later in this message.

State law requires that the City adopts a budget prior to June 30th. It is anticipated that the Council will adopt the Proposed Budget on June 29, 2021.

The budget message will present the Proposed Budget in the following order:

- FY 2022 Budget Process,
- Budget Strategies,
- FY 2022 Proposed All Funds Budget,
- FY 2022 Proposed General Fund Budget,
- American Rescue Plan Act,
- FY 2022 Proposed Capital Improvement Program Budget,
- Special Funds,
- Staffing,
- Strategic Plan & Performance Measures,
- Tax Rates,
- Community Agencies, and
- Schedule.

FY 2022 BUDGET PROCESS

The FY 2022 Budget Process began in December 2020, almost 9 months after the COVID-19 pandemic began and the shelter-in-place orders were implemented. The process also came 6 months after the FY 2021 Budget Process was completed in June 2020.

To recap the FY 2021 Budget Process, the FY 2021 budget was balanced before the onset of the COVID-19 pandemic. Due to the pandemic and shelter-in-place orders that severely curtailed economic activity, the City faced a \$40 million General Fund budget deficit, along with deficits in our Marina and Parking Funds.

The FY 2021 deficit was resolved through the following actions:

- Implementing a hiring freeze and maintaining vacant positions,
- Delaying capital expenditures,
- Reducing non-personnel expenditures,
- Drawing on reserve funds,
- Reducing transfers to Internal Service Funds, and
- Suspending Council policy regarding Property Transfer Tax that resulted in increasing the General Fund allocation from \$12.5 million to \$16.5 million.

It is important to note that the FY 2021 budget was balanced with no layoffs.

When the FY 2022 Budget Process began, in consultation with the Budget and Finance Policy Committee, it was decided to shift from a regular 2-Year budget process to a 1-Year budget process for FY 2022. This decision was made to provide time to evaluate the impacts of COVID-19 on the local economy and to develop an understanding of the impacts of vaccines.

To help provide a framework and context for the development of the Proposed Budget, staff presented the FY 2021 Unfunded Liability Obligations and Unfunded Infrastructure Needs report¹ to the City Council on March 16, 2021.

¹ https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_02a_Unfunded_Liability_Obligations_pdf.aspx

BUDGET STRATEGIES

In developing the Proposed Budget, staff used the same budget strategies that helped guide the FY 2021 Mid-Biennial Budget Update. The budget strategies are:

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

FY 2022 PROPOSED ALL FUNDS BUDGET

The chart below summarizes the FY 2022 Proposed All Funds Budget:

FY 2022 Proposed All Funds Budget	
Revenues	Expenditures
\$532,217,415	\$593,725,597

The FY 2022 Proposed All Funds Revenue Budget is \$532,217,415 and the FY 2022 Proposed All Funds Expenditure Budget is \$593,725,597. While the numbers above indicate

an unbalanced budget, they do not take into account the use of fund balances that are used to balance revenues with expenditures.

The FY 2022 Proposed Budget does not yet account for the uses of resources allocated to the City under the American Rescue Plan Act. These resources will be incorporated into the Proposed Budget once staff have developed a better understanding what is available to apply to the City to provide services.

The newly adopted Measure FF is not part of the Proposed Budget figures but an estimated appropriation of \$12.5 million will be included in the FY 2022 Annual Appropriations Ordinance that will be submitted to Council on June 29, 2021.

A detailed breakdown of the FY 2022 Proposed All Funds Revenue and Expenditure budgets including charts and graphs is provided in the Financial Summary Section.

FY 2022 PROPOSED GENERAL FUND BUDGET

The FY 2022 Proposed General Fund Budget is present below:

FY 2022 Proposed General Fund Budget	
Revenues	Expenditures
\$205,320,204	\$219,421,123

The FY 2022 Proposed General Fund Revenue Budget is \$205,320,204 and the FY 2022 Proposed General Fund Expenditure Budget is \$219,421,123. The Proposed Budget General Fund Section has detail charts and graphs on the General Fund Revenue and Expenditure budgets for FY 2022.

There are a couple of important points to consider regarding the numbers shown above:

- Revenues consist of resources generated by Measure P (\$7 million), Measure U1 (\$4.7 million), and an additional \$7.5 million in Property Transfer Tax Revenues over the baseline amount of \$12.5 million set by Council.
- Expenditures include staff, programs, services, and projects that are assigned to Measure P and Measure U1 revenues.

Since the Council policy is to generally allocate Measure P and Measure U1 revenues to programs and services that address homelessness and support the expansion of affordable housing, the revenues and expenditure amounts for both Measure P and Measure U1 are removed from the FY 2022 Proposed General Fund Budget outlined above. In terms of the Property Transfer Tax revenue, any revenue over \$12.5 million must be transferred to the Capital Improvement Fund at fiscal year-end and cannot be considered in the Proposed General Fund Revenue Baseline.

Following this message and outlined below are detailed tables regarding the FY 2022 Proposed General Fund budget.

The **General Fund Status** tables show the revised FY 2022 General Fund Baseline Revenues and Expenditures and provides details on the calculations made to reach the revised baseline numbers. Those numbers are summarized below:

FY 2022 General Fund Budget Status	
FY 2022 Baseline Revenues	\$186,128,204
FY 2022 Baseline Expenditures	\$206,092,576
Surplus/Deficit	(\$19,964,372)

As the numbers show in the chart above, the City is currently facing a General Fund budget deficit of approximately \$20 million.

A detail analysis on the General Fund Revenue Projections for FY 2022 & FY 2023 is in the General Fund Section of the Proposed Budget.

The **Items Currently in FY 2022** table contains a detailed breakdown of all the allocations and the amounts currently included in the FY 2022 General Fund baseline budget. The items on the list total approximately \$24.5 million. Included in this amount is \$8.6 million in General Fund budget deferrals being continued from FY 2021 to FY 2022 or new deferrals for FY 2022. Departments were asked to see what deferrals they could continue that would have little or no impact to the City or to their ability to operate.

The **Prioritized Funding Requests** table provides a prioritized list of General Fund requests for items that were requested by departments during their budget presentations to the Budget & Finance Policy Committee. The items on the list were reviewed and prioritized into three tiers with totals in each tier. The criteria that was used to determine what tier an item was placed were the following:

- Items that must be paid for,
- Mandates,
- Public safety,
- Critical infrastructure,
- Revenue generations, and
- Grant funded.

Discussions on the list or items not on the list, the prioritization, and what may be funded will take place during the Proposed Budget discussions.

The **Summary of Unfunded Referrals** table outlines all unfunded budget referrals adopted by City Council from July 1, 2020 to June 1, 2021 and the funding status for any referral that was funded in FY 2021. The **Summary of Funded Referrals** table lists all the funded budget referrals adopted by the City Council.

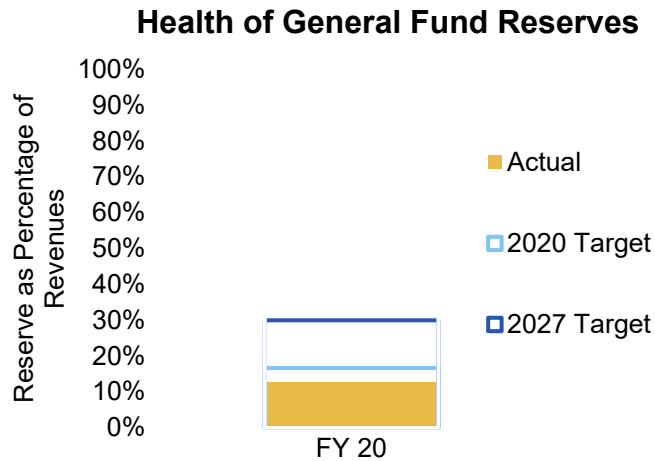
The **General Fund Proposed Deferrals** table provide a list of the FY 2022 General Fund budget deferrals by department and the **General Fund Adopted Referrals** table provides a list of the FY 2021 General Fund budget deferrals.

Besides deferrals to address the General Fund deficit, staff is looking at the use of American Rescue Plan Act funds. An overview of the American Rescue Plan Act follows after this section.

In discussing the FY 2022 General Fund budget and possible additional allocations, it is important to note the current state of the General Fund Reserves and our Section 115 Trust.

As part of the FY 2021 Mid-Biennial Budget Adoption, the Council approved the use of approximately \$11.4 million to help balance the General Fund deficit. In November 2020, the Council allocated a repayment of \$1.8 million.

The chart below shows the current status of the General Fund Reserves:



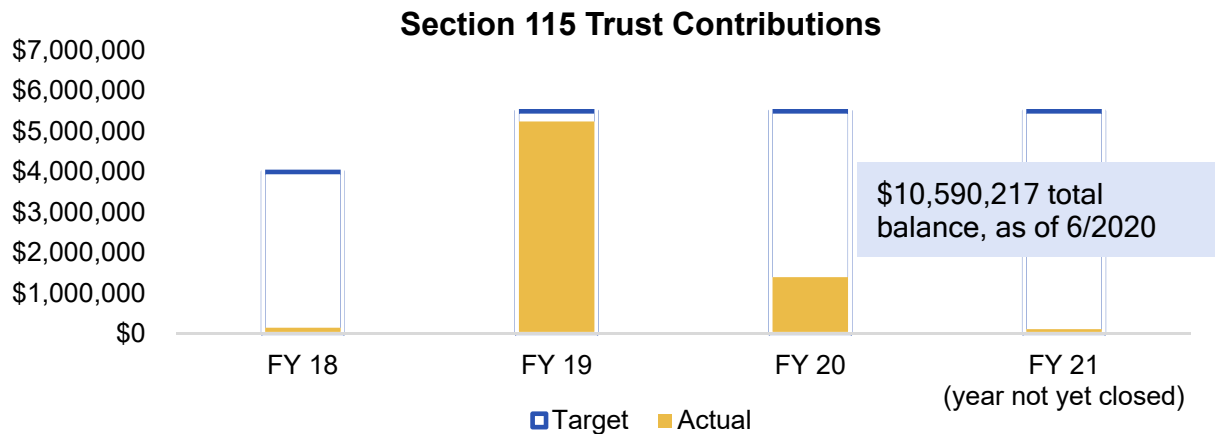
As a percentage of total revenues, as of FY 2020, General Fund Reserves (Catastrophic Reserve and Stability Reserve), are 13.48%. This is below the 2020 target of 20% of total revenues, and significantly below the 2027 target of 35% of total revenues. It is important that as the economy begins to improve from the pandemic that the City continue to replenish General Fund Reserves in order to be prepared for future economic downturns, natural disasters, or pandemics.

On June 26, 2018, Council authorized the City Manager to establish an IRS Section 115 Pension Trust Fund (Trust) to be used to help pre-fund pension obligations² and analysis performed by the City's actuary indicated that the City should be investing \$4 million, at a minimum, in its Trust on an annual basis. As documented in the Unfunded Liabilities Report presented to City Council on March 16, 2021³, despite years of recovery following the Great Recession, the City's pension plans are underfunded and the City's current pensions liability is approximately \$751.1 million. Further, due to number of actions taken by CalPERS, the City's pension pensions contributions will significantly increase over the next ten (10) years. Having resources in the Trust enables the City to plan and prepare for these increases.

² https://www.cityofberkeley.info/Clerk/City_Council/2018/06_June/Documents/2018-06-26_Item_19_Authorization_to_Establish_IRS.aspx

³ https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_02a_Unfunded_Liability_Obligations_pdf.aspx

On May 14, 2019, Council authorized the City Manager to execute a contract with Keenan Financial Services to establish, maintain, and invest the pension Section 115 Trust⁴. The chart below shows the status of the Section 115 Trust:



As of June 2020, the balance in the Section 115 Trust was approximately \$10.6 million. In the Proposed Budget, the City allocates savings from the recent refinancing of several bond measures to add funds to the Section 115 Trust. However, the reality is that more is needed. The net present value (NPV) of the savings from the current refinancing will only generate approximately \$1.5 million in savings for the Trust over several years. In addition to the refinancing, the City plans to pre-fund its unfunded piece of its pension obligations by pre-funding the FY 2022 charges. The pre-funding is estimated to net about \$1.4 Million in interest earnings. As a result, the Proposed Budget, allocates an additional \$2 million to the Trust. This will ensure that the City nears its minimum allocation of \$4 million. City staff continue to evaluate opportunities to augment the Trust with additional resources and is looking forward to proposing additional recommendations to the City Council and Budget and Finance Policy Committee.

AMERICAN RESCUE PLAN ACT

On March 11, 2021, President Joseph R. Biden signed into law the American Rescue Plan Act (ARPA) of 2021, a \$1.9 trillion federal aid package to provide resources to assist in the recovery from the prolonged impacts felt from COVID-19. In addition, ARPA extends federal supplemental unemployment benefits, increases funding for the Paycheck Protection

⁴ https://www.cityofberkeley.info/Clerk/City_Council/2019/05_May/City_Council_05-14-2019_-_Regular_Meeting_Agenda.aspx (Item #5)

Program, provides funds for housing stabilization and to address homelessness, and provides funds to help schools reopen safely and for COVID-19 testing, vaccination and treatment, among a number of other provisions that assist local businesses and individuals who have been impacted by the pandemic. Importantly, ARPA includes \$350 billion in direct financial relief for all state, local, tribal, and territorial governments (State and Local Fiscal Recovery Funds), \$66.6 million is allocated to the City of Berkeley. The City will receive 50% of the funds in May 2021, with the balance of funds to be disbursed to the City twelve months later.

Resources provided to the City under ARPA State and Local Fiscal Recovery Funds can be used for the following purposes:

- Respond to the COVID-19 emergency and address its economic effects including assistance to small businesses, households, non-profits and hard-hit industries.
- Revenue replacement for the provision of government services. Recipients of State and Local Fiscal Recovery Funds (City of Berkeley) have broad latitude to use resources on government services.
- Premium pay for essential workers or by providing grants to eligible employers that have eligible workers who perform essential work up to \$13 per hour with an annual cap of \$25,000.
- Investment in sewer, water, and broadband infrastructure.

Funds provided to the City under ARPA cannot be used for the following:

- Offset any revenue losses resulting from a tax cut;
- Deposit resources into any pension fund;
- Allocate resources to rainy days funds or financial reserves; and
- Payment of interest or principal on outstanding debt instruments.

The City can apply resources from State and Local Fiscal Recovery Funds for expenses incurred on or after March 3, 2021. Resources must be incurred or obligated by December 31, 2024. Obligated expenditures must be fully spent by December 31, 2026.

In looking to allocate these much-needed one-time resources, the City will be looking to deploy them in a manner to ensure that the City can continue providing a high level of service to the community, address critical unfunded infrastructure needs, and support the City's emergency response to the COVID-19 pandemic. The reality is that due to shelter-in-place

orders, the City experienced significant revenue losses that has resulted in deficits that are likely to persist for many years. This has been evidenced in not only the General Fund but a number of other funds, including, but not limited to, the following:

- Marina Fund;
- On-Street and Off-Street Parking Funds;
- Camps Fund; and
- Sports Recreation Fund.

In addition, as the city emerges from the depths of the pandemic and prepares to reopen, the American Rescue Plan provides a resource to enable the City to advance a wide array of programs, services, and projects that align with the City's efforts to address the climate emergency, unfunded infrastructure liabilities, the needs of our most vulnerable, and efforts to reimaging public safety (i.e., Specialized Care Unit). With the expanded timeframe to allocate and expend American Rescue Plan resources, the goal is to allocate them over a measured timeframe that is shaped by an understanding of where they are needed the most and the pace of economic recovery.

FY 2022 PROPOSED CAPITAL IMPROVEMENT PROGRAM BUDGET

Due to unprecedented global and national events, the City has had to maneuver in rapidly changing and uncertain economic conditions, public health orders, social and value-based considerations, and evolving priorities. This has shortened the usual budget development process and makes reasonably forecasting expenditures and revenues beyond a shorter-term time horizon difficult and of limited value. For these reasons, there are some proposed changes to this Capital Improvement Program (CIP) (see following table).

PREVIOUS CIP	FY 2022 CIP
City develops a five-year CIP	City proposes a three-year CIP
City adopts a two-year budget	City proposes a one-year budget
CIP issued as separate book from Budget Book, with: <ul style="list-style-type: none"> • Individual capital project detail pages • Financial summaries 	CIP incorporated into FY 2022 Budget Book, with: <ul style="list-style-type: none"> • Capital Budget Year Focus pages (new) • Financial summaries

The actions outlined in the table above are prudent and fiscally responsible while still allowing Council to allocate available funding in FY 2022 and consider project priorities for two future years. City staff hopes for a return to normal and expects to produce a robust CIP book for the FY 2023 and FY 2024 Biennial Budget Process beginning in the Fall 2021.

The Proposed FY 2022 Capital Improvement Program includes the City's capital spending plan for the three-year period beginning with FY 2022 through FY 2024.

The three-year CIP total is \$195,453,883. For FY 2022, the total Baseline and One-time CIP allocations are proposed at \$76,813,059. Future years of FY 2023 is planned at \$57,194,038 and FY 2024 is planned at \$61,446,785.

Funding sources include:

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

More information can be found in the Capital Improvement Program Budget section of the Proposed Budget. In reading the Capital Improvement Program, it is important to note, the tremendous advances made by the City in addressing critical infrastructure needs. With resources generated by the Parks Tax, General Fund, Marina Fund, and Measure T1, the City has revitalized a number of city facilities and cherished open spaces such as the Rose Garden, Live Oak Community Center, James Kenney Park play structures, and George Florence Park play structures. This work will continue as the City recently raised another \$45 million under Measure T1. With these additional resources, the City is looking forward to advancing a number of exciting projects such as the reconstruction of the segment of University Avenue between I-80 and the Marina, renovation of the MLK Youth Services Center, African American Holistic Resource Center, repair of tile and plaster at King Pool, and construction of a restroom and community space at the Tom Bates Regional Sports Complex,

just to name a few. Along with the projects outlined above, the City continues to make tremendous progress on its largest Capital Improvement Program Project, the rebuild of Berkeley Tuolumne Camp.

SPECIAL FUNDS

The City has a number of enterprise and special funds that are being carefully monitored and some of which suffered due to the COVID-19 pandemic. Funds that suffered significant revenue losses are the following:

- Marina Fund,
- Camps Fund,
- Sports Field Fund,
- Parking Meter Fund, and
- Off-Street Parking Fund.

On the horizon, city staff are also closely monitoring the Permit Service Center Fund that is anticipated to experience a decline in revenues due to the impacts of COVID-19 on development.

Just like the General Fund, as the City emerges from the global pandemic, staff is looking at how American Rescue Plan funds can be used to support these funds in order to continue to providing programs and services to the community and address critical infrastructure needs. The exact details of what these funds might receive from the American Rescue Plan is still to be determined. This information will be shared with the Budget & Finance Policy Committee and the Council during the Proposed Budget discussions.

The Proposed Budget contains detail fund forecasts in the Other Funds Forecast Section for most of these funds as well as for the following other funds:

- Parks Tax Fund,
- Library Tax Fund,
- Clean Storm Water Fund,
- Streetlight Assessment District Fund,
- Zero Waste Fund,
- Sanitary Sewer Fund, and
- Permit Service Center Fund.

STAFFING

In FY 2021 with the hiring freeze in place, department requests to fill existing positions or create new positions were subject to approval by the City Manager. All requests were carefully reviewed and evaluated.

The Proposed Budget provides for a modest increase in staffing from the FY 2021 Adopted Budget level of 1,638.8 full time equivalent employees (FTEs) to 1,657.58. A detail Staffing by Department Chart and a chart summarizing all the FY 2022 position changes by department is in the Staffing Section of the Proposed Budget. Most of the new positions that are part of the Proposed Budget are tied to grants or non-General Fund funding sources.

To account for turnover that occurs throughout the year, the Proposed Budget continues to assume the following vacancy rates for the General Fund:

- 1 percent for the Police Department,
- Zero percent for the Fire Department due to mandatory staffing requirements, and
- 3 percent for all other departments.

STRATEGIC PLAN & PERFORMANCE MEASURES

City Council approved a citywide [Strategic Plan](#)⁵ on January 16, 2018. The Strategic Plan articulates nine long-term goals for the City government, on behalf of the community and includes numerous priorities. Priorities are short term projects or programs which support a goal, where a significant phase of work is expected to be done by the end of a budget cycle. Priorities are refreshed each budget cycle. There are 170 priorities, including 81 new projects, proposed for FY 2022.

In developing the list of priority projects that will guide and shape the work of the organization over the course of FY 2022, it is worth calling out a number of items that are part of the Strategic Plan that reflect action taken by City Council, community priorities, and legislative mandates:

- **COVID-19 Response and Reopening.** Being one of three municipalities throughout the entire State that serves as its own local health jurisdiction, city staff have worked

⁵ https://www.cityofberkeley.info/uploadedFiles/City_Manager/Level_3_-_General/berkeley-2018-strategic-plan.pdf

tirelessly to mitigate the spread of COVID-19 to ensure the health and safety of all who live, work, and visit Berkeley. The work of staff assigned to the Emergency Operations Center and many, many others throughout the entire organization has resulted in numerous accomplishments. In the FY 2022 Proposed Budget, there is a focus on deploying state and federal resources that the City has received to continue to equitably deploy vaccines, protect our most vulnerable populations, and ensure that the community is provided the most accurate information to reopen in a safe and effective manner.

- **Vision 2050.** On the November 2018 ballot, Measure R asked: “Shall the measure, advising the Mayor to engage citizens and experts in the development of Vision 2050, a 30-year plan to identify and guide implementation of climate-smart, technologically advanced, integrated and efficient infrastructure to support a safe, vibrant and resilient future for Berkeley, be adopted?” 85% of voters approved. Soon after, a residents’ task force of over 40 members was formed and the group worked for 18 months to prepare a framework to modernize Berkeley’s infrastructure. Their report, Sustainable and Resilient Infrastructure, Creating a Better Future for Berkeley, was approved by City Council in September 2020.

With the understanding that the City’s unfunded infrastructure liabilities in 2021 surpassed \$1 billion. City staff have embraced Vision 2050 with urgency and on March 16, 2021 presented an implementation plan to City Council. With the hopes of developing a comprehensive plan and possible measures for the November 2022 ballot, the Public Works Department is seeking resources to fuel the implementation plan presented to City Council. Because of the resources provided to the City by the American Rescue Plan, advancing this initiative is a possibility.

- **Reimagining Public Safety.** On July 14, 2020, the City Council made a historic commitment to reimagine the City’s approach to public safety with the passage of an omnibus package of referrals, resolutions and directions. The Strategic Plan incorporates this body of work and involves multiple departments working collaboratively and at high level is summarized below:
 - The City Manager’s Office is working with a 17-member Task Force and a consultant team to perform a robust community engagement process to achieve a new and transformative model of positive, equitable and community-centered safety for Berkeley.

- The Health, Housing and Community Services Department is working with a steering committee to develop a pilot program to re-assign non-criminal police service calls to a Specialized Care Unit. City staff is currently developing budget estimates for the pilot Specialized Care Unit and strives to bring forward a proposal to allocate funding to this priority initiative when City Council adopts the budget on June 29, 2021. It is envisioned that resources from the American Rescue Plan will be pivotal in bringing this innovation to reality.
 - The Fire Department is evaluating and designing a new model of dispatching that will enable the City to prioritize calls that are received by the emergency dispatch center and assign them to the appropriate resource.
 - The Public Works Department is evaluating the potential to create a Berkeley Department of Transportation to ensure a racial justice lens in traffic and parking enforcement and the development of transportation policy, programs, and infrastructure.
- **Housing Element.** The City's existing Housing Element is for the period January 31, 2015 to January 31, 2023 and work surrounding the next Housing Element is underway. The Proposed Budget provides funding for this work, largely from grant resources, that will provide for a framework for housing goals, policies, and programs to meet existing and future housing needs and to increase the supply of affordable housing. This work will also involve a robust community engagement process.
- **Sustainability.** The City continues to implement its climate action plan to help create a healthy and equitable urban community. The many efforts span from discrete projects such as an expanded Residential EV Charging Pilot Program supporting cleaner transportation to larger-scale multi-project efforts such as:
- Climate Adaption Planning work with regional partners to study impacts of groundwater and sea level rise.
 - Building Electrification work implementing an amended Building Emissions Savings Ordinance with mandatory requirements and developing a strategy and a resilient buildings incentive program to promote switchovers from natural gas to electricity.

Some of this work is partially funded in the Proposed Budget and the Planning Department is seeking General Fund support to fully enable this important work.

- **Police Accountability Board.** On November 3, 2020, Berkeley voters adopted Measure II, a Charter Amendment that established the Office of the Director of Police Accountability that consists of a new position, Director of Police Accountability, that reports to the City Council and the Police Accountability Board. The Police Accountability Board replaces the existing Police Review Commission. The Proposed Budget provides for the newly-established Office of the Director of Police Accountability as it is anticipated that the Police Accountability Board will begin its work in FY 2022.
- **Addressing Homelessness.** Due to the support of Berkeley voters (Measure P, Measure U1, and Measure O), the organization is advancing a number of initiatives to address homelessness. This includes expanding outreach, shelter capacity, and the supply of permanent supportive housing.

The projects highlighted above are just a sample of the City's Strategic Plan that provides for a robust workplan to advance a community and organization that is centered on the values of equity, sustainability, and accessibility.

In addition to projects, there are also performance measures associated with the Strategic Plan. The Planning and Development Department and the Police Department participated in a pilot program to develop performance measures reflective of Strategic Plan goals and [reported back to Council](#)⁶ on the results in spring 2020. In late 2020 and early 2021, City departments identified performance measures relying on data that is already collected. The Proposed Budget contains over 70 performance measures describing:

- How much we do,
- How well we do it, and
- Whether anyone is better off.

Over time, departments will refine and improve their performance measures to make them better tools for decision-making and continuous improvement.

⁶ [https://www.cityofberkeley.info/uploadedFiles/City_Manager/Level_3_-_General/2020-04-14%20Item%2042%20Strategic%20Plan%20\(1\).pdf](https://www.cityofberkeley.info/uploadedFiles/City_Manager/Level_3_-_General/2020-04-14%20Item%2042%20Strategic%20Plan%20(1).pdf)

TAX RATES

The established growth index for the Emergency Medical Services Tax (Paramedic Tax) is the April Consumer Price Index (CPI). The Emergency Services for the Disabled Tax, the Library Tax, Parks Tax, and the Measure GG Fire Services and Disaster Preparedness Tax growth is either the higher of the CPI or the Personal Income Growth (PIG). For FY 2022, the PIG Increase of 5.73% was higher than the CPI increase of 3.806% and was used for all of the tax rate increases except for the Paramedic Tax.

COMMUNITY AGENCIES

FY 2022 represents the third year of a four-year funding cycle that started in FY 2020 and ends in FY 2023. For FY 2022, the City will spend \$20,526,075 in General Funds, Federal Funds, and other funds for community agencies. This amount represents a 22% decrease from the \$26,311,113 amount allocated to community agencies in FY 2021. Detail information about the FY 2022 Proposed Community Agency allocations can be found in the Community Agency section of the Proposed Budget.

BUDGET PROCESS SCHEDULE

The Proposed Budget Schedule is as follows:

FY 2022 Budget Calendar	
Date	Action/Topic
May 25, 2021	City Council: <ul style="list-style-type: none"> <input type="checkbox"/> FY 2022 Proposed Budget Presentation <input type="checkbox"/> Public Hearing #1: Budget <input type="checkbox"/> FY 2022 Proposed Fee Increases
May 27, 2021	Budget & Finance Policy Committee Meeting
June 1, 2021	City Council: <ul style="list-style-type: none"> <input type="checkbox"/> Public Hearing #2: Budget <input type="checkbox"/> Last date for formal budget referrals to the FY 2022 Budget Process
June 10, 2021	Budget & Finance Policy Committee Meeting
June 15, 2021	City Council: <ul style="list-style-type: none"> <input type="checkbox"/> Council discussion on budget recommendations
June 24, 2021	Budget & Finance Policy Committee Meeting
June 29, 2021	City Council: <ul style="list-style-type: none"> <input type="checkbox"/> Adopt FY 2022 Proposed Budget & FY 2022 Annual Appropriations Ordinance

CONCLUSION

The Proposed Budget begins a process of serious deliberation with the Budget and Finance Policy Committee and with the City Council on the Proposed Budget and how best to allocate the City's resources to achieve community objectives and City Council priorities, as well as emerge from the COVID-19 pandemic in a strong financial position. Over the past year, we have experienced the strength of the community coming together to address the pandemic and its social, emotional, and physical impacts. As vaccines are deployed, I look forward to celebrating the reopening of our community in a similar manner - together!

Staff will be working from now till the FY 2022 Budget Adoption on June 29, 2021 to provide the Budget & Finance Policy Committee, the City Council, and the public with as much information on the American Rescue Plan, accurate revenue estimates, and any other information to ensure a transparent and robust process.

I would like to thank Deputy City Managers Dave White and Paul Buddenhagen, Finance Director Henry Oyekanmi, Senior Management Analyst Melissa McDonough, and Acting Budget Manager Rama Murty and his staff, Maricar Dupaya, Michelle Rosete, Shamika Cole, and Emelita Bersonda for their tremendous work in developing the Proposed Budget and for the preparation of the FY 2022 Proposed Budget Book. Also special thanks to the Department Directors and their staff who assisted with this effort.

Respectfully Submitted,

Dee Williams-Ridley
City Manager

GENERAL FUND STATUS SUMMARY

FY 2022 General Fund Budget Status	
FY 2022 Baseline Revenues	\$186,128,204
FY 2022 Baseline Expenditures	\$206,092,576
Surplus/Deficit	(\$19,964,372)

FY 2022 General Fund Revenues	
FY 2022 Projected Revenues	\$205,320,204
Less: Property Transfer Taxes for Capital Improvement	(\$7,500,000)
Less: Measure P Revenues	(\$7,000,000)
Less: Measure U1 Revenues	(\$4,692,000)
FY 2022 Baseline Revenues	\$186,128,204

FY 2022 General Fund Expenditures	
FY 2022 Projected Expenditures	\$219,421,123
Less: FY 2022 Expenditures Covered by Measure P	\$8,636,547
Less: FY 2022 Measure U1 Revenues Transfer to U1 Fund	\$4,692,000
FY 2022 Baseline Expenditures	\$206,092,576

ITEMS CURRENTLY IN FY 2022 GENERAL FUND BASELINE BUDGET

Items Currently in the FY 2022 General Fund Baseline Budget		
Description	Amount	Comments
FY 2021 Budget Deferrals	\$20,124,351	
FY 2022 Budget Deferrals	(\$8,656,115)	
Updated Salaries for the Mayor & Councilmembers per Measure JJ	\$620,391	
Section 115 Trust	\$2,000,000	
Wildfire Mitigation	\$300,000	
Vegetation Management	\$250,000	
Summer Program Living Wage	\$404,000	
Office of the Director of Police Accountability	\$336,281	
City Attorney Salary Increase Approved 4-20-21	\$75,598	
Updated Funding Amounts for Department of Information Technology (IT) Cost Allocation	\$1,502,539	
Cybersecurity for Telecommuting Need (IT)	\$819,000	50% for June 2021 & 50% in Annual Appropriations Ordinance (AAO) #1 in November 2021
IT Move to 1947 Center Street	\$770,000	
IT Website: Hosting Fee	\$72,000	
IT Website Licenses	\$21,000	
IT 2180 Milvia Street: 4 th Floor Rent	\$106,017	
IT AT&T Telephone Charges	\$70,000	
Berkeley Unified School District (BUSD) Board Room Expenses for Council Meetings and Zoning Adjustments Board (ZAB) Meetings	\$84,000	Approved with FY 2020 and FY 2021 Budget
Mayor and Council Internship Program	\$13,500	Approved with FY 2020 and FY 2021 Budget
Office of Economic Development: Small Business Support	\$75,000	Approved with FY 2020 and FY 2021 Budget
Parks, Recreation & Waterfront: Extending Operating Hours for West Campus Pool to Operate Year Round	\$292,127	Approved with FY 2020 and FY 2021 Budget
Fair Chance Ordinance Implementation	\$115,850	
Community Survey for November 2022 Ballot Measures	\$85,000	
Wittman Ambulance Billing Contract	\$411,270	
Ground Emergency Medical Transport Quality Assurance Fee	\$185,000	
Police Overtime	\$4,400,000	
Total	\$24,476,809	

PRIORITIZED FUNDING REQUESTS

TIER 1		
Department	Item	Amount
Not applicable (n/a)	General Fund Cost-of-Living Adjustments (COLAs)	To be determined (TBD)
n/a	Public Safety Reimagining	TBD
n/a	Increase Transfer to Catastrophic Loss Fund for Citywide Insurance	\$637,680
n/a	General Fund Reserve Replenishment	\$2,500,000
City Attorney	Modernization of Office to Electronic Environment	\$20,000
City Attorney	Projected Settlements and Judgements	\$800,000
City Attorney	Projected Outside Council Costs	\$1,400,000
Finance	Additional Staff Resources for Phase 2 - ERMA ⁷ Implementation	\$100,000
Parks, Recreation & Waterfront	Echo Lake Americans with Disabilities Act (ADA) Improvements	\$700,000
Parks, Recreation & Waterfront	West Campus Pool: Tile and Plaster Work	\$510,000
Planning	Building Emissions Savings Ordinance (BESO) Mandatory Requirements: Implement 2020 Amendments	\$20,000
Planning	New Planning Technician Position, based on \$114, 412 (50% General Fund/50% Permit Service Center Fund)	\$57,206
Planning	Create two new positions in Land Use Policy section: 1. Project-Based (2 years) Senior Planner 2. Project-Based (2 years) Associate Planner	\$338,520
Police	Improve Open Data Portal Data Sets (Audit Response)	\$40,000
Police	Officer Development Training Programs (Fair and Impartial Policing, Implicit Bias, Hate Crimes)	\$150,000
Police	Portable Radio Replacement: radios are antiquated/not supported by manufacturer	\$600,000
Public Works	Vision 2050 Master Planning and Infrastructure Investment (General Fund/Capital Improvement Program)	\$400,000
Total		\$8,273,406
TIER 2		
Department	Item	Amount
Office of Economic Development	Request to Restore a Temporary Analyst Position (approved March 2020) to support the Arts Division	TBD

⁷ The City's new enterprise resource planning (ERP) software, nicknamed ERMA (Enterprise Resource Management Application).

Office of Economic Development	Bayer Contract Analysis (Bayer HealthCare, Inc. Development Agreement)	\$10,000
Office of Economic Development	Berkeley Ventures, Berkeley Values: Campaign to Work with Local Tech Sector	\$15,000
Office of Economic Development	#Discovered in Berkeley - Berkeley Business Marketing & Communications Project: Continuation (Phase 2)	\$20,000
Fire	Technical Rescue Team: Update Training	\$150,000
Fire	Hazardous Materials Response Team Type Rating: Update Equipment & Training	\$250,000
Planning	Comprehensive Fee Analysis and Update	\$150,000
Planning	Municipal Building Energy Policy Update (Green Building)	\$20,000
Planning	Residential Electric Vehicle (EV) Charging Pilot Program, Next Generation (Electric Mobility Roadmap)	\$80,000
Planning	Transportation Impact Fee Analysis (analysis/feasibility study to implement program)	\$100,000
Planning	Building Electrification Equity Pilot Program (increase resources for low/moderate income households)	\$240,000
Police	Community Safety During Demonstrations (additional equipment and training)	\$50,000
Public Works	EV Charging Infrastructure (restoration of \$0.3 million deferral and additional \$0.85 million)	\$1,150,000
Total		\$2,235,000
TIER 3		
Department	Item	Amount
Planning	Request to Allocate Assistant Management Analyst position to Deputy Director, based on \$224,000 (28% General Fund/72% Permit Service Center Fund)	\$62,720
Police	Develop Resources and Programs for Employee Resiliency (Expand employee wellness resilience program)	\$50,000
Public Works	East Bay Municipal Utility District (EBMUD) Administered Low Income Discount for Sanitary Sewer Customers	\$55,000
Total		\$167,720
TOTAL PRIORITIZED FUNDING REQUESTS		\$10,676,126

SUMMARY OF UNFUNDED REFERRALS

Summary of Unfunded Council Referrals to the Budget Process For the Period July 1, 2020 to June 30, 2021					
Item	Title	Council Date	Amount	Funding Allocation	Referred By
1	BerkDOT: Reimagining Transportation for a Racially Just Futures	7/4/2020	Unknown		Robinson, Droste, Bartlett, and Mayor Arreguín
2	Support Community Refrigerators	9/22/2020	\$8,000		Davila
3	Healthy Checkout Ordinance	9/22/2020	Unknown		Harrison and Hahn
4	Removal of Traffic Bollards on the Intersection at Fairview and California St.	10/13/2020	Unknown		Bartlett
5	Equitable Clean Streets Budget Referral: Funding for Staff to Conduct Bi-Weekly (Once Every Two Weeks) Residential Cleaning Services	10/27/2020	\$500,000		Bartlett
6	Convert 62nd Street between King St. and Adeline St. into a One-Way Line that exits in the direction of Adeline St.	10/27/2020	Unknown		Bartlett and Mayor Arreguín
7	Support for Berkeley Mutual Aid	10/27/2020	\$36,000		Hahn and Mayor Arreguín
8	Security Cameras at Major Berkeley Arterial Entry and Exit Points for the City and Request an Environmental Safety Assessment at High Crime Areas of the City	11/10/2020	\$1,000,000		Kesarwani and Mayor Arreguín
9	Gun Buy Back Program	11/10/2020	\$40,000		Kesarwani, Mayor Arreguín, and Davila
10	Prioritize Enhanced Lighting in Areas of Elevated Violent Crime	12/1/2020	\$200,000		Kesarwani, Mayor Arreguín, and Bartlett
11	Report and Recommendations from Mayor's Fair and Impartial Policing Working Group	2/23/2021	\$50,000		Mayor Arreguín and Harrison
12	Funding Rectangular Rapid Flashing Beacons (RRFB) at Sixth Street and Addison Street	3/9/2021	\$40,000		Taplin
13	George Florence Park Traffic Calming (Tenth Street between University Avenue and Allston Way)	3/9/2021	\$220,000		Taplin and Mayor Arreguín

**Summary of Unfunded Council Referrals to the Budget Process
For the Period July 1, 2020 to June 30, 2021**

Item	Title	Council Date	Amount	Funding Allocation	Referred By
14	Allocate Transportation Network Companies User's Tax Proceeds and other General Fund Revenues to Support Priority Protected Bicycle Boulevards and the Street Repair Program	3/9/2021	\$1,000,000		Harrison, Mayor Arreguín, Robinson, and Taplin
15	Establish Parking Benefit District (PBD) in the Adeline Corridor and Gilman District and Refer Funding to the Fiscal Year 2022 Budget Process	3/23/2021	\$75,000		Bartlett, Kesarwani, Mayor Arreguín, and Taplin
16	Police Foot/Bike Patrol in West and South Berkeley	3/30/2021	\$1,397,961		Taplin, Bartlett, and Mayor Arreguín
17	Funding STOP Signs at Dwight Way and California Street	3/30/2021	\$1,200		Taplin
18	Allocate Funding for a New Project Coordinator Position Within the Public Works Department to Help Implement the Electric Mobility Roadmap and Other Climate Initiatives	3/30/2021	\$198,386		Harrison
19	Remediation Plan for Lawn Bowling Green and North Bowling Green	4/20/2021	\$110,000		Taplin
20	Solano Avenue Revitalization Plan	4/20/2021	\$300,000		Hahn, Harrison, and Wengraf
21	Urgent Remediation of Unsafe Ninth Street Traffic Conditions	4/27/2021	\$1,190,000		Taplin and Mayor Arreguín
22	Traffic Calming of West Berkeley Pedestrian and Cyclist Crossings	5/11/2021	\$352,000		Taplin
23	Establish A Pilot Climate Equity Action Fund to Assist Low-Income Residents with Transition to Zero-Carbon Transportation and Buildings	5/25/2021	\$600,000		Harrison and Mayor Arreguín
24	Budget Referral: Willard Park Ambassador	5/25/2021	\$100,000		Droste, Mayor Arreguín, Robinson, and Bartlett
25	City of Berkeley Annual Holocaust Remembrance Day	5/25/2021	\$6,000		Wengraf, Mayor Arreguín, Hahn, and Taplin

**Summary of Unfunded Council Referrals to the Budget Process
For the Period July 1, 2020 to June 30, 2021**

Item	Title	Council Date	Amount	Funding Allocation	Referred By
26	Increased Funding for Neighborhood Traffic Calming	5/25/2021	\$100,000		Wengraf, Hahn, Harrison, and Droste
27	Sixth Street Traffic Calming Improvements for the Improvement of Pedestrian and Cyclist Safety	5/25/2021	\$180,000		Taplin
28	Landlord Incentives for Section 8 Participation	6/1/2021	\$100,000		Mayor Arreguín
29	Continuing Anti-Displacement Programs	6/1/2021	\$900,000		Mayor Arreguín
30	Establishing A Pilot Existing Building Electrification Incentive Program to Assist New Homeowners, Renters and Existing Homeowners with Transition to Zero-Carbon Buildings	6/1/2021	\$1,500,000		Harrison
TOTAL			\$10,204,547		

SUMMARY OF FUNDED REFERRALS

Summary of Funded Council Referrals to the Budget Process For the Period July 1, 2020 to June 30, 2021					
Item	Title	Council Date	Amount	Funding Allocation	Referred By
1	Safety for all: The George Floyd Community Safety Act - Budget Request to Hire a Consultant to Perform Police Call and Response Data Analysis	7/4/2020	\$150,000	Funded	Bartlett, Mayor Arreguín, and Harrison
2	Providing our Unhoused Communities in the City of Berkeley with Potable Water and addressing Water Insecurity	9/22/2020	\$10,000	Funded	Davila
3	Authorize Installation of Security Cameras at the Marina and Request an Environmental Safety Assessment	10/13/2020	\$120,000	\$60,000 - Parks, Recreation & Waterfront-General Fund carryover request \$60,000 - Marina Fund	Kesarwani and Wengraf
4	"Step Up Housing" Initiative: Allocation of Measure P Funds to Lease and Operate a New Permanent Supportive Housing Project at 1367 University Avenue	10/13/2020	\$932,975	Measure P	Bartlett, Kesarwani, Wengraf, and Mayor Arreguín
5	\$50,000 to UC Theatre Concert Career Pathways Education Program	10/27/2020	\$50,000	Funded	Mayor Arreguín
6	Radar speed feedback sign for Wildcat Canyon Road	11/10/2020	\$20,000	Funded	Wengraf
7	Berkeley Age Friendly Continuum	11/17/2020	\$20,000	Funded	Mayor Arreguín and Wengraf
TOTAL			\$1,302,975		

GENERAL FUND PROPOSED DEFERRALS

FY 2022 General Fund Proposed Deferrals All Departments Personnel, Capital & Non-Personnel Services			
Department	Program/Item	Proposed Deferral	Comments
City Attorney	Reduction in supplies, books, and subscription accounts	\$26,200	
Subtotal		\$26,200	
City Clerk	Deferral of purchase for e-filing software for Lobbyist Filings	\$20,000	
	Deferral from software account	\$10,000	
Subtotal		\$30,000	
City Manager's Office - Animal Services	Senior Animal Control Officer	\$64,270	Vacant position; defer for six months
	Pride industries	\$3,059	
	Airfare	\$3,000	
	Lodging	\$2,000	
	Field supplies	\$2,333	
	Other supplies	\$2,000	
Subtotal		\$76,662	
City Manager's Office - Office of Economic Development	Small Business Support	\$25,000	Funding for support for businesses at risk of displacement or closure, provided by nonprofit partners (\$75K was deferred in FY21, this proposal adds \$50K back to add on to bolster existing work in technical support (Uptima/BAOBOB) or loans (Working Solutions) for Berkeley's hard hit small businesses as they recover from the pandemic's impacts.
Subtotal		\$25,000	
Finance	Customer Service Specialist II	\$119,349	Vacant position; defer for 1 year
	Revenue Development Specialist	\$131,226	Vacant position; defer for 1 year
	Field Representative	\$127,745	Vacant position; defer for 1 year
	Field Representative	\$127,745	Vacant position; defer for 1 year
	Customer Service Specialist II	\$59,675	Vacant position; defer for 6 months
Subtotal		\$565,741	
Fire	Travel budget	\$5,000	Defer travel budget

FY 2022 General Fund Proposed Deferrals All Departments Personnel, Capital & Non-Personnel Services			
Department	Program/Item	Proposed Deferral	Comments
	Emergency Services Coordinator	\$145,345	Reallocate 12 months of Emergency Services Coordinator position funding to Measure GG
	Eliminate Exam Testing	\$14,000	Eliminate outside consultant and conduct in-house promotional exam process
Subtotal		\$164,345	
Health, Housing and Community Services	Housing & Community Services Redistribution: Senior Management Analyst	\$211,891	Per agreement with City Manager's Office, this position will be reallocated to CARES Act (Coronavirus Aid, Relief, & Economic Security Act) funds in FY 22 and back to Measures P and U1 in FY 23.
	Aging Services Vacancy: Office Specialist II	\$105,000	Vacant position; defer 100% of full time exempt employee (FTE) for 1 year. Reduce clerical support.
	Public Health Vacancy: Senior Health Services Program Specialist	\$68,667	Vacant position; defer for 4 months at 30% FTE
	Public Health Officer Unit Redistribution: Epidemiologist	\$29,795	Shift 18% of FTE for 1 year from General Fund to One-Time Grant Fund (Fund 336), CARES Act. Limited non-COVID activities.
	Environmental Health Vacancy: Environmental Health Supervisor	\$10,720	Vacant position; defer for 6 months at 6% FTE
	Aging Services Redistribution: Community Services Specialist I	\$74,100	Shift costs from General Fund to Targeted Case Management (Fund 313)
	Environmental Health Vacancy: Registered Environmental Health Specialist	\$154,000	Vacant position; defer 100% of FTE for 1 year. May need to reduce number and/or frequency of inspections.
Subtotal		\$654,172	
Human Resources	Associate Human Resources Analyst	\$42,188	Vacant position; defer for 3 months.
Subtotal		\$42,188	
Planning	Office Specialist II - Toxics/Office of Energy and Sustainable Development (42%)	\$47,414	Cost shift to Permit Service Center; vacant, and can keep vacant

**FY 2022 General Fund Proposed Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Proposed Deferral	Comments
	Community Services Specialist I - Office of Energy and Sustainable Development (45%)	\$46,373	Cost shift to Permit Service Center
	Office Specialist II - Toxics/Office of Energy and Sustainable Development (25%)	\$28,223	Cost shift to Certified Unified Program Agency (CUPA) Fund
	Hazardous Materials Specialist II (3 positions related to General Fund projects) - Toxics (28%)	\$43,102	Cost shift to CUPA Fund
	Hazardous Materials Manager - Toxics (23%)	\$53,967	Cost shift to CUPA Fund
	Interns - Toxics	\$16,420	
	Interns - Office of Energy and Sustainable Development	\$20,051	Personnel
	Travel and training	\$4,800	Non-personnel
Subtotal		\$260,350	
Police	Police Officers	\$5,821,973	\$243,023 salary and benefits per position. Extends the reduction of authorized sworn positions by 23, for 1 year, to allow space for the Reimagining Public Safety process. May overfill from time to time to account for employee separations.
	Communications Center Manager	\$216,131	Vacant position; defer for 1 year
	Community Services Officers	\$330,393	3 vacant positions; defer for 1 year. \$110,131 salary and benefits per positions
	Office Specialist II	\$104,240	Vacant position; defer for 1 year
	Office Specialist III	\$119,973	Vacant position; defer for 1 year
	Parking Enforcement Officer	\$106,754	Vacant position; defer for 1 year
			Note: Extends the reduction of authorized non-sworn positions by 7 to allow space for the Reimagining Public Safety process.
Subtotal		\$6,699,464	

**FY 2022 General Fund Proposed Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Proposed Deferral	Comments
Parks, Recreation & Waterfront	Assistant Recreation Coordinator	\$111,992	Vacant position; defer for 1 year. Reduced programming provided by Recreation. This position provides programming for Teens and Playground programs.
Subtotal		\$111,992	
TOTAL DEFERRALS		\$8,656,115	

GENERAL FUND ADOPTED DEFERRALS

FY 2021 General Fund Adopted Deferrals All Departments Personnel, Capital & Non-Personnel Services				
Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
City Attorney	<i>Recommended Deferral</i>	<i>\$423,159</i>		
	Legal Office Manager (vacant)	\$144,998		Defer hiring to FY 22
	Deputy City Attorney III (vacant)	\$117,130		Defer hiring to December 2020 (10%)
	Deputy City Attorney III (vacant)	\$46,852		Defer hiring to February 2021 (12%)
	Deputy City Attorney III (vacant)	\$117,230		Defer hiring to FY 22 (15%)
	40% reduction in Supplies, books, and subscription	\$26,200		
Subtotal		\$452,310		
City Clerk	<i>Recommended Deferral</i>	<i>\$400,148</i>		
	Deferral of purchase for e-filing software for Lobbyist Filings	\$20,000	Yes	
	Deferral from software account	\$10,000		
	Note: Additional savings could be generated from Elections Costs Deferral and Fair Elections Fund Deferral depending on the number of measures placed on the ballot and potential new costs from Registrar of Voters related to COVID-19.			
Subtotal		\$30,000		
City Manager's Office - Administration	<i>Recommended Deferral</i>	<i>\$1,031,448</i>		
	Associate Management Analyst (vacant)	\$154,803		Reassign Commission Secretary, reduced/reassigned sidewalk enforcement
	Digital Communications Position - CSS (vacant)	\$163,000		
	Census 2020 (FY20)	\$125,000	Yes	Unspent funds in FY 20 due to COVID-19
	Printing and Binding	\$7,000		
	Advertising	\$5,000		
	Postage	\$5,000		
	Office Supplies	\$5,000		
	Miscellaneous	\$5,000		

FY 2021 General Fund Adopted Deferrals All Departments Personnel, Capital & Non-Personnel Services				
Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Solano Avenue Revitalization Plan	\$300,000		FY 20 Excess equity, carried over to FY 21, part of Baseline one-time allocation
	Citywide Risk Assessment	\$100,000	Yes	FY 20 Excess equity, no contract, no funds spent
	Code Enforcement Workload Analysis, Licensing and Support Equipment	\$81,185	Yes	FY 10 Carryover to FY 20 Budget
Subtotal		\$950,988		
City Manager's Office - Animal Services	Senior Animal Control Officer (vacant)	\$132,917		
	Pride industries	\$9,177		
	Airfare	\$3,000		
	Lodging	\$2,000		
	Field supplies	\$7,000		
	Other supplies	\$6,000		
Subtotal		\$160,094		
City Manager's Office - Office of Economic Development	<i>Recommended Deferral</i>	<i>\$432,974</i>		
	<i>Adjusted Deferral</i>	<i>\$236,746</i>		<i>Adjusted for Downtown PBID (Property-Based Business Improvement District) Assessment and Visit Berkeley (pass through allocations)</i>
	Festival Grants Program	\$158,315		The City will likely be discouraging large gatherings through FY 21 (although some of these events may still occur by pivoting to online or other media).
	Berkeley Film Foundation	\$25,000		
	15% Berkeley Arts Center Reduction	\$12,998		

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Small Business Support	\$75,000		Funding for support for businesses at risk of displacement or closure, provided by nonprofit partners.
	Bayer Development Agreement	\$25,000	Yes	FY 20 Excess Equity, no contract, not spent
Note: Under Prop 218 provisions, the City is obligated to pay the Downtown PBID special assessment; Visit Berkeley Transient Occupancy Tax (TOT) share is an amount which will automatically scale down as the actual payment is calculated as 1/12 of TOT revenues.				
Subtotal		\$296,313		
Finance	<i>Recommended Deferral</i>	<i>\$960,233</i>		
	Customer Service Specialist II (vacant)	\$119,349		
	Rev Dev Specialist I (vacant)	\$131,226		
	Rev Dev Specialist II (vacant)	\$160,833		
	Field Representative (vacant)	\$127,745		
	Field Representative (vacant)	\$127,745		
	Contract Administrator (vacant)	\$122,628		
	Customer Service Specialist II (vacant)	\$59,675		
	Accounting Manager (vacant)	\$114,978		
	Training and Conference - Registration	\$3,250		
	Travel - Lodging	\$3,750		
	Printing and Binding	\$9,000		
	Supplies - Office	\$14,675		
	Non-Capital - Comp, Software & Office Equipment	\$15,325		
	Non-Capital - Furniture and Fixtures	\$15,000		
Note: <i>Proposal 1</i> : \$642,000 savings or roughly 10% of the projected shortfall from FY2021. A moderate plan; creating a leaner Finance Department that is able to deliver baseline services. This proposal would defer the vacancies for the Customer Service Specialist II and two Field Representative positions for the full year and defer the Revenue Development Specialists I and II for 11 months.				

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	<p><i>Proposal 2:</i> \$767,000 savings or roughly 12% of the projected shortfall from FY2021. A more aggressive plan; prolonging some deferments and leaving more positions vacant. This will reduce the department's ability to generate additional sources of revenue and may lead to longer wait times at the Customer Service Counter. The Contract Administrator vacancy would be deferred for three months; one Customer Service Specialist II for six months; and the remaining positions, Customer Service Specialist II, Revenue Development Specialists I & II, as well as the two Field Representatives for the full year.</p> <p><i>Proposal 3:</i> \$964,000 savings, or roughly 15.1% of the projected shortfall from FY2021. The most aggressive plan; leaving the majority of positions unfilled and only hiring critical positions for a few months in FY 2021. The Accounting Manager and one Customer Service Specialist II would remain vacant for six months, and the Contract Administrator would remain vacant for nine months. The remaining positions, Customer Service Specialist II, Revenue Development Specialists I and II, and two Field Representatives would be deferred for the full year.</p>			
Subtotal		\$1,025,180		
Fire	<i>Recommended Deferral</i>	<i>\$4,943,196</i>		One-time reduction of \$521,328 from the Suppression division General Fund overtime budget, which will lead the elimination of most if not all discretionary overtime. (Measure GG to cover minimum staffing overtime of \$523,000).
	OT Deferral and Reduction	\$521,328		OT deferral
	OT Deferral and Reduction	\$273,352		One year of salary savings for 9 budgeted benefited positions. Estimated OT costs to backfill these positions for a year is \$1.30 million and would have a significant impact on existing personnel working mandatory overtime.

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Firefighter/Paramedic Open Requisitions (9)	\$1,624,434		Anticipated retirements of four firefighters in December 2020 (six month savings). Estimated OT costs to backfill these positions for six months is \$371,716 and would have a significant impact on existing personnel working mandatory overtime.
	Retirement of Firefighter/Paramedic (4)	\$447,830		Delay replacement of Fire Prevention Inspector Sworn for a year.
	Fire Prevention Inspector (Sworn)	\$245,459		Redirect 12 months of Emergency Services Coordinator position funding to Measure GG.
	Emergency Services Coordinator	\$145,344		Due to pandemic, staff weren't able to work on this project which left a remaining balance of \$97,800 (total was \$107,800).
	Vegetation Management Personnel Budget	\$97,800	Yes	Defer 6 months of travel budget since usage is all year.
	Travel	\$5,000		Eliminate outside consultant and conduct in-house promotional exam process.
	Eliminate Exam Testing	\$14,000		Due to pandemic, veg mgmt. plans weren't able to be executed and

FY 2021 General Fund Adopted Deferrals All Departments Personnel, Capital & Non-Personnel Services				
Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
				\$334k was routed to Emergency Operations Center budget.
	Vegetation Management Non-Personnel Budget	\$334,000	Yes	One-time reduction of \$521,328 from the Suppression division General Fund overtime budget, which will lead the elimination of most if not all discretionary overtime. (Measure GG to cover minimum staffing overtime of \$523,000).
	Paramedic Supervisor Open Position	\$246,545		
Subtotal		\$3,955,092		
	<i>Recommended Deferral</i>	<i>\$2,203,241</i>		
		\$48,290		
	Public Health Emergency Preparedness (PHEP) New Funding FY 21 Health Services Program Specialist (40%)			Use 85% of new PHEP COVID-19 funds in FY 21 for PHEP staffing. Total of \$56,812 but three months in FY 20, took 90% for FY 21
	PHEP Health Services Program Specialist (33%)	\$38,697		
	PHEP Senior Health Services Program Specialist (40%)	\$70,944		
Health, Housing and Community Services	Reduce Youthworks for Summer 2020 Youth Wages Savings	\$303,225		Started with \$543,725, subtracted \$140,000 for 50 youth at \$15.50 for 30 hours for 6 weeks. Subtracted \$110,000 for Extended Program. Limit summer program

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
				to 50 highest need applicants. Continue reduced Extended Program. Defer replacements: Community Services Specialist II by 3 months and Community Services Specialist I by 6 months.
	Defer filling Community Services Specialist III (3 month vacancy)	\$47,500		
	Defer filling Community Services Specialist I (6 month vacancy)	\$68,000		
	Public Health (PH) Vacancies - Defer filling 1.0 full time equivalent employee (FTE) Health Services Supervisor	\$111,000		6 months savings for Health Services Supervisor, full year savings for Public Health Nurse and Senior Health Services Program Specialist.
	PH - Defer filling 1.0 FTE Senior Health Services Program Specialist	\$206,000		
	PH - Defer filling 1.0 FTE Public Health Nurse	\$174,000		
	Defer filling Aging Services Vacancy, Office Specialist II	\$105,000		Reduce clerical support
	Environment Health (EH) - Defer filling 1.0 FTE Registered Environmental Health Specialist	\$154,000		Longer term reduction in Registered Environmental Health Specialist; may need to reduce number and/or frequency of inspections.
	EH - Defer filling .27 FTE Vector Control Technician vacancy	\$31,500		

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Housing & Community Services (HCS) - Reallocate General Fund personnel costs to Homeless Emergency Aid Program (HEAP) Admin funds	\$50,000		Funds unavailable for other purposes
	Aging Services Redistribution - use 056 fund balance for .50 FTE, Community Services Specialist I	\$74,100		Reduce TCM fund balance
	Defer filling Office of the Director vacancy, Accounting Office Specialist III	\$109,000		Would continue high load on current Payroll Staff
	HCS Federal Funds Amin Redistribution - fund Deputy Director position/other through Federal Admin. funds	\$75,000		Additional documentation requirements
	Defer filling Community Services Specialist III	\$162,353		Reduce ability/flexibility to address issues because position will be restricted to eligible Boomerang activities
	Reallocate HCS Senior Management Analyst vacant	\$181,933		For first two years fund position with Community Development Block Grant/Emergency Shelter/Solutions Grant
	HCS Admin Funds - reallocate General Fund personnel costs to county Boomerang funds	\$90,000		Funds unavailable for other purposes
	Mental Health (MH) vacancy - Health Office Infections Disease Grant			
	MH Vacancy - Sugar-Sweetened Beverage Program	\$80,000		Use to fund COVID-19 efforts in FY 21
	EH - Environmental Health Supervisor	\$30,000		Save funds from FY2 1
	PH - Health Services Program Specialist	\$21,439		Additional Deferrals

FY 2021 General Fund Adopted Deferrals All Departments Personnel, Capital & Non-Personnel Services				
Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
				12% General Fund funded
	Office Specialist II	\$50,635		33% General Fund funded
	Office Specialist II	\$87,593		82% General Fund funded
	Aging Services - Mini Bus Driver	\$80,116		75% General Fund funded
	Senior Service Assistant 0.5 FTE	\$107,148		100% General Fund funded
Subtotal		\$2,590,526		
Human Resources	<i>Recommended Deferral</i>	<i>\$355,612</i>		
	Vacant Associate Human Resources (HR) Analyst and 40% HR Manager positions	\$249,188		Both of those positions would be open for three months in FY 21 due to recruitment time and could claim those savings to adjust. However, if we need to adjust for the data in a larger capacity we are prepared to hold 1 position open for the whole year, and account for 3 months for a 2nd position to meet the 15% target. These are updates that were not included in the proposal but can be only if necessary
	Vacant HR Technician position (7 months)	\$49,188		
	Employee Relations professional service contract	\$25,000		
	From Personnel and Admin Services advertising account	\$15,247		
	Navex contract	\$16,989		Equal Employment Opportunity Training contract -

FY 2021 General Fund Adopted Deferrals All Departments Personnel, Capital & Non-Personnel Services				
Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
				savings (software and licenses) for FY 21. Sexual harrassment training will be covered by Department of Fair Employment and Housing for free.
Subtotal		\$355,612		
Information Technology	<i>Recommended Deferral</i>	<i>\$1,410,439</i>		
	Fund 891 Division 2701: Miscellaneous Professional Services	\$102,731		
	Fund 891 Division 2701: Professional Dues and Fees	\$50,000		Cancelled Gartner subscription
	Fund 891 Division 2701: Commercial Travel	\$7,200		
	Fund 891 Division 2701: Books and Publications	\$12,000		
	Fund 891 Division 2702: Miscellaneous Professional Services	\$180,000		Cancelled GIS Master Address Database Project
	Fund 891 Division 2702: Professional Dues and Fees	\$30,000		
	Fund 891 Division 2702: Furniture and Fixtures	\$5,000		
	Fund 891 Division 2702: Computers & Printers	\$7,500		
	Fund 891 Division 2702: Small Equipment	\$2,500		
	Fund 891 Division 2703: Miscellaneous Professional Services	\$125,000		Cancelled: deployment of additional ServiceNow modules
	Fund 891 Division 2703: Computer Software/Licenses Mtc	\$100,000		Cancelled: scripting project
	Fund 891 Division 2703: Professional Dues and Fees	\$15,000		
	Fund 891 Division 2703: Furniture and Fixtures	\$5,000		

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Fund 891 Division 2703: Computers & Printers	\$10,000		
	Fund 891 Division 2703: Small Equipment	\$7,000		
	Fund 891 Division 2704: Miscellaneous Professional Services	\$27,260		Cancelled: Help Desk training and education services
	Fund 891 Division 2704: Miscellaneous Professional Services	\$162,000		Cancelled: two cyber security priority 2 projects
	Fund 891 Division 2704: Small Equipment	\$21,250		Cancelled: cables and components for citywide distribution
	Fund 891 Division 2709: Computer Software/Licensing Mtc	\$60,000		Cancelled: CRM Project (Lagan replacement)
	Fund 891 Division 2709: Telephones	\$25,000		
	Fund 891 Division 2709: Printing and Binding	\$3,650		
	Fund 891 Division 2709: Commercial Travel	\$5,000		
	Fund 891 Division 2709: Books and Publications	\$350		
	Fund 891 Division 2709: Office Supplies	\$2,500		
	Fund 891 Division 2709: Furniture and Fixtures	\$2,500		
	Fund 891 Division 2709: Small Equipment	\$1,700		
	Fund 891 Division 2750: Computers & Printers	\$67,298		Cancelled: FY 21 Wifi and uninterrupted power supplies replacement program
	Fund 891 Division 2750: 1947 Move	\$572,000	Yes	
	Fund 608 Division 2750: Voice over Internet Protocol (VOIP)	\$198,000		
Subtotal		\$1,807,439		
Planning	<i>Recommended Deferral</i>	<i>\$320,086</i>		

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Office Specialist II - Toxics/Office of Energy and Sustainable Development (42%)	\$47,414		Cost shift to Permit Service Center
	Community Services Specialist I - Office of Energy and Sustainable Development (35%)	\$46,373		Amount and percentage change per Planning 6/2/20
	Office Specialist II - Toxics/Office of Energy and Sustainable Development (25%)	\$28,223		
	Hazardous Materials Specialist II (3 positions related to General Fund projects) - Toxics (28%)	\$43,102		Cost shift to CUPA fund
	Hazardous Materials Manager - Toxics (23%)	\$53,967		
	California Environmental Quality Act (CEQA) Student Housing	\$45,000		
	Density Standards	\$8,000		
	Southside Environmental Impact Report (EIR)	\$58,000		
	Missing Middle Request for Proposals (RFPs)	\$100,000		
	BART Station Environmental Planning	\$50,000		
	Landmarks Preservation Grants	\$20,000		
	BART Station Environmental Planning (Phase 3 Deferral)	\$40,000		
	Interns - Toxics	\$16,420		
	Interns - Office of Energy and Sustainable Development	\$20,051		
	Senior Planner	\$95,804		
	Travel and Training	\$4,800		
Subtotal		\$677,154		
Police	<i>Recommended Deferral</i>	<i>\$10,477,665</i>		
	General Fund (Fund 011)	\$5,514,176		
	Prop 172 (Fund 126)	\$1,000,000		

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Citizens Option Public Safety (Fund 159)	\$600,000		
	General Fund (Fund 011)	\$1,458,138		
	General Fund (Fund 011)	\$1,701,161		
	Non-mandatory training and travel along with eliminating non-essential purchases	\$500,000		
	Defer purchase of vehicles	\$412,483		
	Gun buyback program	\$60,000	Yes	
	<p>Note: In order to meet 10% reductions, it would require a total of 25 police department positions to be vacant and an 8.7% reduction in staff from 285 to 260 positions. Of the 25 police department positions, 16 would be Police Officer positions which will generate savings of \$3,888,368.</p> <p>In order to meet the 12% reductions, it would require a total of 31 police department positions to be vacant and a 10.8% reduction in staff from 285 positions to 254. Of the 31 police department positions, 22 would be Police Officer positions, which will generate savings of \$5,346,506.</p> <p>In order to meet the 15% reductions, it would require a total of 38 police department positions to be vacant and a 13.3% reduction in staff from 285 positions to 247. Of the 38 police department positions, 29 would be Police Officer positions, which will generate savings of \$7,047,668.</p>			
Subtotal		\$11,245,958		
	<i>Recommended Deferral</i>	<i>\$93,915</i>		
Police Review Commission	Services and Materials	\$13,509		Substantial savings in the Registration, Travel, and Meals & Lodging categories, due to cancellation of the National Association for Civilian Oversight of Law Enforcement (NACOLE) conference. The conference is being reformulated as a series of webinars, for a fee, so a small amount remains in the Registration category.

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
	Services and Materials	\$1,425		Postage and Rental of Office Equipment & Furniture (copier) expenses are reduced by a greater reliance on electronic agenda packets, and perhaps a reduction in the number of meetings. This would also reduce the amount of office supplies needed.
	Services and Materials	\$4,275		Charges for using the South Berkeley Senior Center (Rental of Land) for Commission meetings could be reduced by having fewer meetings or holding them via videoconferencing
Subtotal		\$19,209		
Parks, Recreation and Waterfront	<i>Recommended Deferral</i>	<i>\$913,807</i>		
	Assistant Recreation Coordinator (vacancy)	\$111,992		Reduced programming provided by Recreation. This position provides programming for our Teens and Playground Programs.
	Echo Lake Americans with Disabilities Act (ADA) Improvements (Capital Improvement Program [CIP], Camps)	\$445,388	Yes	This funding is Phase 1 of a \$2.1 million Construction project. The design for the full project is in process. Echo Lake Camp will not be open this

FY 2021 General Fund Adopted Deferrals All Departments Personnel, Capital & Non-Personnel Services				
Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
				summer so a one-year deferral will not affect our liability.
	John Hinkel Play Area (CIP, Parks)	\$300,000		A portion of the project will be cost-shifted from CIP to Parks Tax. This reduction will affect the construction of both this project and the Ohlone Mural and playground project.
	Skate Parks Improvements (CIP, Parks)	\$100,000		This \$100,000 of GF will be cost-shifted from CIP to Parks Tax because it is an immediate safety concern. This project affects the construction of both John Hinkle Lower and the Ohlone Mural and playground project.
Subtotal		\$957,380		
	<i>Recommended Deferral</i>	<i>\$527,719</i>		
Public Works	Equipment Replacement	\$1,081,699		FY 21 transfer from the General Fund to Fund 671.
	Purchase of a new sweeper	\$300,000	Yes	
Subtotal		\$1,381,699		
Mayor/Council Budget Referral/Recommendation	City-wide Undergrounding	\$100,000	Yes	\$16,479 has been spent/encumbered. Project that has not started and can be delayed. Amount budgeted in Public Works.
	Freestanding Public Restroom - Telegraph Business Improvement District	\$100,000	Yes	Project that has not started and can be delayed.

**FY 2021 General Fund Adopted Deferrals
All Departments
Personnel, Capital & Non-Personnel Services**

Department	Program/Item	Adopted 15%	FY 20 Allocation	Comments
				Amount budgeted in Public Works.
	Pedestrian Crossing Signal at Intersection of Shattuck Avenue and Prince Street	\$100,000	Yes	Project that has not started and can be delayed. Amount budgeted in Public Works.
	Pedestrian/Bike Safety Along Oxford Street	\$75,000	Yes	Project that has not started and can be delayed. Amount budgeted in Public Works.
	Reserved for Pedestrian/Bicycle Safety Improvements	\$100,000	Yes	Project that has not started and can be delayed; \$100,000 FY 20, amount budget in Public works, \$100,000
	Traffic Calming at Martin Luther King Jr Way and Stuart Street (up to)	\$100,000	Yes	Project that has not started and can be delayed.
	Mayor's Office Budget	\$45,000		
Subtotal		\$620,000		
Note: This list excludes all projects that have started and will be completed and/or were completed per Public Works General Fund/Capital Improvement Program/Excess Property Tax projects.				
TOTAL CAPITAL AND NON-PERSONNEL DEFERRALS		\$26,524,954		

FINANCIAL SUMMARIES

This section provides charts and tables of the City's budget. By looking at these summaries, you can learn about the City's different funding sources, how monies may be appropriated, what different City departments' share of the budget looks like, and the diverse types of revenue the City receives.

The following pages contain, the:

- Summary Chart of FY 2022 Budget by Funding Source,
- Summary Chart of FY 2022 Budget by Department, and
- Summary Chart of FY 2022 Revenues by Funding Source.



City Building, 1947 Center Street

SUMMARY OF FY 2022 PROPOSED BUDGET BY FUNDING SOURCE

Fund Description	Adopted Update FY 2021		Proposed FY 2022	
	Revenue ^(b)	Expenses	Revenue ^(b)	Expenses
General Fund Discretionary	\$195,794,216	\$194,718,710	\$205,320,204	\$219,421,123
GF - Stabilization Reserves	\$ -	\$6,900,000	\$ -	\$ -
GF - Catastrophic Reserves	\$ -	\$4,500,000	\$ -	\$ -
Measure U1	\$3,575,390	\$5,067,894	\$ 4,692,000	\$6,446,014
Special Revenue Funds				
Emergency Disabled Services	\$1,361,402	\$1,361,402	\$ -	\$1,451,853
Paramedic Tax ^(a)	\$3,886,779	\$4,223,699	\$3,330,634	\$4,916,665
Parks Tax	\$14,432,024	\$14,311,368	\$15,366,468	\$14,402,630
Downtown Berkeley Prop & Improv. District	\$1,244,686	\$1,244,686	\$1,313,214	\$1,313,214
Measure GG - Fire Prep Tax	\$5,360,954	\$4,828,024	\$ 5,605,637	\$ 4,897,270
Street Light Assess. District ^(a)	\$2,240,939	\$2,684,633	\$2,240,939	\$2,671,488
Solano Avenue Bus. Imp Dist.	\$25,000	\$ 25,000	\$25,000	\$25,000
Telegraph Pro Bus. Imp. Dist.	\$515,637	\$515,637	\$523,371	\$523,371
N. Shattuck Bus. Imp. Dist.	\$182,647	\$182,647	\$210,363	\$210,363
Berkeley Tourism BID	\$422,500	\$422,500	\$181,125	\$181,125
Elmwood BID	\$30,000	\$30,000	\$30,000	\$30,000
Enterprise Funds				
Zero Waste ^(a)	\$48,651,251	\$50,012,836	\$46,767,263	\$48,199,561
Marina Operation ^(a)	\$6,278,344	\$6,988,739	\$5,763,572	\$7,308,402
Sewer	\$27,656,012	\$23,850,686	\$24,986,977	\$30,227,353
Clean Storm Water	\$4,977,648	\$5,290,391	\$3,991,967	\$4,899,517
Private Sewer Lateral	\$240,501	\$200,568	\$240,501	\$193,658
Permit Service Center ^(a)	\$17,527,428	\$20,855,324	\$14,997,428	\$20,692,553
Off Street Parking	\$7,352,169	\$6,484,575	\$2,225,769	\$6,551,006
Parking Meter	\$11,061,390	\$9,640,151	\$4,634,259	\$10,006,409
Unified Program - Toxics	\$915,150	\$896,131	\$964,450	\$821,845
Building Management (1947 Center St.) ^(a)	\$3,056,813	\$3,210,140	\$2,969,817	\$3,434,440
Gas / Sales Tax Street Improvement Funds^(a)	\$12,911,441	\$16,753,913	\$12,293,448	\$15,192,349
Bonds^(b)	\$452,759	\$2,718,023	\$2,048,940	\$21,311,361
Debt Service Funds^(a)	\$7,843,208	\$11,130,921	\$7,537,556	\$12,726,672
Grant Funds^(c)	\$31,617,029	\$37,215,971	\$68,138,551	\$41,055,997
Internal Service Funds	\$38,825,265	\$39,586,222	\$39,864,883	\$42,642,226
Other Funds				
Capital Improvement Fund ^(a)	\$5,100,905	\$8,214,694	\$4,950,905	\$8,393,901
Public Liability	\$1,695,888	\$1,922,551	\$1,695,888	\$1,643,932
Library ^{(a) (d)}	\$20,414,539	\$21,567,259	\$21,776,603	\$21,964,613

	Adopted Update FY 2021		Proposed FY 2022	
Rent Board ^{(a) (d)}	\$4,850,000	\$6,096,209	\$4,850,000	\$6,307,724
Successor Agency	\$ -	\$57,120	\$ -	\$57,120
Playground Camp ^(a)	\$1,008,332	\$1,982,688	\$11,768,855	\$13,850,034
Health State Aid Realignment Trust ^(c)	\$3,703,018	\$4,010,244	\$3,703,018	\$3,806,205
Other Funds ^(a)	\$6,612,422	\$13,616,963	\$5,755,957	\$15,948,603
Revenue & Expenditure Totals:	\$ 491,823,686	\$ 533,318,519	\$ 532,217,415	\$ 593,725,597

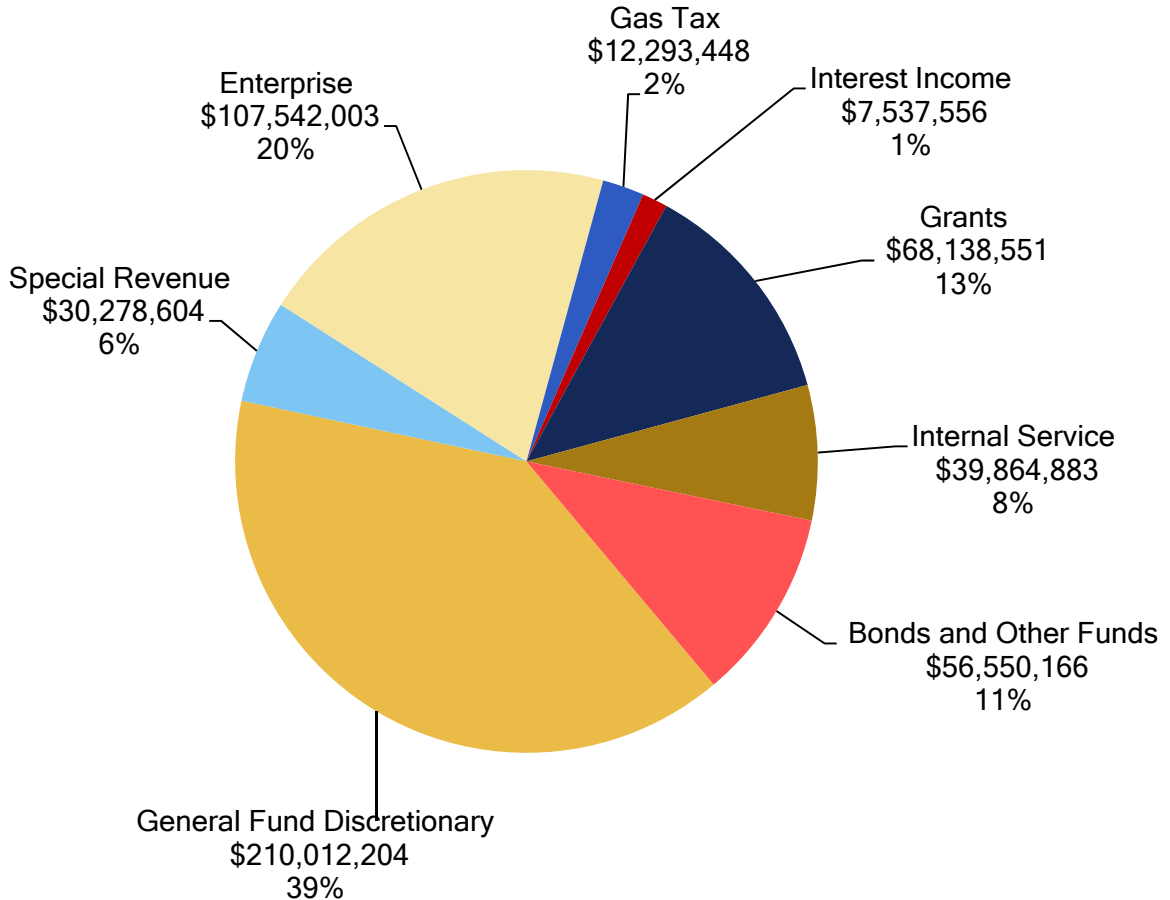
(a) Revenues do not reflect use of fund balances which are added to balance revenues with appropriations.

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

(c) FY 2022 grant revenues and expenditures will be adjusted to match once award amounts are known.

(d) Library and Rent Board figures for FY 2022 are unofficial and have not been approved yet by the Board of Library Trustees or the Rent Stabilization Board.

**REVENUE BY FUNDING SOURCE
FY 2022 PROPOSED BUDGET
\$532,217,415
(EXCLUDES USE OF FUND BALANCES)**



SUMMARY OF EXPENDITURES BY DEPARTMENT – ALL FUNDS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Update	FY 2022 Proposed
Mayor & Council	\$1,938,448	\$2,081,536	\$2,525,920	\$2,559,046	\$3,096,559
Auditor	\$2,157,055	\$2,416,689	\$2,527,125	\$2,786,499	\$2,805,883
Police Review Commission ^(a)	\$720,978	\$741,202	\$775,701	\$768,792	\$ -
Office of the Director of Police Accountability					\$1,114,235
City Manager	\$6,501,609	\$7,622,595	\$11,200,286	\$7,519,640	\$8,770,554
Office of Economic Development	\$5,783,523	\$6,321,216	\$5,855,850	\$5,227,511	\$5,082,163
Information Technology	\$13,279,709	\$13,239,636	\$15,495,905	\$20,647,410	\$21,299,905
City Attorney	\$4,737,620	\$5,333,550	\$4,555,976	\$4,509,824	\$5,078,096
City Clerk	\$1,658,990	\$2,643,486	\$2,069,740	\$2,839,880	\$2,901,739
Finance	\$6,653,713	\$7,226,820	\$8,362,334	\$8,555,177	\$9,431,102
Human Resources	\$3,796,400	\$3,939,247	\$3,924,687	\$4,072,239	\$4,438,053
Health, Housing & Community Services	\$45,328,006	\$50,027,411	\$60,608,059	\$53,834,105	\$84,514,926
Police	\$66,351,534	\$69,567,103	\$79,762,713	\$70,325,114	\$77,807,443
Fire	\$40,329,408	\$42,992,558	\$48,213,947	\$41,254,373	\$48,359,355
Public Works	\$142,401,016	\$111,937,507	\$140,021,855	\$138,631,154	\$147,438,656
Parks, Recreation & Waterfront	\$31,875,289	\$31,595,977	\$43,593,445	\$32,561,123	\$52,979,556
Planning	\$18,917,631	\$18,325,495	\$21,595,429	\$25,022,338	\$25,252,729
Library	\$17,541,858	\$18,720,976	\$18,865,464	\$21,846,159	\$22,242,185
Rent Board	\$5,057,290	\$5,109,453	\$5,755,222	\$6,646,209	\$6,857,724
Non-Departmental ^(b)	\$101,847,696	\$84,752,912	\$56,913,626	\$83,711,926	\$64,254,734
Gross Appropriations:	\$516,877,773	\$484,595,369	\$532,623,287	\$533,318,519	\$593,725,597
Less: Dual Appropriations^(c)	(\$79,934,299)	(\$60,893,280)	(\$42,406,011)	(\$43,650,640)	(\$34,250,868)
Less: Revolving & Internal Service Funds^(d)	(\$25,910,362)	(\$31,760,364)	(\$35,129,767)	(\$41,965,422)	(\$44,286,158)
Net Expenditure:	\$411,033,112	\$391,941,725	\$455,087,509	\$447,702,457	\$515,188,571

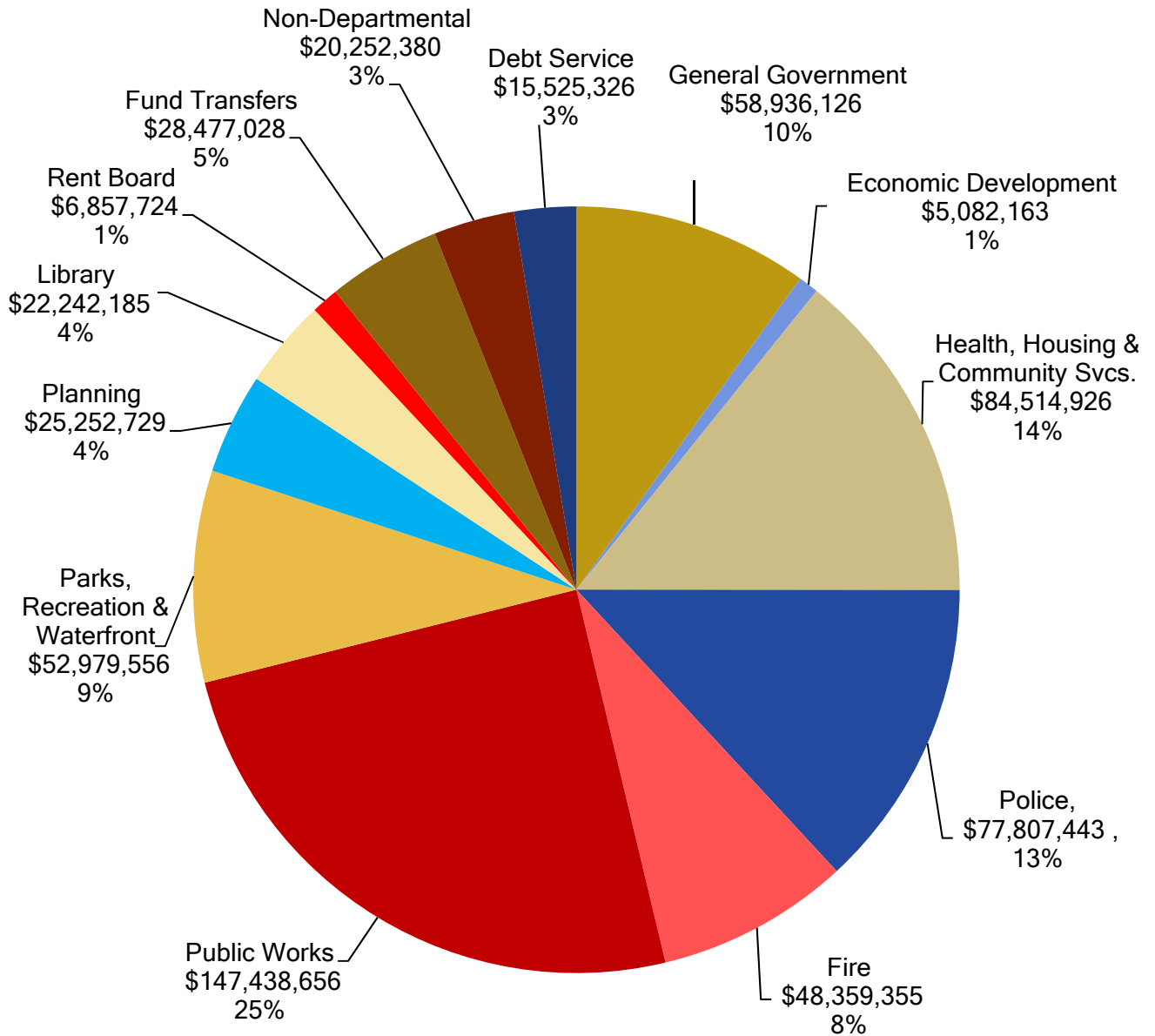
^(a) Police Review Commission becomes the Office of the Director of Police Accountability in FY 2022.

^(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.

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

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

**ALL FUNDS EXPENDITURES BY DEPARTMENT
FY 2022 PROPOSED
\$593,725,597 (GROSS)
\$515,188,571 (NET)**



GENERAL FUND

The primary fund of the City, the General Fund is used to account for all revenues and expenditures not legally restricted as to use. In this section you can learn about what different City departments' share of the General Fund looks like, the diverse types of revenue that go into the General Fund, and forecasts of General Fund revenue.

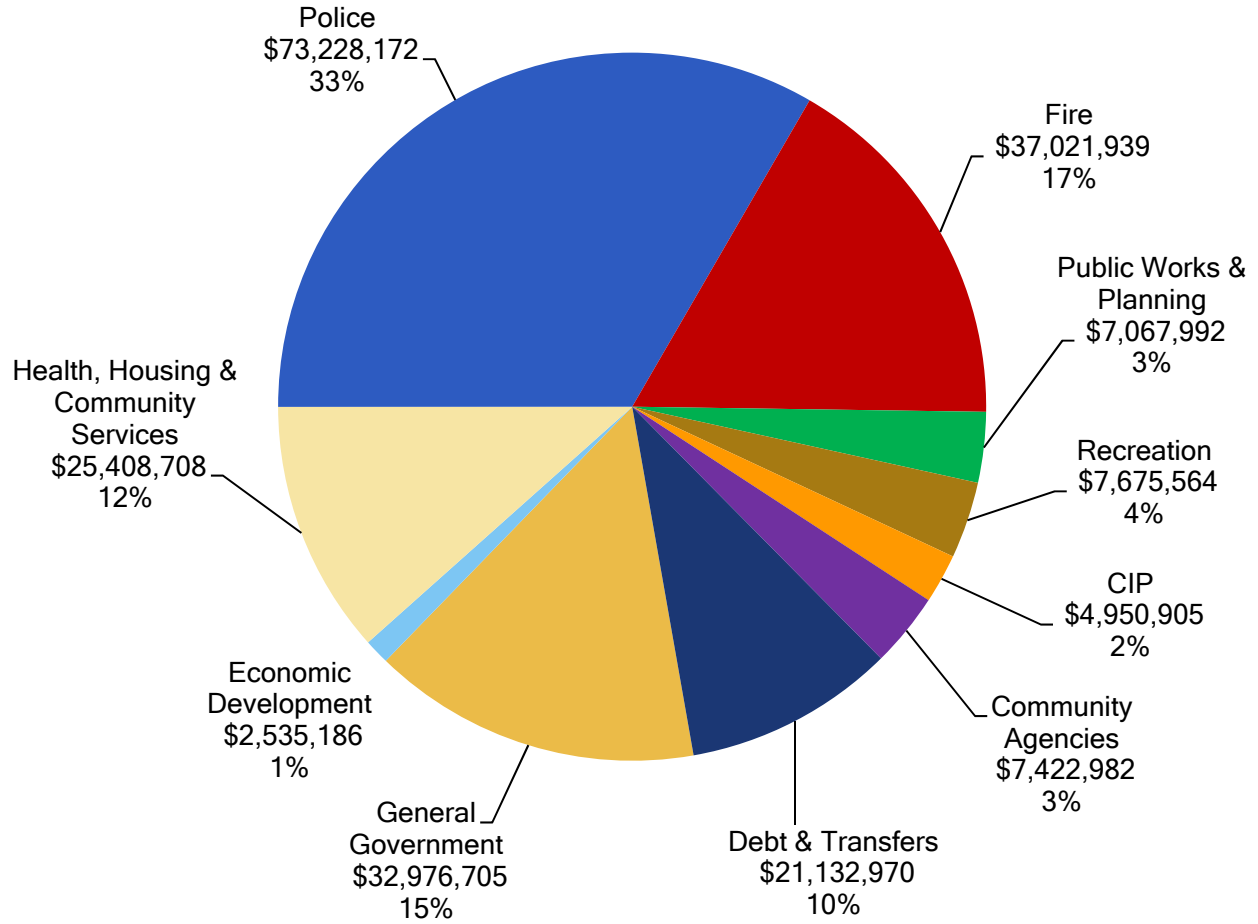
The following pages contain, the:

- Summary Chart of FY 2022 General Fund Expenditures by Department,
- Summary Chart of FY 2022 General Fund Revenues, and
- Revenue Projections and Details.

SUMMARY OF EXPENDITURES BY DEPARTMENT – GENERAL FUND

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Mayor & Council	\$1,938,448	\$2,081,536	\$2,525,920	\$2,559,046	\$3,096,559
Auditor	\$2,025,138	\$2,266,839	\$2,432,086	\$2,657,863	\$2,705,379
Police Review Commission	\$720,978	\$741,202	\$775,701	\$768,792	\$0
Office of Director of Police Accountability					\$1,114,235
City Manager	\$5,857,267	\$7,071,344	\$7,573,988	\$7,139,982	\$8,377,168
Office of Economic Development	\$2,575,749	\$2,820,609	\$5,855,850	\$2,541,292	\$2,535,186
Information Technology	\$5,847,105	\$1,525,916	\$1,396,627	\$580,710	\$2,402,777
City Attorney	\$2,275,139	\$2,181,489	\$2,217,772	\$2,587,273	\$3,434,164
City Clerk	\$1,658,990	\$2,643,486	\$2,069,740	\$2,338,047	\$2,396,737
Finance	\$4,913,318	\$5,474,314	\$6,596,629	\$5,978,002	\$7,041,962
Human Resources	\$2,069,530	\$2,045,393	\$2,270,953	\$2,280,207	\$2,407,724
Health, Housing & Community Services	\$14,708,068	\$19,186,176	\$19,316,901	\$14,850,382	\$23,455,690
Police	\$62,628,518	\$65,493,664	\$75,754,210	\$65,460,524	\$73,228,172
Fire	\$31,494,300	\$34,172,733	\$38,848,003	\$32,272,610	\$37,021,939
Public Works	\$3,711,215	\$4,691,231	\$4,729,001	\$4,408,589	\$4,742,625
Parks, Recreation & Waterfront	\$5,491,709	\$5,943,167	\$6,987,179	\$6,831,086	\$7,675,564
Planning	\$1,691,487	\$1,885,755	\$2,540,320	\$2,178,037	\$2,325,367
Rent Board	\$476,161	\$265,419	\$579,015	\$ -	\$ -
Community Agencies	\$7,208,744	\$5,057,214	\$8,492,395	\$7,422,982	\$7,422,982
Non-Departmental	\$24,716,331	\$46,914,868	\$27,414,646	\$31,863,286	\$28,036,893
Total General Fund	\$182,008,195	\$212,462,355	\$218,376,937	\$194,718,710	\$219,421,123

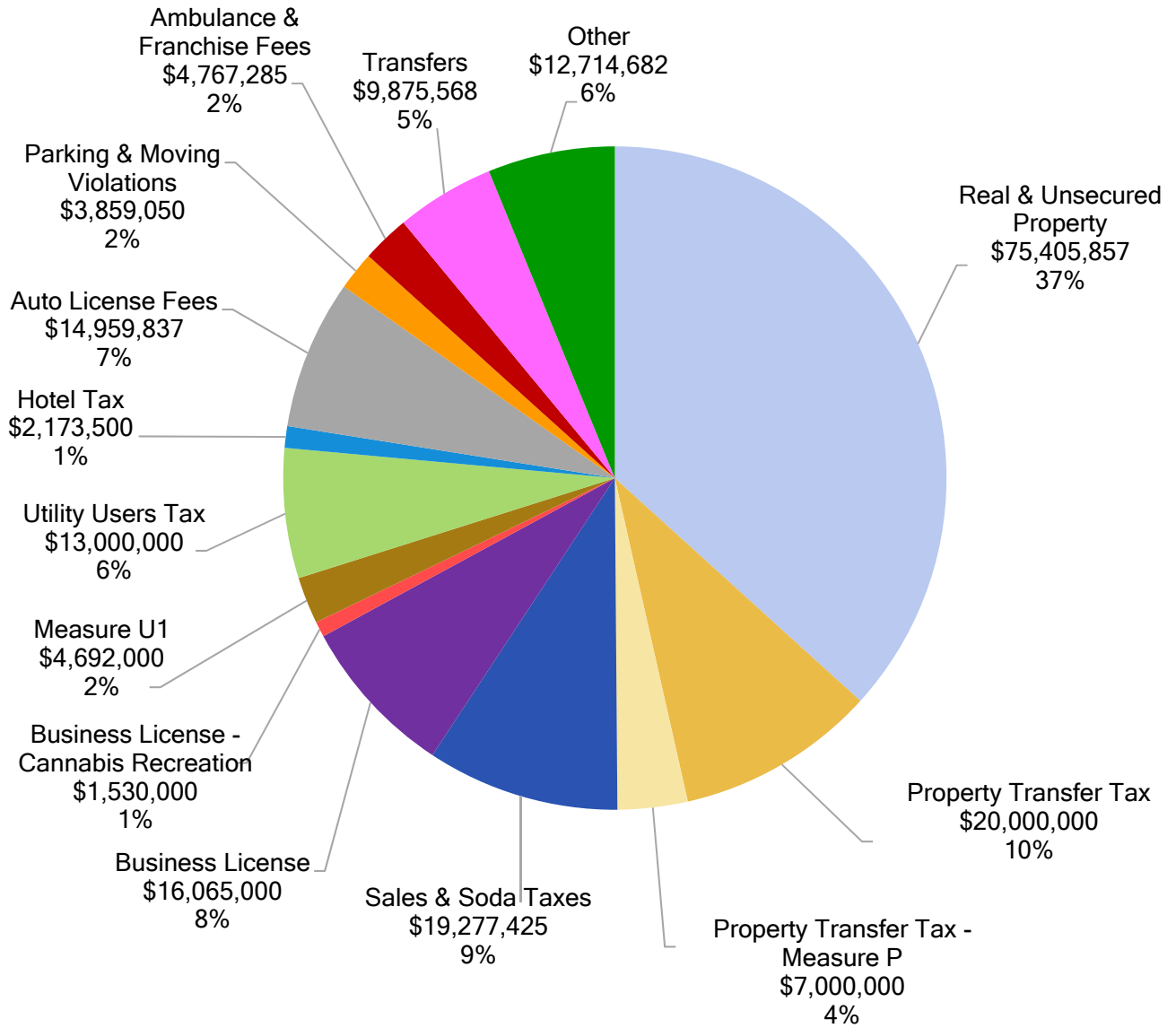
GENERAL FUND EXPENDITURES BY SERVICE AREA FY 2022 PROPOSED \$219,421,123



FY 2022 PROPOSED GENERAL FUND REVENUES SUMMARY

	Actual Revenues FY 2018	Actual Revenues FY 2019	Actual Revenues FY 2020	Adopted Revenues FY 2021	Proposed Revenues FY 2022
Secured Property	\$56,038,218	\$59,178,773	\$63,192,678	\$61,165,454	\$70,780,857
Unsecured Property	\$2,687,198	\$2,878,275	\$3,164,168	\$2,250,000	\$2,625,000
Supplemental Taxes	\$2,237,649	\$2,174,903	\$2,334,597	\$1,260,000	\$2,000,000
Property Transfer Tax*	\$18,911,368	\$19,952,981	\$22,095,507	\$16,500,000	\$20,000,000
Property Transfer Tax - Measure P	\$ -	\$2,932,313	\$9,512,603	\$4,747,414	\$7,000,000
Sales Tax	\$17,435,591	\$18,663,550	\$17,557,539	\$15,786,200	\$18,287,215
Soda Tax	\$1,457,003	\$1,547,349	\$1,331,313	\$970,794	\$990,210
Business License	\$19,878,912	\$19,848,803	\$20,863,685	\$12,984,192	\$16,065,000
Business License - Cannabis Recreation	\$ -	\$1,168,794	\$1,300,887	\$1,300,000	\$1,530,000
Measure U1	\$4,511,615	\$4,828,443	\$5,597,359	\$2,700,000	\$4,692,000
Utility Users Tax	\$14,828,120	\$13,973,744	\$13,475,915	\$12,750,000	\$13,000,000
Hotel Tax	\$7,807,273	\$7,995,188	\$6,387,495	\$5,070,000	\$2,173,500
Vehicle In-Lieu	\$11,822,917	\$12,540,784	\$13,356,044	\$12,421,597	\$14,959,837
Parking Fines	\$6,608,001	\$6,002,211	\$3,900,595	\$5,049,000	\$3,726,450
Moving Violations	\$188,443	\$177,824	\$200,894	\$190,000	\$132,600
Interest	\$3,636,989	\$4,334,404	\$6,702,564	\$2,800,000	\$4,411,120
Ambulance Fees	\$4,343,453	\$4,424,808	\$4,996,193	\$5,103,208	\$3,154,002
Franchise Fees	\$2,009,931	\$1,821,316	\$1,839,102	\$1,551,696	\$1,613,283
Other Revenue*	\$18,446,960	\$18,662,025	\$20,074,732	\$8,430,368	\$8,303,562
Transfers	\$5,792,575	\$5,356,132	\$5,480,439	\$22,764,293	\$9,875,568
TOTAL	\$198,642,216	\$208,462,620	\$223,364,309	\$195,794,216	\$205,320,204

FY 2022 GENERAL FUND REVENUES



GENERAL FUND REVENUES

The following provides an overview, analysis and forecast of various key General Fund revenues, including real property taxes, supplemental real property taxes, business license tax, and franchise fees.

REAL PROPERTY TAXES

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

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

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

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

- Reduce the local Bradley Burns Uniform sales and Use Tax rate or alter its allocation.
- Decrease Vehicle License Fee (VLF) revenue from 0.65% rate without providing replacement funding.

- Shift property taxes from cities, counties, or special districts, except under certain circumstances.

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

ALLOCATION OF COUNTY-WIDE PROPERTY TAX	
Agency/Jurisdiction Allocation	% Allocated
City of Berkeley	32.57
County General Fund	15.06
Schools	42.85
Special Districts	9.52
Total 1% Countywide Tax Allocation	100.00

ANALYSIS OF REAL PROPERTY TAX

Factors that affect the revenue generated by property taxes are:

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

CHANGES IN TAXABLE ASSESSED VALUES & COLLECTION RATE				
Description	2017	2018	2019	2020
Taxable Assessed Value (\$1,000)	\$16,200,873	\$17,376,517	\$18,580,711	\$19,811,196
\$ Change Assessed Value (\$1,000)	\$975,787	\$1,175,644	\$1,204,194	\$1,230,485
% Change Assessed Value	6.41%	7.26%	6.93%	6.62%
% Prop Tax Collected	98.92%	98.89%	99.14%	98.74%

FY 2020 Real Property Tax revenues totaled \$63,192,678, which was \$4,013,905 or 6.78% more than the \$59,178,773 received in FY 2019. The FY 2020 total of \$63,192,678 is \$6,944 less than the adopted budget amount of \$63,199,622.

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

FORECAST OF PROPERTY TAX REVENUE

The revenue projection for Real Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, which is provided in June each year. The difference between the estimate in June and the actual certification in August is generally small. Real Property Tax revenue is currently projected to grow at about 7.7% in FY 2021, 4.0% in FY 2022 and 3.5% in FY 2023. Staff updates these original Adopted Budget projections quarterly.

REAL PROPERTY TAXES						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$56,038,218	\$59,178,773	\$63,192,678	\$68,058,516	\$70,780,857	\$73,258,187
\$ Change	\$4,563,472	\$3,140,555	\$4,013,905	\$4,865,838	\$2,722,341	\$2,477,330
% Change	8.87%	5.60%	6.78%	7.70%	4.00%	3.50%

SUPPLEMENTAL REAL PROPERTY TAXES

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

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

ANALYSIS OF SUPPLEMENTAL REAL PROPERTY TAX

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

For FY 2020, Supplemental Tax revenue totaled \$2,334,597, which is an increase of \$159,694 or 7.3% from the \$2,174,903 received in FY 2019. The amount of \$2,334,597 received in FY 2020 was \$934,597 more than the adopted budget amount of \$1,400,000.

FORECAST OF SUPPLEMENTAL REAL TAX REVENUE

Supplemental Tax revenues are very volatile from year to year. Therefore, revenues are projected to remain flat in FY 2021 through FY 2023. The volatility is due to fluctuations in the reassessment backlog worked on by the County Assessor's Office. As the County works on reassessment applications, this revenue typically goes up. Staff updates these original adopted budget projections quarterly.

SUPPLEMENTAL REAL PROPERTY						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$2,237,649	\$2,174,903	\$2,334,597	\$2,000,000	\$2,000,000	\$2,000,000
\$ Change	\$404,637	(\$62,746)	\$159,694	(\$334,597)	\$	0
% Change	27.53%	(2.8%)	7.3%	(14.3%)	0%	0%

PROPERTY TRANSFER TAXES

The Property Transfer Tax (Transfer Tax) rates are set by the City of Berkeley. The City's transfer tax rate is 1.5% for properties with a consideration of up to \$1.5 million, and 2.5% for transferred properties with a consideration of over \$1.5 million. The additional 1% (Measure P revenue) will be used for general municipal purposes such as navigation centers, mental health support, rehousing and other services for the homeless, including homeless seniors and youth.

The \$1.5 million threshold will be adjusted annually to capture approximately the top 33% of such transfers based on transfers that occurred in the 12 months preceding September 1 of the preceding year. However, the threshold cannot be reduced below \$1.5 million, meaning

that the tax on properties transferred for \$1.5 million or less would remain at 1.5%, notwithstanding any adjustment.

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

SEISMIC RETROFIT REBATE PROGRAM

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

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

ANALYSIS OF PROPERTY TRANSFER TAX

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

For FY 2020, Property Transfer Tax revenue totaled \$22,137,492, which is an increase of \$2,184,511 or 10.94% from the \$19,952,981 received in FY 2019. The amount of \$22,137,492 received in FY 2020 was \$9,637,492 more than the adopted budget amount of \$12,500,000. The primary reason for the \$2,184,511 increase in Property Transfer Tax was

the sale of a group of properties totaling \$87.5 million that resulted in Property Transfer Tax of \$1,312,500.

This revenue source is budgeted at \$12.5 million as any excess above that amount is transferred to the reserve fund and the Capital Improvement Fund the following fiscal year.

In addition, \$9,512,603 in Measure P taxes (taxes effective December 21, 2018) was collected during FY 2020 compared to \$2,932,313 collected during FY 2019. The primary reasons for the increase were (1) The tax was only in effect for half a year in FY 2019 and (2) the sale of a group of properties totaling \$87.5 million.

FORECAST OF TRANSFER TAX REVENUE

Staff is forecasting recurring Transfer Tax revenue of \$12.5 million in FY 2021, FY 2022 and FY 2023, net of budgeted seismic retrofit rebates. Staff is of the opinion that total Transfer Tax revenue (the recurring and non-recurring amounts) will be close to the level of \$20 million for FY 2021, FY 2022 and FY 2023. Any amounts above the \$12.5 million baseline will be non-recurring (one-time) revenue, available for one-time expenditure allocations only.

PROPERTY TRANSFER TAX						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$18,911,368	\$19,952,981	\$22,137,492	\$12,500,000	\$12,500,000	\$12,500,000
\$ Change	\$1,759,575	\$1,041,613	\$2,184,511	(\$9,637,492)	\$0	\$0
% Change	10.26%	5.51%	10.94%	(43.5%)	0%	0%
MEASURE P						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$2,237,649	\$2,174,903	\$2,334,597	\$2,000,000	\$2,000,000	\$2,000,000
\$ Change	\$404,637	(\$62,746)	\$159,694	(\$334,597)	\$0	\$0
% Change	27.53%	(2.8%)	7.3%	(14.3%)	0%	0%

VEHICLE IN-LIEU TAX/LICENSE FEES (VLF)

Motor Vehicle In-Lieu Tax (VLF) is a tax imposed by the State on the ownership of a registered vehicle. VLF is collected by the State Department of Motor Vehicles (DMV) and

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

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

ANALYSIS OF VLF

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

For FY 2020, VLF revenue totaled \$13,356,044, which is \$815,260 or 6.5% more than the \$12,540,784 received in FY 2019, and is consistent with the 6.6% increase in assessed values for FY 2020. The amount of \$13,356,044 received in FY 2020 was \$22,218 more than the adopted budget amount of \$13,333,826.

FORECAST OF VLF REVENUE

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

VLF						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$11,822,917	\$12,540,784	\$13,356,044	\$14,384,459	\$14,959,837	\$15,483,432
\$ Change	\$828,465	\$717,867	\$815,260	\$1,028,415	\$575,378	\$523,595
% Change	7.53%	6.1%	6.5%	7.69%	3.99%	3.5%

PERSONAL PROPERTY TAXES (UNSECURED PROPERTY)

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

ANALYSIS OF PERSONAL PROPERTY TAXES

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

For FY 2020, Unsecured Property Tax revenues totaled \$3,164,168, which was \$285,893 or 9.93% more than the \$2,878,275 received in FY 2019. The amount of \$3,164,168 received in FY 2020 was \$664,168 more than the adopted budget amount of \$2,500,000.

FORECAST OF PERSONAL PROPERTY TAX REVENUE

Staff is projecting an increase in the Personal Property Tax in FY 2021 of \$335,832 or 10.6% to \$3,500,000, and a decline of 25% to \$2,625,000 in FY 2022 and FY 2023, based on the Assessor's estimate of a 25% decline in business personal property, due to the effects of COVID-19.

PERSONAL PROPERTY TAX						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$2,687,198	\$2,878,275	\$3,164,168	\$3,500,000	\$2,625,000	\$2,625,000
\$ Change	\$118,307	\$191,077	\$285,893	\$335,832	(\$875,000)	\$0
% Change	4.61%	7.11%	9.93%	10.6%	(25%)	0%

SALES TAXES

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

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

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

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

ANALYSIS OF SALES TAX

Factors that affect the revenue generated by Sales Tax include:

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

For FY 2020, Sales Tax revenue totaled \$17,557,540, which is \$1,106,010 or 5.93% less than the \$18,663,550 received in FY 2019. The amount of \$17,557,540 received in FY 2020 was \$680,460 less than the adopted budget amount of \$18,238,000. However, much of the apparent big decline in revenue in FY 2020 was actually a misallocation of revenues between FY 2018 and FY 2019. When the California Department of Tax and Fee Administration (Formerly State Board of Equalization) changed the allocations from three advances and a cleanup to two advances and a cleanup, they shorted most cities' Sales Tax revenue in the first quarter of FY 2018, and CDTFA had issues with the processing of payments. As a result, Berkeley was shorted \$555,600 in Sales Tax revenue in FY 2018 and that amount was paid during FY 2019 (overstating the FY 2019 revenue).

SALES TAX						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$17,435,591	\$18,663,550	\$17,557,540	\$15,985,141	\$18,287,215	\$19,827,678
\$ Change	(\$2,669,6969)	\$1,227,959	(\$1,106,010)	(\$1,572,399)	\$2,302,074	\$1,540,463
% Change	(13.28%)	7.00%	(5.93%)	(8.95%)	14.4%	8.40%

FORECAST OF SALES TAX REVENUE

The City's sales tax consultant is projecting a strong rebound in the City's sales tax revenues starting in FY 2022. Annual Sales Tax revenue is projected to decrease by 8.96% in FY 2021 due to the impact of COVID-19, and then sharply rebound by 14.4% and 8.4%, respectively, in FY 2022 and FY 2023.

BUSINESS LICENSE TAX

Factors that affect the BLT revenue are:

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

For FY 2020, BLT revenue totaled \$20,863,638, which is \$1,014,835 or 5.11% more than the \$19,848,803 received in FY 2019. The \$20,863,685 collected in FY 2020 was \$1,279,685 or 6.53% more than the adopted budget amount of \$19,584,000.

FORECAST OF BUSINESS LICENSE TAX REVENUE

Due to the impact of the COVID-19 pandemic, the BLT revenues are projected to decrease by 26.67% in FY 2021 and then increase by 5% in FY 2022 and FY 2023.

SALES TAX						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$19,894,665	\$19,848,803	\$20,863,638	\$15,300,000	\$16,065,000	\$16,868,250
\$ Change	\$1,064,921	(\$45,862)	\$1,014,835	(\$5,563,638)	\$765,000	\$803,250
% Change	5.65%	(.2%)	5.11%	(26.66%)	5.00%	5.00%
Estimated Number of Licenses (Calendar Year)	13,029	13,029	10,979	10,479	12,350	12,900

U1 LICENSE REVENUE

For FY 2020, U1 Business License Tax revenue totaled \$5,597,359 which is \$231,084 less than the \$5,828,443 received in FY 2019. The \$5,597,359 collected in FY 2020 was \$4,597,359 more than the adopted budget amount of \$1,000,000.

UTILITY USERS TAX

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

ANALYSIS OF UUT

Some factors that affect the revenue generated by UUT are:

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

About 62% of UUT revenues were generated from gas and electric services and 38% from telecommunications during FY 2020, compared to a ratio of 60% / 40% in the past:

UUT revenue in FY 2020 decreased by \$497,829 or 3.56%, to \$13,475,915 from \$13,973,744 received in FY 2019. The \$13,475,915 collected in FY 2020 was \$1,524,085 or 10.16% less than the adopted budget amount of \$15,000,000.

The decrease in FY 2020 is primarily attributable to a decrease of \$519,353 in Telephone and a \$109,812 decrease in Cable, which were partially offset by increases in Cellular (+23,152), Gas (+66,883), Electric (+41,302).

FORECAST OF UUT REVENUES

UUT is projected to decrease in FY 2021 by about 1.53%, and level off in FY 2022 and FY 2023.

UTILITY USERS TAX						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$14,828,120	\$13,973,744	\$13,475,915	\$13,269,760	\$13,000,000	\$13,000,000
\$ Change	(\$281,185)	(\$854,376)	(\$497,829)	(\$206,155)	(\$206,155)	\$0
% Change	(1.90%)	5.76%	(3.56%)	(1.53%)	(1.55%)	0%
Cable	\$1,341,570	\$1,240,599	\$1,130,787	\$1,016,868	\$1,001,070	\$1,001,070
Gas/ Electric	\$9,441,160	\$9,037,982	\$9,146,167	\$9,312,809	\$9,104,524	\$9,104,524
Phone	\$1,915,053	\$1,867,460	\$1,348,107	\$1,433,309	\$1,411,041	\$1,411,041
Cellular	\$2,130,336	\$1,827,703	\$1,850,854	\$1,506,774	\$1,483,365	\$1,483,365

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

receive an additional fee of 1% of the gross revenue for Public, Educational and Government (PEG) purposes.

- **Electric & Gas Franchises:** These franchise fees (ultimately paid by the consumer) are variable fees based on gross receipts for the sale of electricity or gas within the City, and is the greater of these two calculations:
 - Electric or Gas Franchise Ordinance: 2% of gross receipts attributable to miles of line operated; or
 - 1937 Act Computations: gross receipts within the City times 0.5%.

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

ANALYSIS OF FRANCHISE FEES

For FY 2020, Franchise Fee revenue totaled \$1,839,102, which is \$17,786 or .98% more than the \$1,821,316 received for FY 2019. The \$1,839,102 collected in FY 2020 was \$229,826 or 11.1% less than the adopted budget amount of \$2,068,928.

FORECAST OF FRANCHISE FEE REVENUE

Franchise Fee revenues are projected to decrease by 14.0% in FY 2021, then increase by 2% in FY 2022 and FY 2023.

FRANCHISE FEES						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$2,009,931	\$1,821,316	\$1,839,102	\$1,581,650	\$1,613,283	\$1,645,549
Cable	\$1,010,715	\$920,878	\$818,637	\$704,028	\$718,109	\$732,471
Gas	\$575,433	\$530,175	\$598,023	\$514,322	\$524,608	\$535,101
Electric	\$423,782	\$370,263	\$422,442	\$363,300	\$370,566	\$377,977

TRANSIT OCCUPANCY TAXES

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

ANALYSIS OF TOT

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

Transient Occupancy Tax (TOT) revenue for FY 2020 totaled \$6,387,495 which is \$1,607,693 or 20.11% less than the \$7,995,133 received in FY 2019. The FY 2020 decline in revenue is attributable to a substantial decline in room occupancy, due to the Governor's shelter in place orders starting in March 2020. More specifically, the shelter in place orders resulted in a decline of \$1,422,163 or 22.6% in TOT revenue at the City's five largest hotels during FY 2020, versus a 4.31% increase during FY 2019.

FORECAST OF TOT REVENUE

The Adopted Budget TOT revenue forecast is based on projections for the 12 largest hotels (TOT = number of rooms times hotel's estimate of occupancy rate times average room rate). Revenues are currently projected to decrease by 67.59% in FY 2021, and then increase by 5% in FY 2022 and FY 2023.

TRANSIT OCCUPANCY TAX						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$7,807,273	\$7,995,133	\$6,387,495	\$2,070,000	\$2,173,500	\$2,282,175
\$ Change	(\$3,611)	\$187,860	(\$1,607,638)	(\$4,317,495)	\$103,500	\$108,675
% Change	(.04%)	2.41%	(20.11%)	(67.59%)	5%	5%

INTEREST INCOME

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

ANALYSIS OF INTEREST INCOME

For FY 2020, Interest Income totaled \$7,853,460, which was \$3,519,056 or 81.1% more than the \$4,334,404 received in FY 2019. It was also \$4,353,460 more than the adopted budget amount of \$3,500,000. The interest income in FY 2020 was significantly more than projected primarily because interest rates were significantly higher in FY 2020 up to the time of the shelter in place orders resulting from the COVID-19 pandemic. As a result of the pandemic, on March 15, 2020, the Federal Reserve Board voted to cut short-term interest rates back to zero, in order to mitigate the negative impact of the pandemic on the US economy.

FORECAST OF INTEREST INCOME

Interest Income projections are made by taking the existing investments and multiplying by the effective yield, and adding the calculation for estimated interest income on future investments (estimate of amounts to be invested in the various maturities, times the estimate of the applicable interest rate. Interest income is projected to decline by 44.0% in FY 2021 and then have flat growth in FY 2022 and FY 2023, as a result of the Federal Reserve Board reduction of short-term interest rates back to zero to mitigate the negative impact of the COVID-19 pandemic.

INTEREST INCOME						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$3,636,989	\$4,334,404	\$7,853,460	\$4,411,120	\$4,411,120	\$4,411,120

PARKING FINES

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

ANALYSIS OF PARKING FINES

Factors that affect the revenue generated by Parking Fines include:

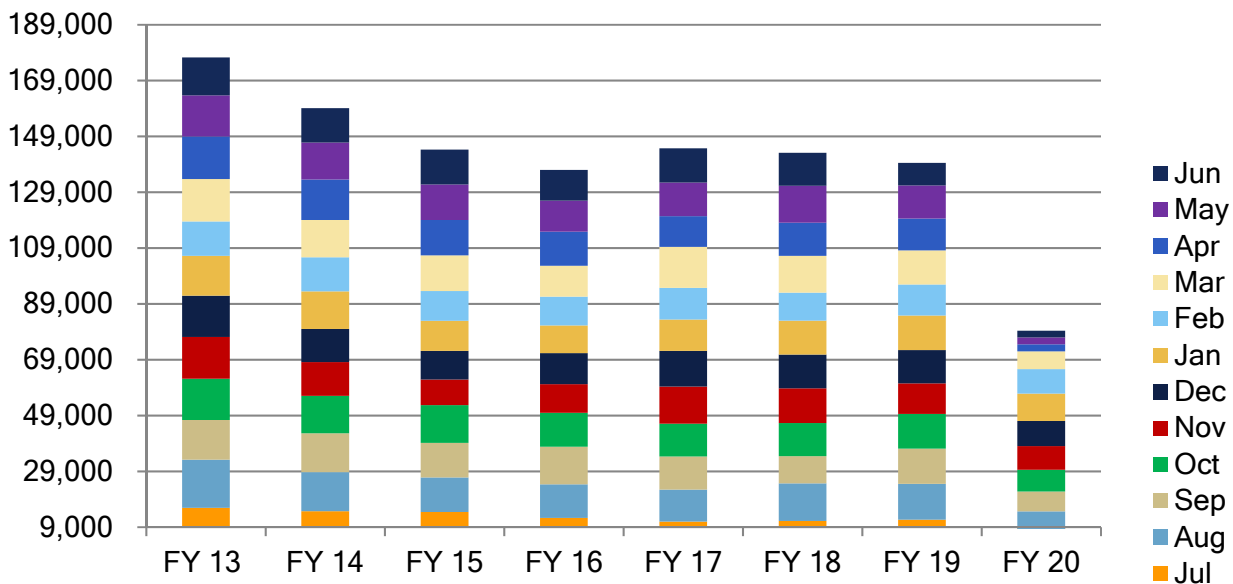
- Amounts established for payment of parking tickets and related charges,
- Number of working parking meters, and

- Collections using a professional collections agency and also registration holds with DMV and/or liens with the Franchise Tax Board.

For FY 2020, Parking Fines revenue decreased by \$2,307,859 or 37.1% to \$3,906,265, from \$6,214,124 in FY 2019, primarily as a result of the Governor's shelter in place orders resulting from the COVID-19 pandemic.

After hitting a high of \$11.9 million in revenue and 312,005 tickets written in FY 2007, Parking Fines revenue and ticket writing has declined nearly every year since then. The graph below shows the year-over-year declines in ticket writing from FY 2013 through FY 2020, as follows:

Parking Tickets Issued for FY 2013-2020



INTEREST INCOME						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Net Regular Collections	\$6,376,463	\$6,002,211	\$3,905,830	\$3,549,000	\$3,726,450	\$3,912,773
Total Booting Collections	\$231,538	\$211,913	\$0	\$0	\$0	\$0
Total Collections	\$6,608,001	\$6,214,124	\$3,906,265	\$3,549,000	\$3,726,450	\$3,912,773
\$ Change	\$476,080	(\$393,877)	(\$2,307,859)	(\$357,265)	\$177,450	\$186,323
% Change	8.07%	(5.96%)	(37.13%)	(9.14%)	5%	5%
Parking Citations	145,286	139,516	79,363	80,000	84,000	86,520

FORECAST OF PARKING FINE REVENUE

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

AMBULANCE FEES

By agreement with Alameda County, the City of Berkeley is the exclusive provider of all emergency ground ambulance service within the City limits. The contract began in July 1, 1999 and has been extended to June 30, 2024. The specific ambulance fee depends on the type of service delivered. Clients and clients' insurance companies are billed monthly by an outside agency (ADPI) that also maintains the City's accounts receivable subsidiary records. The Fire Department receives the remitted amounts and the revenues are credited to the General Fund.

ANALYSIS OF AMBULANCE FEES

For FY 2020, Ambulance Fee revenue totaled \$4,962,919, which is \$538,111 or 12.16% more than the \$4,424,808 received in FY 2019. The total of \$4,962,919 collected was \$762,919 more than the FY 2020 adopted budget amount of \$4,200,000.

FORECAST OF AMBULANCE FEE REVENUE

Projections are based on trend analysis and discussions with the Ambulance Fee vendor and Fire Department staff for estimates of each type of service, and the total collections rate. Due to the impact of the COVID-19 pandemic, this revenue source is projected to decrease in FY 2021 by 37.7% and then increase by 2% in FY 2022 and FY 2023.

AMBULANCE FEES						
	Actual Revenue			Projected Revenue		
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Collections	\$4,343,453	\$4,424,808	\$4,962,919	\$3,092,159	\$3,154,002	\$3,217,082
\$ Change	\$159,780	\$81,355	\$538,111	(\$1,870,760)	\$61,843	\$63,080
% Change	3.81%	1.87%	12.16%	(37.7%)	1.99%	1.99%

OTHER FUND FORECASTS

This section takes a look at other key operating funds in the City, besides the General Fund.

The following pages contain, forecasts for the:

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



Central Library, Berkeley

INTRODUCTION

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

- **Special Revenue/Grant Funds** are revenue sources legally restricted to a specific purpose, service or program and include tax-based revenues. The City's Special Revenue/Grant Funds are the:
 - Parks Tax Fund,
 - Library Tax Fund, and
 - Camps Fund.
- **Special Assessment Funds** account for revenues and expenditures related to the financing of public improvements or services. The City's Special Assessment Funds are the:
 - Clean Storm Water Fund and
 - Streetlight Assessment District Fund.
- **Enterprise Funds** are used to support the expenditures of a specific service or program and revenue is derived through the collection of the fees associated with providing the service/program. The City's Enterprise Funds are the:
 - Permit Service Center Fund,
 - Zero Waste Fund,
 - Sanitary Sewer Fund,
 - Off-Street Parking Fund,
 - Parking Meter Fund, and
 - Marina Enterprise Fund.

A number of these funds face shortfalls and require balancing measures to close these gaps. Revenue growth is limited by statutory "caps" on certain funds, specifically, the Clean Storm Water and the Streetlight Assessment funds since revenues have been essentially frozen since the passage of Proposition 218. Several "special tax" revenue funds are limited in terms of revenue growth to the either the higher of the rate of inflation (i.e. Bay Area Consumer Price Index (CPI) or the Per Capita Personal Income Growth (PIG). For FY 2022, the PIG Increase of 5.73% was higher than the CPI increase of 3.806% and was used for all of the tax rate increases. The City has no discretion in increasing revenues in these funds without voter-approval. The impacts of the economy on some of our enterprise funds have caused significant revenue losses in the past. Nonetheless, expenditures within these funds

have increased as a result of many of the same factors that impact the General Fund (e.g., salary cost-of-living increases, health benefit costs and retirement costs).

PARKS TAX FUND

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

ANALYSIS OF PARKS TAX FUND

The passage of Measure F in 2014 helped to stabilize the Parks Tax Fund, increased funding for capital to \$1M/year, and established funding for minor maintenance (\$450K). Following COVID-19, the Fund absorbed additional landscape costs from the Marina Fund and Sports Field Operations Fund, whose revenues were significantly impacted by COVID-19. Many capital projects that were planned and funded in prior years are now under construction (or will be soon). This swell in capital projects - along with COVID-19 impacts - have decreased the fund balance, and reserves are projected to be down to nearly 5% in FY 2022.

FORECAST OF PARKS TAX FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$6,143,968	\$7,080,687	\$6,295,911	\$6,295,911	\$6,295,911	\$1,009,367	\$1,973,205	\$2,869,124
Revenues	\$13,626,501	\$14,025,567	\$14,429,024	\$14,429,024	\$14,702,524	\$15,366,468	\$15,674,877	\$15,988,415
Tax Revenue	\$13,382,192	\$13,890,512	\$14,369,024	\$14,369,024	\$14,369,024	\$15,320,468	\$15,626,877	\$15,939,415
Interest	\$126,453	\$72,290	\$ -	\$ -	\$1,500	\$2,000	\$3,000	\$4,000
Lease Rents	\$73,250	\$23,006	\$10,000	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000
Park/Picnic Area Reservation	\$34,032	\$19,136	\$50,000	\$50,000	\$12,000	\$24,000	\$25,000	\$25,000
Insurance Payments	\$ -	\$ -	\$ -	\$ -	\$300,000	\$ -	\$ -	\$ -
All Other Revenue	\$10,574	\$20,623	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures	\$12,689,781	\$14,810,344	\$14,212,140	\$21,289,755	\$19,989,067	\$14,402,630	\$14,778,959	\$14,905,878
Personnel	\$8,344,647	\$9,353,448	\$9,094,392	\$9,094,392	\$8,964,847	\$9,484,144	\$9,768,668	\$9,855,728
Non-Personnel	\$2,702,802	\$3,291,556	\$3,219,449	\$4,469,316	\$3,298,174	\$3,393,486	\$3,495,291	\$3,600,149
Minor Maintenance	\$404,727	\$969,195	\$450,000	\$712,308	\$712,308	\$450,000	\$450,000	\$450,000
Capital Projects	\$1,237,605	\$1,196,145	\$1,448,299	\$7,013,739	\$7,013,739	\$1,075,000	\$1,065,000	\$1,000,000
Annual Surplus/Shortfall	\$936,720	(\$784,777)	\$216,884	(\$6,860,731)	(\$5,286,544)	\$963,838	\$895,918	\$1,082,537
Ending Balance	\$7,080,688	\$6,295,911	\$6,512,795	(\$564,821)	\$1,009,367	\$1,973,205	\$2,869,124	\$3,951,661

Forecast Assumptions

Revenue

- Annual tax rate increases are tied to either Bay Area Consumer Price Index (CPI) or Per Capita Personal Income Growth.
- FY 2023 and FY 2024 assume a 2% increase in the Parks Tax.

Expenditures

- Personnel costs were higher in FY 2020 due to 4th Quarter cost shifts from the Marina Fund; and in FY 2021 due to cost shifts from the Sports Field Operations Fund in response to COVID-19.
- Personnel costs in FY 2022 projected to be 2% higher than FY 2021; Plus, additional costs for capital staffing (i.e., Assistant Civil Engineer and costs shifts with Measure T1).
- For capital projects, an additional \$567,460 will be added in FY 2022 as a carryover request.

LIBRARY TAX FUND

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

ANALYSIS OF LIBRARY TAX FUND

The Library Tax Fund, although maintaining a positive fund balance over the next few years, is facing an annual operating shortfall (last occurrence was in FY 2008) as infrastructure maintenance and improvement projects are addressed and post-COVID-19 adjustments to delivery of library services are implemented. Commencing FY 2022, reserves are lowered from \$1.5 million to \$1.25 million, reflecting approximately 6% of tax receipts as the basis of the reserves level is modified to a percentage of proposed adopted revenues from a fixed amount.

FORECAST OF LIBRARY TAX FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$8,933,235	\$10,266,639	\$12,027,796	\$12,027,796	\$12,027,796	\$11,278,203	\$11,090,193	\$9,300,559
Revenues	\$19,735,114	\$20,487,115	\$20,933,870	\$20,414,539	\$20,414,539	\$21,776,603	\$21,429,674	\$21,856,827
Library Service Tax	\$19,670,116	\$20,431,021	\$20,861,870	\$20,342,539	\$20,342,539	\$21,704,603	\$21,357,674	\$21,784,827
Fines and Fees	\$36,912	\$26,477	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Miscellaneous and Interest	\$28,086	\$29,617	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000
Expenditures	\$18,401,710	\$18,725,958	\$21,567,259	\$24,227,422	\$21,164,132	\$21,964,613	\$23,219,308	\$23,920,156
Personnel	\$13,898,593	\$13,352,627	\$15,177,330	\$15,177,330	\$13,531,189	\$15,574,684	\$16,820,463	\$17,339,104
Non-Personnel	\$4,503,117	\$4,669,368	\$5,139,929	\$7,128,545	\$5,162,562	\$5,139,929	\$5,898,845	\$6,331,052
Capital Projects	\$ -	\$703,964	\$1,250,000	\$1,921,548	\$2,470,381	\$1,250,000	\$500,000	\$250,000
Annual Surplus/Shortfall	\$1,333,404	\$1,761,157	(\$633,389)	(\$3,812,883)	(\$749,593)	(\$188,010)	(\$1,789,634)	(\$2,063,329)
Ending Balance	\$10,266,639	\$12,027,796	\$11,394,407	\$8,214,913	\$11,278,203	\$11,090,193	\$9,300,559	\$7,237,230

Forecast Assumptions	
Revenue	Expenditures
<ul style="list-style-type: none"> FY 2019 - FY 2021, Beginning Fund Balance includes reserves of \$1.5 million. FY 2021, the Library Services Tax was unmodified from the prior year as recommended to the City Council by the Board of Library Trustees, Resolution No. R20-018 on June 3, 2020. FY 2022 - FY 2023, Beginning Fund Balance includes proposed reserves of \$1.25 million. FY 2024 Beginning Fund Balance includes proposed reserves of \$1.3 million. 	<ul style="list-style-type: none"> FY 2020 and FY 2021, execution of the Central Library interior renovation capital improvement project. FY 2022, planned execution of the Central Library exterior stucco restoration and water sealing capital improvement project. FY 2022, library materials increased over \$330,000 to meet heightened demand for electronic materials. FY 2023 and FY 2024, projects execution of other deferred capital improvement projects including Central Library Air Conditioning units replacement and reroofing.

CAMPS FUND

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

ANALYSIS OF CAMPS FUND

Since the Berkeley Tuolumne Camp (BTC) was destroyed in the Rim Fire in 2013, the Camps Fund has had a persistent structural deficit, as BTC revenue was no longer available to offset the losses in the City's other camp programs at Echo Lake Camp, Berkeley Day Camp, and Cazadero Camp. In the years since the fire, staff have worked to improve the cost recovery of the Fund's other camps and programs. These efforts had set the Camps Fund on a path to closing that structural deficit, but COVID-19 impacts required the City to cancel all Camps Fund programs in the summer of 2020, leading to a revenue loss of close to \$700,000 and depleting the Fund reserves. Reserves are expected to be fully exhausted by FY 2024. The \$54M rebuild of Berkeley Tuolumne Camp is underway, and on schedule to re-open in the summer of 2022; and may help return the Camps Fund to more stable footing.

FORECAST OF CAMPS FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$5,358,693	\$20,731,246	\$18,120,647	\$18,120,647	\$18,120,647	\$11,266,513	\$9,185,334	\$8,991,003
Revenues	\$18,772,751	\$4,614,870	\$1,008,332	\$1,008,332	\$14,723,278	\$11,768,855	\$3,103,973	\$3,166,053
Cazadero Rent	\$10,000	\$10,000	\$10,000	\$10,000	\$37,500	\$45,000	\$45,900	\$46,818
Cazadero Insurance	\$ -	\$354,843	\$ -	\$ -	\$ -	\$592,934	\$ -	\$ -
Echo Lake Registration	\$572,499	\$72,034	\$118,000	\$118,000	\$551,912	\$679,000	\$692,580	\$706,432
Echo Lake Donations	\$4,665	\$11,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Echo Lake Insurance	\$ -	\$ -	\$290,000	\$290,000	\$ -	\$ -	\$ -	\$ -
Tuolomne Registration	\$ -	\$ -	\$340,000	\$340,000	\$ -	\$1,477,702	\$2,073,503	\$2,114,973
Tuolomne Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$37,500	\$38,250
Tuolomne Insurance	\$17,927,255	\$3,597,947	\$ -	\$ -	\$13,699,572	\$8,724,719	\$ -	\$ -
Tuolomne Rentals	\$ -	\$ -	\$20,332	\$20,332	\$ -	\$ -	\$ -	\$ -
Tuolomne Donations	\$50,000	\$ -	\$ -	\$ -	\$74,266	\$ -	\$ -	\$ -
FEMA	\$ -	\$508,629	\$ -	\$ -	\$157,723	\$ -	\$ -	\$ -
Catastrophic Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Day Camp Registration	\$208,332	\$59,641	\$230,000	\$230,000	\$202,305	\$249,500	\$254,490	\$259,580
Expenditures	\$3,400,198	\$7,225,469	\$1,982,688	\$33,399,586	\$21,577,412	\$13,850,034	\$3,298,304	\$3,364,270
Personnel	\$924,695	\$954,500	\$962,698	\$962,698	\$838,136	\$1,461,564	\$1,568,489	\$1,599,859
Non-Personnel	\$391,354	\$350,965	\$458,690	\$520,723	\$372,744	\$888,470	\$1,729,815	\$1,764,412
Capital Projects	\$2,084,149	\$5,920,004	\$561,300	\$31,916,165	\$20,366,532	\$11,500,000	\$ -	\$ -
Annual Surplus/Shortfall	\$15,372,553	-\$2,610,599	-\$974,356	(\$32,391,254)	(\$6,854,134)	(\$2,081,179)	(\$194,331)	(\$198,217)
Ending Balance	\$20,731,246	\$18,120,647	\$17,146,291	-\$14,270,607	\$11,266,513	\$9,185,334	\$8,991,003	\$8,792,786

Note: Forecast includes Berkeley Tuolomne Camp Rebuild Project.

Forecast Assumptions	
Revenue	Expenditures
<ul style="list-style-type: none"> Berkeley Tuolomne Camp revenues assume 75% occupancy each year. All revenue increases 2% per year starting in FY 2023. FY 2020 - FY 2021, there was \$715,000 revenue loss due to COVID-19. Net revenue loss was estimated at \$115,000 - \$308,000. FY 2019, revenues were down by \$90,000 due to BlueRec losses. FY 2022, \$2.7 million revenue will be added from catastrophic reserve for Berkeley Tuolomne Camp via Annual Appropriations Ordinance (AAO) Adjustment. 	<ul style="list-style-type: none"> FY 2022 Personnel Costs assume full budgeted expense, with 2% salary savings. All expenditures escalate 2% per year starting in FY 2023. FY 2022 revenue includes an adjustment in Day Camp expenditures for a Living Wage increase. FY 2022 \$2.7 million expense will be added from catastrophic reserve for Berkeley Tuolomne Camp via the AAO. FY 2022 Capital Projects of \$8,848,144 that was appropriated for Berkeley Tuolomne Camp in prior years will be spent; amount will be added via an AAO adjustment.

CLEAN STORM WATER FUND

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

ANALYSIS OF CLEAN STORM WATER FUND

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

FORECAST OF CLEAN STORM WATER FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$ -	\$2,107,972	\$4,497,290	\$4,497,290	\$4,497,290	\$5,528,392	\$4,620,842	\$5,563,027
Revenues	\$3,942,015	\$3,931,589	\$4,675,129	\$4,575,129	\$4,049,537	\$3,991,967	\$4,111,726	\$4,235,078
Clean Storm Water	\$3,942,015	\$3,931,589	\$4,675,129	\$4,575,129	\$4,049,537	\$3,991,967	\$4,111,726	\$4,235,078
Expenditures	\$1,834,043	\$1,542,272	\$5,949,172	\$6,065,850	\$3,018,434	\$4,899,517	\$3,169,542	\$2,483,528
Personnel	\$1,062,366	\$786,266	\$1,866,789	\$1,983,467	\$910,863	\$1,747,128	\$1,799,542	\$1,853,528
Non-Personnel	\$750,112	\$726,081	\$2,229,859	\$1,577,768	\$443,959	\$1,937,389	\$375,000	\$630,000
Capital Projects	\$21,565	\$29,925	\$1,852,524	\$2,504,615	\$1,663,612	\$1,215,000	\$995,000	\$ -
Annual Surplus/Shortfall	\$2,107,972	\$2,389,317	(\$1,274,043)	(\$1,490,721)	\$1,031,103	(\$907,550)	\$942,184	\$1,751,550
Ending Balance	\$2,107,972	\$4,497,290	\$3,223,247	\$3,006,569	\$5,528,392	\$4,620,842	\$5,563,027	\$7,314,576

Forecast Assumptions	
Revenue	Expenditures
<ul style="list-style-type: none"> Fund receives close to \$300,000 annually (adjusted by Consumer Price Index [CPI]) from UC Berkeley settlement agreement for storm drain infrastructure improvements. The agreement ends at the end of June 2021 and no funding is assumed going forward. Projected revenues from the 2018 Clean Storm Water fee includes an annual 3% increase on both the 1991 and 2018 fees. 	<ul style="list-style-type: none"> As of FY 2019, this fund directly paid toward Information Technology staff. From FY 2020 forward, this cost is paid for through a fund transfer to IT Cost Allocation Fund. That is, the cost went from being recorded as Personnel to Non-Personnel. FY 2021 Projected personnel reflect 1.2 full-time equivalent employees (FTE) vacancies and staff charging time to projects/programs with other appropriate fund source. FY 2023 - 2024 Capital Improvement Program will be developed further next fiscal year for Storm Water Master Plan and Watershed Management Plan.

STREET LIGHT ASSESSMENT DISTRICT FUND

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

ANALYSIS OF STREET LIGHT ASSESSMENT DISTRICT FUND

Property owners and the City Council approved a new 2018 Streetlight Assessment District that is shown as a separate line on the property tax bills. The Proposition 218 revenue increase provides additional revenue to support the program and maintain service levels. The approved ballot measure also allows for an inflation adjustment based on the Consumer Price Index, but no more than 3% per year. The inflation index can be applied to the sum of the 1982 and 2018 assessments. Starting in FY 2022, Public Works will focus on an annual capital improvement projects for the street light program. Fund balance is mostly due to compounding salary savings from freezing and vacant positions. As the work on the streetlight deferred maintenance and capital plan ramps up, frozen positions will be reassessed.

FORECAST OF STREET LIGHT ASSESSMENT DISTRICT FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$1,461,423	\$1,770,822	\$1,864,463	\$1,864,463	\$1,864,463	\$1,916,690	\$1,486,141	\$1,520,325
Revenues	\$1,887,138	\$1,933,921	\$2,240,939	\$2,240,939	\$1,983,740	\$2,240,939	\$2,308,167	\$2,377,412
Street Light Assessment District 1982 and Street Light Maintenance & Improvement District 2018	\$1,852,417	\$1,925,567	\$2,240,939	\$2,240,939	\$1,983,334	\$2,240,939	\$2,308,167	\$2,377,412
Miscellaneous Revenues	\$34,721	\$8,354	\$ -	\$ -	\$406	\$ -	\$ -	\$ -
Expenditures	\$1,577,739	\$1,840,280	\$2,684,633	\$2,982,975	\$1,931,513	\$2,671,488	\$2,273,983	\$1,953,081
Personnel	\$512,038	\$438,880	\$998,744	\$1,008,844	\$366,503	\$996,770	\$573,428	\$596,365
Non-Personnel	\$670,319	\$1,216,175	\$872,412	\$1,388,965	\$759,334	\$861,241	\$887,078	\$913,691
Capital Projects	\$24,931	\$ -	\$443,026	\$214,715	\$250,000	\$443,026	\$443,026	\$443,026
Debt Service Payment	\$370,451	\$185,225	\$370,451	\$370,451	\$555,676	\$370,451	\$370,451	\$ -
Annual Surplus/Shortfall	\$309,399	\$93,641	-\$443,694	(\$742,036)	\$52,227	(\$430,549)	\$34,184	\$424,331
Ending Balance	\$1,770,822	\$1,864,463	\$1,420,769	\$1,122,427	\$1,916,690	\$1,486,141	\$1,520,325	\$1,944,656

Forecast Assumptions	
Revenue	Expenditures
<ul style="list-style-type: none"> The Streetlight Maintenance & Improvement District 2018 was approved and established June 2018, with the first billing in FY 2019 Alameda County tax roll. The majority of the revenue is received in December and again in late March - April through property taxes. 	<ul style="list-style-type: none"> Actuals and forward Projected reflect a cost shift to realign staff along with salary savings from 2.5 full-time equivalent employee (FTE) vacant positions. Forward Projected assumes 4% increase over previous year projected to evaluate the effects of the possible personnel increases. FY 2019 and FY 2020 Actuals and forward Project through FY 2023 includes the debt service payment to the California Energy Commission for a LED loan. FY 2021 and forward Projected Non-Personnel assume 3% increase over previous years projected for Consumer Price Index (CPI). FY 2021 and forward Projected reflect the planned City Streetlight Capital Program based on the conditions assessment completed during the Proposition 218 process.

PERMIT SERVICE CENTER FUND

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

ANALYSIS OF PERMIT SERVICE CENTER FUND

The fund is maintaining a positive fund balance over the next few years but is facing an annual operating shortfall. Projected revenues for FY 2022 and future years are conservative estimates based on the delayed impact of the pandemic to development activity and an unpredictable economic recovery. In addition, conservative estimates have also been made for personnel expenses and will likely be adjusted downward to manage and prioritize programs in light of a quickly changing landscape and as revenue is actualized.

FORECAST OF PERMIT SERVICE CENTER FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$12,777,977	\$12,643,651	\$15,398,407	\$15,398,407	\$15,398,407	\$14,325,216	\$8,630,091	\$4,350,091
Revenues	\$15,743,806	\$20,491,391	\$17,527,428	\$16,255,676	\$16,880,000	\$14,997,428	\$15,070,000	\$15,820,000
Permit Service Center Fund	\$15,743,806	\$20,491,391	\$17,527,428	\$16,255,676	\$16,880,000	\$14,997,428	\$15,070,000	\$15,820,000
Expenditures	\$15,878,132	\$17,736,635	\$20,855,324	\$22,358,546	\$17,953,191	\$20,692,553	\$19,350,000	\$19,870,000
Personnel	\$11,111,090	\$12,209,283	\$14,725,419	\$14,614,419	\$11,103,191	\$14,640,738	\$12,220,000	\$12,590,000
Non-Personnel	\$4,767,043	\$5,527,352	\$6,129,905	\$7,744,127	\$6,800,000	\$6,001,260	\$7,070,000	\$7,220,000
Transfers	\$ -	\$ -	\$ -	\$ -	\$50,000	\$50,555	\$60,000	\$60,000
Annual Surplus/Shortfall	(\$134,326)	\$2,754,756	(\$3,327,896)	(\$6,102,870)	(\$1,073,191)	(\$5,695,125)	(\$4,280,000)	(\$4,050,000)
Ending Balance	\$12,643,651	\$15,398,407	\$12,070,511	\$9,295,537	\$14,325,216	\$8,630,091	\$4,350,091	\$300,091

Forecast Assumptions	
Revenue	Expenditures
<ul style="list-style-type: none"> Revenue projections for FY 2022 - FY 2024 based on performance during FY 2009 - FY 2012 downturn period. 	<ul style="list-style-type: none"> Personnel expenditures are projected based on FY 2021 budgeted payroll expenditures with 3% annual increase. Non-personnel expenditure based on FY 2021 budgeted expenditures with 2% annual increase.

ZERO WASTE FUND

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

ANALYSIS OF ZERO WASTE FUND

The Zero Waste Fund gained substantial operational breathing room due to a 24.7% rate increase approved in May 2014, including minimum annual 3% increases going forward. The Council approved Proposition 218 increases expire after FY 2019. A rate study is currently in progress to determine if rate increases will be needed for FY 2022 and beyond. The fund balance will enable the development of a plan to address capital needs at the Transfer Station. The fund is maintaining a positive fund balance but is projecting an annual operating shortfall over the next three years.

FORECAST OF ZERO WASTE FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$17,677,642	\$20,079,053	\$24,358,287	\$24,358,287	\$24,358,287	\$24,495,599	\$23,063,301	\$16,797,644
Revenues	\$47,999,245	\$48,384,849	\$48,651,251	\$48,651,291	\$46,498,556	\$46,767,263	\$48,075,017	\$49,420,300
Residential	\$16,094,808	\$16,443,956	\$16,412,301	\$16,412,301	\$16,443,956	\$16,443,956	\$16,937,275	\$17,445,393
Commercial	\$23,138,995	\$23,087,067	\$24,001,814	\$24,001,814	\$21,037,115	\$21,138,891	\$21,762,928	\$22,405,687
Transfer Station	\$8,342,261	\$8,182,926	\$8,019,938	\$8,019,938	\$8,346,585	\$8,513,516	\$8,683,787	\$8,857,462
Other	\$423,181	\$670,900	\$217,198	\$217,198	\$670,900	\$670,900	\$691,027	\$711,758
Expenditures	\$45,597,834	\$44,105,616	\$50,012,836	\$52,500,153	\$46,361,244	\$48,199,561	\$54,340,673	\$51,084,447
Personnel	\$18,080,321	\$19,532,818	\$20,669,347	\$19,386,209	\$18,664,100	\$20,612,100	\$20,187,091	\$20,994,575
Non-Personnel	\$27,410,832	\$24,406,880	\$25,343,489	\$29,113,944	\$27,672,143	\$27,187,461	\$29,553,582	\$29,089,873
Capital Projects	\$106,681	\$165,918	\$4,000,000	\$4,000,000	\$25,000	\$400,000	\$4,600,000	\$1,000,000
Annual Surplus/Shortfall	\$2,401,411	\$4,279,233	(\$1,361,585)	(\$3,848,862)	\$137,312	(\$1,432,298)	(\$6,265,656)	(\$1,664,148)
Ending Balance	\$20,079,053	\$24,358,287	\$22,996,702	\$20,509,425	\$24,495,599	\$23,063,301	\$16,797,644	\$15,133,497

Forecast Assumptions	
<p>Revenue</p> <ul style="list-style-type: none"> ▪ No Residential and Commercial Rate increases through FY 2023. Rate Study in progress to determine rates for future years. ▪ FY 2021 Commercial revenue projected deficit approximately \$2 million - \$3 million due to COVID-19. ▪ Transfer Station fees have not been increased since FY 2010. FY 2022 and forward assumes a 2% growth increase over the previous fiscal year. 	<p>Expenditures</p> <ul style="list-style-type: none"> ▪ Capital Improvements - Transfer Station Redesign CEQA (California Environmental Quality Act) design impacts study in progress. ▪ Approximately \$1.3 million will be needed to implement Single Use Disposable Foodware Ordinance. ▪ Zero Waste Division is in the process of adding 8.5 FTE (full time equivalent employee) in various classifications to support new commercial accounts, safety enforcement, and various new regulatory requirements.

SANITARY SEWER FUND

Sanitary sewer fees pay for the costs of operation, maintenance, rehabilitation and improvement of the City's sanitary sewer collection system and comply with requirements imposed by the Consent Decree entered into with the Environmental Protection Agency (EPA) in July 2014. Sewer service fees are charged to users of the City's sanitary system and are calculated on each hundred cubic feet of water used by each water account serving the premises as established by City Council Resolution. Sewer fees are collected through the payment of the property water bill (e.g., East Bay Municipal Utilities District [EBMUD]).

ANALYSIS OF SANITARY SEWER FUND

Sanitary Sewer Fund Rate increases approved by City Council June, 2015 expired June 30, 2020. A Sanitary Sewer Master Plan is in progress to evaluate Sanitary Sewer construction and operations programs to determine if future rate increases may be necessary. Current drought conditions may negatively impact revenue collections depending upon the degree of water conservation achieved by City of Berkeley residents and Commercial businesses. The Sanitary Sewer Fund is an enterprise fund that fully supports the operating and capital cost of the Sanitary Sewer program. While it is projecting to maintain a healthy fund balance through FY 2024, the fund is showing a structural deficit trend that started in FY 2020 and forecasted to continue in the forward years.

FORECAST OF SANITARY SEWER FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$13,203,977	\$26,027,896	\$25,918,159	\$25,918,159	\$25,918,159	\$23,565,383	\$18,325,007	\$17,307,753
Revenues	\$24,737,131	\$23,881,952	\$27,656,012	\$27,656,012	\$25,629,835	\$24,986,977	\$24,863,070	\$24,852,898
Sewer Fees EBM	\$23,469,898	\$22,162,348	\$26,735,352	\$26,735,352	\$23,974,000	\$23,974,000	\$23,974,000	\$23,974,000
Connection Fees	\$887,404	\$1,365,653	\$750,000	\$750,000	\$1,288,151	\$750,000	\$750,000	\$750,000
Miscellaneous Fees	\$2,000	\$6,412	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Interest	\$377,829	\$347,539	\$165,660	\$165,660	\$362,684	\$257,977	\$134,070	\$123,898
Expenditures	\$11,913,212	\$23,991,689	\$23,676,030	\$37,656,003	\$27,982,611	\$30,227,353	\$25,880,324	\$29,201,049
Personnel	\$6,846,015	\$7,931,074	\$9,422,104	\$9,422,104	\$7,595,813	\$9,852,775	\$8,215,631	\$8,544,256
Non-Personnel	\$3,615,786	\$4,842,752	\$3,225,800	\$5,699,423	\$4,107,390	\$3,609,514	\$5,005,554	\$5,126,861
Capital Projects	\$1,451,411	\$11,217,863	\$11,028,126	\$22,534,476	\$16,279,408	\$16,765,064	\$12,659,140	\$15,529,932
Annual Surplus/Shortfall	\$12,823,919	(\$109,737)	(\$3,979,982)	(\$9,999,991)	(\$2,352,776)	(\$5,240,376)	(\$1,017,254)	(\$4,348,152)
Ending Balance	\$26,027,896	\$25,918,159	\$29,898,141	\$15,918,167	\$23,565,383	\$18,325,007	\$17,307,753	\$12,959,601

Forecast Assumptions	
Revenue	Expenditures
<ul style="list-style-type: none"> No rate increases implemented FY 2021 due to COVID-19. No rate increases until completion of master plan and determination of potential impacts to fund. 	<ul style="list-style-type: none"> Projected personnel expenditures are lower than budgeted due to staff budgeted to the Sanitary Sewer Fund that charge a portion of salary to projects funded by other sources. FY 2021 and forward Projected reflects the Sanitary Sewer Program Plan to meet the Consent Decree requirements, but construction may not be completed and fully spent in a single fiscal year. Encumbrances are anticipated to roll over to the following fiscal year. FY 2022 proposed total sewer capital budget is \$21,794,583 of which \$16,765,064 is for actual construction and the rest are soft costs.

OFF-STREET PARKING FUND

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

The rates for the garages follow the goBerkeley program. The goBerkeley program started as a pilot program testing the effects of demand-responsive parking and Transportation Demand Management (TDM). It was permanently adopted by City Council on January 27, 2015.

The City was issued \$35,856,418 in 2016 Parking Revenue Bonds, \$31,905,236 of which was used for the capital improvement of the Center Street Garage. The Center Street Garage Reconstruction project was completed in October 2018 and the grand opening in November 2018. The first full debt service payment for the revenue bond was made in FY 2020. The Off-Street Parking Garage Fund is required to have a 1.25 Debt Service Coverage Ratio.

ANALYSIS OF OFF-STREET PARKING FUND

In FY 2019, the Center Street garage reopened with demand slow to return as the garage was closed due to construction for about two years. In FY 2020, demand and thus revenue, was starting to increase closer to staff projection. Unfortunately, in March 2020, the shelter in place order was implemented due the unprecedented COVID-19 Pandemic. The impact of this event on the fund have been immediate, severe, and still ongoing. The fund is projected to start FY 2022 with a negative fund balance and continues to the out years. These projections are dependent on the length of the pandemic, economic recovery, and the American Rescue Plan Act and will be updated frequently.

FORECAST OF OFF-STREET PARKING FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$9,342,477	\$2,235,776	(\$1,215,101)	(\$1,215,101)	(\$1,215,101)	(\$757,802)	(\$5,083,039)	(\$7,781,745)
Revenues	\$3,830,843	\$3,732,045	\$7,352,169	\$9,262,419	\$4,756,119	\$2,225,769	\$4,006,217	\$5,040,503
Center Street Garage	\$1,679,778	\$2,155,054	\$5,125,951	\$5,125,951	\$589,120	\$1,200,846	\$2,247,760	\$3,246,715
Telegraph/Channing Garage & Mall	\$1,456,701	\$1,116,502	\$1,536,665	\$1,536,665	\$333,900	\$731,964	\$1,180,028	\$1,203,628
Oxford Garage	\$676,364	\$451,489	\$679,457	\$679,457	\$1,254	\$284,499	\$562,229	\$573,474
Surface Lots	\$18,000	\$9,000	\$10,096	\$10,096	\$6,545	\$8,460	\$16,200	\$16,686
One-Time Transfer-in from Debt Service Payment from General Fund	\$ -	\$ -	\$ -	\$1,910,250	\$1,910,250	\$ -	\$ -	\$ -
One-Time Transfer-in from Rate Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$1,915,050	\$ -	\$ -	\$ -
Expenditures	\$10,937,544	\$7,182,922	\$6,243,225	\$6,729,957	\$4,298,820	\$6,551,006	\$6,704,923	\$6,849,444
Personnel	\$528,543	\$436,750	\$438,586	\$438,586	\$429,976	\$443,194	\$465,063	\$483,666
Non-Personnel	\$10,409,001	\$6,746,172	\$5,804,639	\$6,291,371	\$3,868,844	\$6,107,812	\$6,239,860	\$6,365,778
Annual Surplus/Shortfall	(\$7,106,701)	(\$3,450,877)	\$1,108,944	\$2,532,462	\$457,299	(\$4,325,237)	(\$2,698,706)	(\$1,808,941)
Ending Balance	\$2,235,776	(\$1,215,101)	(\$106,157)	\$1,317,361	(\$757,802)	(\$5,083,039)	(\$7,781,745)	(\$9,590,686)

Forecast Assumptions

Revenue	Expenditures
<ul style="list-style-type: none"> FY 2021 and FY 2022 project a slow ramp up to 80% average monthly pre-COVID-19 revenue by June 2022, 90% in FY 2023. 	<ul style="list-style-type: none"> Assumes the Off-Street Parking Fund pays for the debt service of the parking revenue bond in FY 2022 and beyond.

PARKING METER FUND

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

ANALYSIS OF PARKING METER FUND

The Parking Meter Fund was maintaining a healthy fund balance, averaging over \$10 million annually (2016-2019). Unfortunately, in March 2020, the shelter at home (Public Health) order was implemented due to COVID-19 pandemic. The impact on the fund have been immediate, severe, and still ongoing. FY 2020 saw about a 30% decrease in revenue compared to FY 2019. FY 2021 is projected to experience about 69% decrease in revenue compared to FY 2019. In FY 2021, Council authorized a \$3.2M one-time General Fund allocation to address the impact of the pandemic to the fund. However, the fund is projected to end FY 2022 with a negative fund balance and continues to the out years. These projections are dependent on the length of the pandemic, economic recovery, and the American Rescue Plan Act and will be updated frequently.

FORECAST OF PARKING METER FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$3,270,420	\$4,990,946	\$3,208,091	\$3,208,091	\$3,208,091	\$2,957,810	(\$2,414,340)	(\$9,704,703)
Revenues	\$10,381,386	\$7,350,026	\$11,061,390	\$11,061,390	\$3,229,346	\$4,634,259	\$8,575,838	\$9,630,038
Parking Metered	\$9,987,286	\$7,016,029	\$10,636,205	\$10,636,205	\$2,928,336	\$4,289,268	\$8,222,602	\$9,227,586
Point-to-Point Vehicle Share	\$393,672	\$307,505	\$425,168	\$425,168	\$296,310	\$344,991	\$348,441	\$397,609
All Other	\$428	\$26,492	\$17	\$17	\$4,700	\$ -	\$4,795	\$4,843
Expenditures	\$8,660,860	\$9,132,881	\$9,640,151	\$10,254,513	\$3,479,627	\$10,006,409	\$15,866,201	\$10,162,967
Personnel	\$4,655,664	\$5,019,203	\$5,143,905	\$5,179,017	\$2,509,644	\$5,450,176	\$5,330,803	\$5,544,035
Non-Personnel	\$4,005,196	\$4,113,678	\$4,496,246	\$5,075,496	\$969,983	\$4,556,233	\$4,535,398	\$4,618,932
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$6,000,000	\$ -
Annual Surplus/Shortfall	\$1,720,526	(\$1,782,855)	\$1,421,239	\$806,877	(\$250,281)	(\$5,372,150)	(\$7,290,363)	(\$532,929)
Ending Balance	\$4,990,946	\$3,208,091	\$4,629,330	\$4,014,968	\$2,957,810	(\$2,414,340)	(\$9,704,703)	(\$10,237,632)

Forecast Assumptions

Revenue

- Berkeley Way Lot closed permanently in June 2020.
- Meters were shut down from March - May 31, 2020. Meters reopened for business on June 1, 2020. Enforcement restarted July 2020.
- FY 2021 and FY 2022 project a slow ramp up to 80% average monthly pre-COVID-19 revenue by June 2022, 90% in FY 2023.

Expenditures

- Assumes Police Department Parking Enforcement Personnel and Non-Personnel costs stay with Parking Meter fund.

MARINA FUND

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

ANALYSIS OF MARINA FUND

The Marina Fund is projected to exhaust all reserves in FY 2022. The Fund has struggled with a structural deficit for many years, but as recently as February 2020, was on track to remain solvent through FY 2025 and beyond. Since COVID-19, lease revenues from the hotel, restaurants and commercial tenants have plummeted and safety related issues that were already significant, have become more prevalent, forcing many berthholders and their associated revenue to leave. The Fund is now projected to need \$800,000 to maintain Waterfront operations in the next budget cycle.

FORECAST OF MARINA FUND

Description/Account	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2021 Projected	FY 2022 Proposed	FY 2023 Projected	FY 2024 Projected
Beginning Fund Balance	\$3,058,152	\$3,503,847	\$3,151,777	\$3,151,777	\$3,151,776	\$765,204	(\$779,626)	(\$1,927,563)
Revenues	\$6,851,491	\$6,132,221	\$6,273,344	\$6,273,344	\$8,137,970	\$5,763,572	\$6,375,919	\$6,666,236
Berth Rentals	\$3,426,173	\$3,420,177	\$3,420,000	\$3,420,000	\$3,249,168	\$3,249,168	\$3,330,397	\$3,413,657
Marina Leases	\$2,478,754	\$1,806,344	\$2,050,713	\$2,050,713	\$1,109,833	\$1,814,019	\$2,209,824	\$2,298,217
Live Aboard Fees	\$261,215	\$259,664	\$225,000	\$225,000	\$257,724	\$257,724	\$264,167	\$270,771
Launch Ramp	\$102,724	\$129,657	\$75,000	\$75,000	\$142,623	\$136,140	\$139,543	\$143,032
Dry Storage	\$104,421	\$105,928	\$75,000	\$75,000	\$103,969	\$103,969	\$106,568	\$109,232
Charter Boat Fees	\$111,993	\$113,012	\$65,000	\$65,000	\$56,506	\$56,506	\$57,919	\$59,367
Special Events	\$82,325	\$101,626	\$50,000	\$50,000	\$ -	\$ -	\$75,000	\$150,000
Marina Recreation	\$43,701	\$18,087	\$ -	\$ -	\$9,044	\$9,270	\$50,000	\$75,000
All Other Revenue	\$240,185	\$177,725	\$312,631	\$312,631	\$3,209,104	\$136,777	\$142,500	\$146,959
Expenditures	\$6,405,796	\$6,484,292	\$6,827,635	\$11,260,616	\$10,524,542	\$7,308,402	\$7,523,856	\$7,647,778
Personnel	\$3,579,940	\$3,142,775	\$3,381,297	\$3,425,486	\$3,017,654	\$3,957,817	\$4,036,973	\$4,117,713
Non-Personnel	\$2,111,462	\$1,930,250	\$2,154,619	\$2,172,897	\$2,265,464	\$2,214,866	\$2,159,163	\$2,202,347
Capital Projects	\$228,675	\$782,038	\$350,000	\$4,650,723	\$4,576,226	\$500,000	\$350,000	\$350,000
Minor Maintenance	\$ -	\$143,510	\$150,000	\$219,791	\$179,479	\$150,000	\$150,000	\$150,000
Principal Payment	\$172,633	\$180,579	\$486,579	\$486,579	\$188,059	\$197,546	\$305,391	\$319,346
Interest Payment	\$313,086	\$305,140	\$305,140	\$305,140	\$297,660	\$288,173	\$522,328	\$508,373
Annual Surplus/Shortfall	\$445,695	(\$352,070)	(\$554,291)	(\$4,987,272)	(\$2,386,572)	(\$1,544,830)	(\$1,147,937)	(\$981,543)
Ending Balance	\$3,503,847	\$3,151,777	\$2,597,486	(\$1,835,495)	\$765,204	(\$779,626)	(\$1,927,563)	(\$2,909,106)

Forecast Assumptions

Revenue

- Assumes berth rentals fall 5% in FY 2021 due to COVID-19 and crime, and remain flat in FY 2022. Assumes 2.5% fee increases by FY 2023.
- Marina lease revenue estimated to decrease to \$1.2 million in FY 2021 from COVID-19; estimated to begin recovering in FY 2022.
- All Other Revenue in FY 2021 includes \$75,000 for reimbursement of City's legal expenses for DoubleTree lease.
- All Other Revenue in FY 2021 includes \$3,000,000 Capital Contribution from DoubleTree (via Marina Fund).

Expenditures

- FY 2020 personnel expenditures reduced in 4th Quarter due to COVID-19 (e.g., cost shifting, froze vacancies, staff reductions); continued reductions and hiring freeze in FY 2021; assumes full staffing levels in FY 2022, then escalating 2% per year.
- FY 2021 non-personnel costs include additional \$190,000 for security needs; all non-personnel costs escalate by 2% starting FY 2022; assumes 199 Seawall Drive is rented in FY 2023 and provides savings of \$100,000.

Forecast Assumptions**Revenue****Expenditures**

- Assumes minimum \$350,000 per year in capital and \$150,000 per year in minor maintenance is needed to cover basic operations from FY 2022 - FY 2024.
- Starting in FY 2023, assume additional \$342,000 in annual payments for \$5.5 million Department of Boating and Waterways loan at 4.5% interest rate, 30-year term.
- FY 2021 Capital Projects includes \$3 million Capital Contribution from DoubleTree (via Marina Fund).

STAFFING

This section takes a look at staffing, including reallocations of positions and the number and type of full-time positions in each department.

The following pages contain the:

- FY 2022 Position Changes Summary Detail,
- Full Time Position Summary, and
- FY 2022 Position Summary by Department.



Fire Training Building, Berkeley

FY 2022 POSITION CHANGES SUMMARY DETAIL

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	Police Accountability	Planning	Police	PRC	PRW	PW	Rent Board	Total
FY 2022 Position Reductions																			
Accounting Office Specialist III		(0.25)																	(0.25)
Administrative Assistant								(1.00)											(1.00)
Associate Management Analyst				(1.00)															(1.00)
Associate Planner													(1.00)						(1.00)
Auditor II		(1.00)																	(1.00)
Behavioral Health Clinician II								(1.00)											(1.00)
Building Plans Examiner													(2.00)						(2.00)

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	Police Accountability	Planning	Police	PRC	PRW	PW	Rent Board	Total
FY 2022 Position Reductions																			
Community Services Specialist I								(2.00)					(0.25)						(2.25)
Community Services Specialist II				(1.00)															(1.00)
Employment Programs Administrator								(1.00)											(1.00)
Engineering Inspector													(1.00)						(1.00)
Health Services Supervisor								(1.00)											(1.00)
Office Specialist II				(1.00)				(1.00)											(2.00)
Office Specialist III															(1.00)				(1.00)
Police Officer														(1.00)					(1.00)

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	Police Accountability	Planning	Police	PRC	PRW	PW	Rent Board	Total
FY 2022 Position Reductions																			
Police Review Commission Officer															(1.00)				(1.00)
PRC Investigator															(1.00)				(1.00)
Public Works Supervisor																	(1.00)		(1.00)
Resilient Buildings Program Manager													(0.12)						(0.12)
Senior Engineering Inspector																	(1.00)		(1.00)
FY 2022 Hourly Position Reductions																			
None																			
FY 2022 Reductions Total	-	(1.25)	-	(3.00)	-	-	-	(7.00)	-	-	-	-	(4.37)	(1.00)	(3.00)	-	(2.00)	-	(21.62)

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	Police Accountability	Planning	Police	PRC	PRW	PW	Rent Board	Total
FY 2022 New Positions/Reallocations																			
Accounting Office Specialist II						1.00													1.00
Accounting Specialist Supervisor								1.00											1.00
Applications Programmer/Analyst I										1.00									1.00
Assistant Civil Engineer (reg)																1.00			1.00
Assistant Management Analyst													1.00						1.00
Associate Civil Engineer																1.00			1.00
Behavioral Health Clinician I								1.00											1.00
Building Inspector I (certified)													2.00						2.00
Building Inspector II (certified)													1.00						1.00
Camps Manager																1.00			1.00
Community Service Officer														2.00					2.00
Community Services Specialist II													1.00						1.00

	City Attorney	City Auditor	City Clerk	City Manager	OED	Finance	Fire	HHCS	HR	IT	Library	Police Accountability	Planning	Police	PRC	PRW	PW	Rent Board	Total
FY 2022 New Positions/Reallocations																			
Police Sergeant														1.00					1.00
PRC Investigator												1.00							1.00
Psychiatrist								0.75											0.75
Public Health Nurse								0.25											0.25
Senior Auditor		1.00																	1.00
Senior Building Inspector																	1.00		1.00
Senior Management Analyst								1.00											1.00
Senior Public Works Supervisor																	1.00		1.00
Social Services Specialist				1.00															1.00
Transportation Services Coordinator								0.50											0.50
FY 2022 Hourly Position Additions																			
School Crossing Guard (hourly)														1.00					1.00
FY 2022 Position Adds Total	-	1.00	-	4.00	-	1.00	-	10.20	-	1.00	-	4.00	9.00	4.00	-	3.00	3.00	0.20	40.40
TOTAL FY 2022 POSITION CHANGES	-	(0.25)	-	1.00	-	1.00	-	3.20	-	1.00	-	4.00	4.63	3.00	(3.00)	3.00	1.00	0.20	18.78

FULL TIME POSITION SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
City Attorney	13.00	15.00	15.00	15.00
City Auditor	13.50	13.50	13.50	13.50
City Clerk	10.00	10.00	10.00	10.00
City Manager	35.50	37.50	38.50	40.50
Economic Development	7.00	7.00	7.00	7.00
Finance	48.00	49.00	49.00	51.00
Fire Department	149.00	153.00	153.00	153.00
Health, Housing & Community Services	233.18	246.18	246.18	260.58
Human Resources	21.00	22.00	22.00	22.00
Information Technology	44.50	45.00	45.00	47.00
Library	116.10	116.05	116.05	116.05
Mayor and Council	12.00	15.00	14.00	15.00
Office of the Director of Police Accountability				4.00
Parks, Recreation & Waterfront	156.12	155.37	155.37	159.87
Planning & Development	94.80	103.40	103.40	109.33
Police Department	280.20	285.20	285.20	288.20
Police Review Commission**	3.00	3.00	3.00	0.00
Public Works	300.60	320.50	320.50	323.00
Rent Board	22.35	22.35	22.35	22.55
Full Time Equivalent Employee (FTE) Total	1,559.85	1,619.05	1,619.05	1,657.58

*It should be noted that the FTE totals may not include all hourly FTEs and may vary.

Changes that have occurred during FY 2021 are reflected in the FY 2022 Proposed figures.

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

FY 2022 POSITION SUMMARY BY DEPARTMENT

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Records Assistant	1.00	1.00	1.00	1.00
Records Manager	0.00	0.00	0.00	0.00
TOTAL CITY CLERK'S OFFICE	10.00	10.00	10.00	10.00
CITY MANAGER'S OFFICE				
Accounting Office Specialist III	0.00	0.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.00	1.00
Administrative Hearing Examiner	1.00	1.00	1.00	1.00
Animal Control Officer	4.00	4.00	4.00	4.00
Animal Services Assistant	3.50	3.50	3.50	3.50
Animal Services Manager	1.00	1.00	1.00	1.00
Assistant Planner	1.00	0.00	0.00	0.00
Assistant to the City Manager	2.00	3.00	3.00	3.00
Associate Management Analyst	2.00	2.00	3.00	2.00
Budget Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Code Enforcement Officer II	2.00	2.00	2.00	2.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00
Community Services Specialist I	1.00	1.00	1.00	1.00
Community Services Specialist II	0.00	1.00	2.00	1.00
Deputy City Manager	2.00	2.00	2.00	2.00
Digital Communications Coordinator	1.00	1.00	1.00	3.00
Health Services Program Specialist	0.00	0.00	0.00	1.00
Office Specialist II	2.00	2.00	2.00	1.00
Office Specialist III	1.00	1.00	1.00	1.00
Registered Veterinary Technician	1.00	1.00	1.00	1.00
Secretary to the City Manager	1.00	1.00	1.00	1.00
Senior Animal Control Officer	1.00	1.00	1.00	1.00
Senior Management Analyst	4.00	5.00	5.00	5.00
Social Services Specialist	0.00	0.00	0.00	1.00
TOTAL CITY MANAGER'S OFFICE	35.50	37.50	39.50	40.50

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
OFFICE OF ECONOMIC DEVELOPMENT				
Assistant Management Analyst	1.00	1.00	1.00	1.00
Civic Arts Coordinator	1.00	1.00	1.00	1.00
Community Development Project Coordinator	1.00	1.00	1.00	1.00
Economic Development Project Coordinator	2.00	2.00	2.00	2.00
Manager of Economic Development	1.00	1.00	1.00	1.00
Office Specialist III	1.00	1.00	1.00	1.00
TOTAL OFFICE OF ECONOMIC DEVELOPMENT	7.00	7.00	7.00	7.00
FINANCE DEPARTMENT				
Accountant I	1.00	1.00	1.00	1.00
Accountant II	2.00	3.00	3.00	3.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Office Specialist II	6.00	6.00	6.00	7.00
Accounting Office Specialist III	4.00	4.00	4.00	4.00
Accounting Office Specialist Supv	3.00	3.00	3.00	3.00
Accounting Technician	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	1.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00
Contract Administrator	1.00	1.00	1.00	1.00
Customer Service Specialist II	5.00	5.00	5.00	5.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00
Field Representative	2.00	2.00	2.00	2.00
General Services Manager	1.00	1.00	1.00	1.00
Information Systems Specialist	0.00	0.00	1.00	1.00
Mail Services Aide	1.00	1.00	1.00	1.00
Office Specialist II	0.00	0.00	0.00	0.00
Office Specialist III	0.00	0.00	0.00	0.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Revenue Collection Manager	2.00	1.00	1.00	1.00
Revenue Development Specialist I	2.00	2.00	2.00	2.00
Revenue Development Specialist II	2.00	2.00	2.00	2.00
Revenue Development Supervisor	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00
Senior Buyer	2.00	2.00	2.00	2.00
Senior Field Representative	1.00	1.00	1.00	1.00
Systems Accountant	1.00	1.00	1.00	1.00
Treasury Manager	0.00	1.00	1.00	1.00
TOTAL FINANCE DEPARTMENT	48.00	49.00	50.00	51.00

FIRE DEPARTMENT

Accounting Office Specialist III	5.00	4.00	4.00	4.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Assistant Fire Chief	2.00	2.00	2.00	2.00
Assistant Management Analyst	0.00	1.00	1.00	1.00
Associate Management Analyst	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Marshal	1.00	1.00	1.00	1.00
Emergency Services Coordinator	2.00	3.00	3.00	3.00
Fire and Life-Safety Plans Examiner	2.00	2.00	2.00	2.00
Fire Apparatus Operator	33.00	33.00	33.00	33.00
Fire Captain I/II	29.00	31.00	31.00	31.00
Fire Chief	1.00	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00	1.00
Fire Prevention Inspector (Sworn)	1.00	1.00	1.00	1.00
Fire Prevention Inspector (Civilian)	2.00	2.00	2.00	2.00
Firefighter	55.00	54.00	54.00	54.00
Office Specialist II	1.00	2.00	2.00	2.00
Office Specialist III	1.00	1.00	1.00	1.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Paramedic Supervisor I	6.00	6.00	6.00	6.00
TOTAL FIRE DEPARTMENT	149.00	153.00	153.00	153.00

HEALTH, HOUSING & COMMUNITY SERVICES

Career Employees:

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

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Health Officer (Certified)	1.00	1.00	1.00	1.00
Health Services Program Specialist	7.00	7.00	8.00	8.00
Health Services Supervisor	2.00	2.00	2.00	1.00
Homeless Services Coordinator	1.00	1.00	1.00	1.00
Manager of Aging Services	1.00	1.00	1.00	1.00
Manager of Environmental Health	1.00	1.00	1.00	1.00
Manager of Housing and Community Services	1.00	1.00	1.00	1.00
Manager of Mental Health Services	1.00	1.00	1.00	1.00
Manager of Public Health Services	1.00	1.00	1.00	1.00
Manager, Family Health & Nursing Services	1.00	0.00	0.00	0.00
Mealsite Coordinator	1.00	1.00	1.00	1.00
Mental Health Clinical Supervisor	5.00	6.00	7.00	8.00
Mental Health Nurse	0.00	0.00	4.50	5.20
Mental Health Program Supervisor	4.00	4.00	4.00	4.00
Mid-Level Practitioner	1.10	1.10	1.10	1.10
Mini Bus Driver	2.00	2.00	2.00	2.00
Nutritionist	0.50	0.50	0.50	0.50
Office Specialist II	20.00	20.00	19.00	18.00
Office Specialist III	4.00	4.00	4.00	4.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00
Psychiatrist	1.50	1.50	2.00	2.75
Public Health Nurse	9.65	8.75	8.75	9.00
Registered Environmental Health Specialist	6.00	6.00	6.00	6.00
Registered Nurse	4.00	5.50	2.00	2.00
Senior Behavioral Health Clinician	4.00	4.00	4.00	4.00
Senior Citizen Center Director	2.00	2.00	2.00	2.00
Senior Community Development Project Coordinator	1.00	1.00	1.00	1.00
Senior Community Health Specialist	4.00	4.00	4.00	4.00
Senior Environmental Health Specialist	2.00	2.00	2.00	2.00
Senior Health Management Analyst	1.00	1.00	1.00	1.00
Senior Health Services Program Specialist	4.80	4.80	4.80	4.80
Senior Management Analyst	1.00	1.00	2.00	3.00
Senior Service Assistant	3.75	4.75	4.75	4.75
Social Services Specialist	8.00	11.00	11.00	11.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Supervising Psychiatrist	1.00	1.00	1.00	1.00
Supervising Public Health Nurse	1.00	2.00	2.00	2.00
Transportation Services Coordinator	0.00	1.00	0.50	1.00
Vector Control Technician	1.00	1.00	1.00	1.00
Total Career Employees	192.70	205.70	216.90	220.10
Hourly Employees:				
Intern	2.00	2.00	2.00	2.00
Behavioral Health Clinician I & II	2.00	2.00	2.00	2.00
Mid-Level Practitioner	3.50	3.50	3.50	3.50
Mini Bus Driver	0.20	0.20	0.20	0.20
Physician	0.20	0.20	0.20	0.20
Psychiatrist II & III	0.48	0.48	0.48	0.48
Public Health Program Physician	0.00	0.00	0.00	0.00
Registered Environmental Health Specialist	0.40	0.40	0.40	0.40
Senior Nutrition Program Supervisor	0.43	0.43	0.43	0.43
Senior Registered Environmental Health Specialist	0.46	0.46	0.46	0.46
Senior Service Aide	3.88	3.88	3.88	3.88
Senior Service Assistant	0.91	0.91	0.91	0.91
Youth Enrollee Intern	26.02	26.02	26.02	26.02
Total Hourly Employees	40.48	40.48	40.48	40.48
TOTAL HEALTH, HOUSING & COMMUNITY SERVICES	233.18	246.18	257.38	260.58

HUMAN RESOURCES

Administrative Secretary	0.00	0.00	0.00	0.00
Assistant Management Analyst	1.00	1.00	1.00	1.00
Assistant Human Resources Analyst	0.00	1.00	1.00	1.00
Associate Human Resources Analyst	4.00	4.00	4.00	4.00
Director of Human Resources	1.00	1.00	1.00	1.00
Equal Employment Opportunity & Diversity Officer	1.00	1.00	1.00	1.00
Employee Relations Manager	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	1.00	1.00	1.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Human Resources Technician	3.00	4.00	4.00	4.00
Information Systems Support Technician	1.00	1.00	1.00	1.00
Occupational Health & Safety Officer	1.00	1.00	1.00	1.00
Occupational Health & Safety Specialist	1.00	1.00	1.00	1.00
Office Specialist II	3.00	2.00	2.00	2.00
Office Specialist III	1.00	0.00	0.00	0.00
Senior Human Resources Analyst	2.00	2.00	2.00	2.00
Training Officer	1.00	1.00	1.00	1.00
Workers Compensation Analyst	0.00	0.00	0.00	0.00
TOTAL HUMAN RESOURCES	21.00	22.00	22.00	22.00
INFORMATION TECHNOLOGY				
Administrative Assistant	1.00	1.00	1.00	1.00
Applications Programmer/Analyst I	0.50	0.00	0.00	1.00
Applications Programmer/Analyst II	13.00	14.00	14.00	14.00
Associate Management Analyst	1.00	0.00	0.00	0.00
Customer Service Specialist III	9.00	9.00	9.00	9.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Director of Information Technology	1.00	1.00	1.00	1.00
Information Security Manager	1.00	1.00	1.00	1.00
Information Systems Manager	1.00	1.00	1.00	1.00
Information Systems Specialist	5.00	5.00	4.00	4.00
Information Systems Support Technician	2.00	2.00	2.00	2.00
Senior Information Systems Specialist	3.00	3.00	4.00	4.00
Senior Management Analyst	0.00	1.00	1.00	1.00
Senior Systems Analyst	4.00	4.00	5.00	5.00
TOTAL INFORMATION TECHNOLOGY	44.50	45.00	46.00	47.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
LIBRARY SERVICES				
Career Employees:				
Accounting Office Specialist III	2.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Assistant Human Resources Analyst	0.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	3.00	3.00	3.00
Associate Human Resources Analyst	1.00	1.00	1.00	1.00
Building Maintenance Mechanic	1.00	2.00	2.00	2.00
Building Maintenance Supervisor	1.00	0.00	0.00	0.00
Circulation Services Manager	1.00	1.00	1.00	1.00
Deputy Director of Library Services	1.00	1.00	1.00	1.00
Director of Library Services	1.00	1.00	1.00	1.00
Information Systems Specialist	3.00	3.00	3.00	3.00
Information Systems Support Technician	0.00	0.00	0.00	0.00
Librarian I/II	21.30	21.30	21.30	21.30
Library Aide	14.00	13.00	13.00	13.00
Library Assistant	14.25	14.25	14.25	14.25
Library Info Systems Administrator	1.00	1.00	1.00	1.00
Library Literacy Program Coordinator	1.00	1.00	1.00	1.00
Library Services Manager	2.00	2.00	2.00	2.00
Library Specialist I	3.00	3.00	3.00	3.00
Library Specialist II	13.55	13.55	13.55	13.55
Mail Services Aide	1.80	2.00	2.00	2.00
Office Specialist II	1.00	0.00	0.00	0.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Senior Librarian	3.00	3.00	3.00	3.00
Supervising Librarian	8.00	8.00	8.00	8.00
Supervising Library Assistant	9.00	9.00	9.00	9.00
Tool Lending Specialist	2.25	3.00	3.00	3.00
Total Career Employees	111.15	111.10	111.10	111.10

Hourly Employees:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Library Aides	0.75	0.75	0.75	0.75
Library Page	4.20	4.20	4.20	4.20
Total Hourly Employees	4.95	4.95	4.95	4.95
TOTAL LIBRARY SERVICES	116.10	116.05	116.05	116.05

MAYOR & COUNCIL

Assistant to Mayor	3.00	3.00	3.00	3.00
Legislative Aides	9.00	12.00	12.00	12.00
TOTAL MAYOR AND COUNCIL	12.00	15.00	15.00	15.00

OFFICE OF THE DIRECTOR OF POLICE ACCOUNTABILITY

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

PARKS RECREATION & WATERFRONT

Career Employees:

Accounting Office Specialist II	1.00	1.00	1.00	1.00
Accounting Office Specialist III	2.00	2.00	2.00	2.00
Accounting Office Specialist Supervisor	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	1.00
Aquatics Facilities Supervisor	1.00	1.00	1.00	1.00
Aquatics Specialist II	0.50	0.50	0.50	0.50
Assistant Civil Engineer (Reg)	1.00	1.00	1.00	2.00
Assistant Management Analyst	2.00	2.00	2.00	2.00
Assistant Recreation Coordinator	4.00	5.00	6.00	6.00
Associate Civil Engineer	2.00	2.00	2.00	3.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Associate Management Analyst	0.00	0.00	1.00	1.00
Building Maintenance Mechanic	9.00	9.00	9.00	9.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Camps Manager	0.75	1.00	1.00	2.00
Capital Improvements Program Manager	1.00	1.00	1.00	1.00
Deputy Director of Parks Recreation & Waterfront	1.00	1.00	1.00	1.00
Director of Parks & Waterfront	1.00	1.00	1.00	1.00
Forestry Climber	4.00	4.00	4.00	4.00
Forestry Climber Supervisor	1.00	1.00	1.00	1.00
Forestry Technician	1.00	1.00	1.00	1.00
Harbormaster	0.00	0.00	0.00	0.00
Landscape Equipment Operator	4.00	4.00	4.00	4.00
Landscape Gardener	15.00	15.00	15.00	15.00
Landscape Gardener Supervisor	5.00	5.00	5.00	5.00
Marina Assistant	3.00	2.00	3.00	3.00
Office Specialist II	3.00	3.00	2.00	2.00
Parks Superintendent	1.00	1.00	1.00	1.00
Recreation & Youth Svcs Manager	1.00	1.00	1.00	1.00
Recreation Activity Ldr.	8.25	7.25	5.75	5.75
Recreation Coordinator	5.00	5.00	6.00	6.00
Recreation Program Supervisor	3.00	3.00	3.00	3.00
Rosarian	1.00	1.00	1.00	1.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Senior Forestry Climber	3.00	3.00	3.00	3.00
Senior Forestry Supervisor	1.00	1.00	1.00	1.00
Senior Groundskeeper	1.00	1.00	1.00	1.00
Senior Landscape Gardener	3.00	3.00	3.00	3.00
Senior Landscape Gardener Supervisor	1.00	1.00	1.00	1.00
Senior Management Analyst	2.00	2.00	2.00	2.00
Sports Official	2.00	2.00	2.00	2.00
Supervising Civil Engineer	1.00	1.00	1.00	1.00
Waterfront Manager	1.00	1.00	1.00	1.00
Waterfront Supervisor	1.00	1.00	1.00	1.00
Total Career Employees	103.50	102.75	104.25	107.25

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Hourly Employees:				
Aquatics Specialist I	2.22	2.22	2.22	2.22
Aquatics Specialist II	4.02	4.02	4.02	4.02
Assistant Aquatics Coordinator	0.78	0.78	0.78	0.78
Camp Maintenance Mechanic	0.39	0.39	0.39	0.39
Camp Medical Staff Member	2.42	2.42	2.42	2.42
Camp Staff Leader	2.70	2.70	2.70	2.70
Camp Staff Member	2.62	2.62	2.62	2.62
Camp Staff Supervisor	1.07	1.07	1.07	1.07
Cashier Attendant	0.16	0.16	0.16	0.16
Groundskeeper	0.73	0.73	0.73	0.73
Office Specialist II	0.19	0.19	0.19	0.19
Playground Lead Trainee	8.90	8.90	8.90	8.90
Recreation Activity Leader	22.12	22.12	22.12	22.12
Senior Aquatics Specialist	0.79	0.79	0.79	0.79
Sports Field Monitor	0.95	0.95	0.95	0.95
Sports Official	2.27	2.27	2.27	2.27
Vegetation Reduction Supervisor	0.29	0.29	0.29	0.29
Total Hourly Employees	52.62	52.62	52.62	52.62
TOTAL PARKS RECREATION & WATERFRONT	156.12	155.37	156.87	159.87

PLANNING & DEVELOPMENT DEPARTMENT

Career Employees:

Accounting Office Specialist II	1.00	1.00	1.00	1.00
Accounting Office Specialist III	3.00	3.00	3.00	3.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	0.00	0.00
Assistant Building & Safety Manager	1.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	2.00	1.00	2.00
Assistant Planner	6.00	6.00	6.00	6.00
Associate Management Analyst	3.00	3.00	3.00	3.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Associate Planner	6.00	6.00	6.00	5.00
Building and Safety Manager	1.00	1.00	1.00	1.00
Building Inspector I (certified)	2.00	2.00	2.00	4.00
Building Inspector II	1.00	0.00	0.00	0.00
Building Inspector II (certified)	6.00	6.00	6.00	7.00
Building Plans Engineer	1.00	1.00	1.00	1.00
Building Plans Examiner	3.00	4.00	4.00	2.00
Community Services Specialist I	1.60	2.20	1.60	1.35
Community Services Specialist II	0.00	0.00	2.75	3.75
Community Services Specialist III	2.70	2.70	2.85	2.85
Director of Planning	1.00	1.00	1.00	1.00
Energy Program Manager	1.00	1.00	1.00	1.00
Engineering Inspector	1.00	1.00	1.00	0.00
Hazardous Material Manager	1.00	1.00	1.00	1.00
Hazardous Material Specialist I	1.00	0.00	0.00	0.00
Hazardous Material Specialist II	3.00	4.00	4.00	4.00
Housing Inspector (Certified)	3.00	5.00	5.00	6.00
Housing Inspector Supervisor	1.00	1.00	1.00	2.00
Land Use Planning Manager	1.00	1.00	1.00	1.00
Office Specialist II	5.50	6.50	7.50	7.50
Office Specialist III	2.00	2.00	2.00	3.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00
Permit Center Coordinator	1.00	1.00	1.00	1.00
Permit Specialist	4.00	4.00	4.00	4.00
Planning Technician	2.00	2.00	2.00	3.00
Principal Planner	4.00	4.00	4.00	4.00
Resilient Buildings Program Manager	0.00	1.00	1.00	0.88
Senior Building Inspector	2.00	2.00	2.00	2.00
Senior Building Plans Engineer	2.00	2.00	2.00	2.00
Senior Building Plans Examiner	0.00	2.00	2.00	2.00
Senior Management Analyst	0.00	0.00	0.00	0.00
Senior Permit Specialist	2.00	2.00	2.00	2.00
Senior Planner	3.00	5.00	5.00	5.00
Supervising Building Inspector	1.00	1.00	1.00	1.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Total Career Employees	84.80	93.40	94.70	99.33
Hourly Employees:				
Intern	10.00	10.00	10.00	10.00
TOTAL PLANNING DEPARTMENT	94.80	103.40	104.70	109.33

POLICE DEPARTMENT

Career Employees:

Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant Management Analyst	2.00	2.00	2.00	2.00
Communications Manager	1.00	1.00	1.00	1.00
Community Service Officer	15.00	19.00	19.00	21.00
Community Service Officer Supervisor	4.00	4.00	4.00	4.00
Crime Analyst	1.00	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00
Office Specialist II	5.00	5.00	5.00	5.00
Office Specialist III	5.00	6.00	6.00	6.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00
Parking Enforcement Manager	1.00	1.00	1.00	1.00
Parking Enforcement Officer	21.00	21.00	21.00	21.00
Parking Enforcement Supervisor	2.00	2.00	2.00	2.00
Police Captain	4.00	4.00	4.00	4.00
Police Chief	1.00	1.00	1.00	1.00
Police Lieutenant	9.00	9.00	9.00	9.00
Police Officer	137.00	137.00	136.00	135.00
Police Sergeant	30.00	30.00	31.00	32.00
Public Safety Dispatcher I & II	28.00	28.00	28.00	28.00
Supervising Public Safety Dispatcher	4.00	4.00	4.00	4.00
Total Career Employees	274.00	279.00	279.00	281.00

Hourly Employees:

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Juvenile Bureau Counselor	0.50	0.50	0.50	0.50
Police Aide	2.00	2.00	2.00	2.00
School Crossing Guard	3.70	3.70	3.70	4.70
Total Hourly Employees:	6.20	6.20	6.20	7.20

TOTAL POLICE DEPARTMENT	280.20	285.20	285.20	288.20
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POLICE REVIEW COMMISSION

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

TOTAL POLICE REVIEW COMMISSION	3.00	3.00	3.00	0.00
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PUBLIC WORKS

Accounting Office Specialist II	1.00	1.00	1.00	1.00
Accounting Office Specialist III	5.00	5.00	5.00	5.00
Administrative Assistant	0.00	1.00	1.00	1.00
Administrative & Fiscal Services Manager	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	2.00	2.00
Architect	1.00	0.00	0.00	0.00
Assistant Architect	1.00	0.00	0.00	0.00
Assistant Civil Engineer (Reg)	4.00	6.00	5.00	5.00
Assistant Management Analyst	5.00	5.00	5.00	5.00
Assistant Planner	1.00	2.00	2.00	2.00
Assistant Public Works Engineer	2.00	2.00	2.00	2.00
Assistant Traffic Engineer	1.00	2.00	2.00	2.00
Associate Civil Engineer	7.00	8.00	10.00	10.00
Associate Management Analyst	3.00	4.00	4.00	4.00
Associate Planner	1.60	2.00	2.00	2.00
Associate Traffic Engineer	1.00	2.00	2.00	2.00
Building Inspector II (Certified)	0.00	0.00	0.00	0.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Building Maintenance Mechanic	5.00	6.00	5.00	5.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Chief of Party	2.00	2.00	2.00	2.00
Communications Technician	3.00	3.00	3.00	3.00
Community Development Project Coord.	1.00	1.00	1.00	1.00
Concrete Finisher	3.00	3.00	3.00	3.00
Construction Equipment Operator	3.00	3.00	3.00	3.00
Container Maintenance Welder	2.00	2.00	2.00	2.00
Deputy Director of Public Works	1.00	1.00	1.00	1.00
Director of Public Works	1.00	1.00	1.00	1.00
Disability Services Specialist	1.00	1.00	1.00	1.00
Drafting Aide	1.00	1.00	1.00	1.00
Drafting Technician	2.00	1.00	1.00	1.00
Electrical Parts Technician	1.00	1.00	1.00	1.00
Electrician	7.00	7.00	7.00	7.00
Engineering Inspector	7.00	8.00	8.00	9.00
Environmental Compliance Specialist	2.00	2.00	2.00	2.00
Equipment Superintendent	1.00	1.00	1.00	1.00
Facilities Maintenance Superintendent	1.00	1.00	1.00	1.00
Field Representative	1.00	3.00	3.00	3.00
Janitor	7.00	7.00	7.00	7.00
Janitor Supervisor	1.00	1.00	1.00	1.00
Junior Public Works Engineer	0.00	1.00	1.00	1.00
Laborer	20.00	21.00	21.00	21.00
Lead Communication Technician	1.00	1.00	1.00	1.00
Lead Electrician	3.00	3.00	3.00	3.00
Manager of Engineering	1.00	1.00	1.00	1.00
Mechanic	8.00	8.00	8.00	8.00
Mechanic Lead	1.00	1.00	1.00	1.00
Mechanic Supervisor	2.00	2.00	2.00	2.00
Mechanical Sweeper Operator	5.00	5.00	5.00	5.00
Occupational Health & Safety Officer	0.00	0.50	1.00	1.00
Office Specialist II	3.00	3.00	3.00	3.00
Office Specialist III	3.00	4.00	4.00	4.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Parking Meter Maint & Collection Suprv	1.00	1.00	1.00	1.00
Parking Meter Maintenance Worker	6.00	6.00	6.00	6.00
Parking Meter Mechanic	5.00	5.00	5.00	5.00
Parking Services Manager	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Public Works Maintenance Superintendent	1.00	1.00	1.00	1.00
Public Works Operations Manager	2.00	2.00	2.00	2.00
Public Works Supervisor	6.00	6.00	6.00	5.00
Recycling Program Manager	1.00	1.00	1.00	1.00
Senior Building Inspector	2.00	1.00	1.00	2.00
Senior Building Maintenance Supervisor	1.00	1.00	1.00	1.00
Senior Drafting Technician	1.00	1.00	1.00	1.00
Senior Electrical Supervisor	1.00	1.00	1.00	1.00
Senior Engineering Inspector	0.00	1.00	1.00	0.00
Senior Equipment Supervisor	1.00	1.00	1.00	1.00
Senior Management Analyst	3.00	4.00	4.00	4.00
Senior Planner	1.00	2.00	2.00	2.00
Senior Public Works Supervisor	2.00	2.00	2.00	3.00
Senior Solid Waste Supervisor	2.00	2.00	2.00	2.00
Service Technician	4.00	4.00	4.00	4.00
Sewer Maintenance Assistant Supervisor	7.00	7.00	7.00	7.00
Skilled Laborer	15.00	17.00	17.00	17.00
Solid Waste Loader Operator	2.00	2.00	2.00	2.00
Solid Waste Supervisor	3.00	4.00	4.00	4.00
Solid Waste Truck Driver	33.00	33.00	33.00	33.00
Solid Waste Worker	34.00	36.00	36.00	36.00
Solid Waste/Recycling Manager	1.00	1.00	1.00	1.00
Supervising Civil Engineer	4.00	4.00	4.00	4.00
Supervising Traffic Engineer	1.00	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00	1.00
Tractor Trailer Driver	6.00	7.00	7.00	7.00
Traffic Engineering Assistant	2.00	1.00	1.00	1.00
Traffic Maintenance Supervisor	1.00	1.00	1.00	1.00
Traffic Maintenance Worker I	3.00	3.00	3.00	3.00

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Traffic Maintenance Worker II	2.00	2.00	2.00	2.00
Transportation Manager	1.00	1.00	1.00	1.00
Warehouse Operations Specialist	1.00	0.00	1.00	1.00
Weighmaster	3.00	4.00	4.00	4.00
Welder Mechanic	1.00	1.00	1.00	1.00
TOTAL PUBLIC WORKS	300.60	320.50	322.00	323.00
RENT STABILIZATION BOARD				
Accounting Office Specialist III	1.00	1.00	1.00	1.00
Administrative Staff Assistant	0.00	0.00	0.00	0.00
Assistant Management Analyst	0.00	0.00	0.00	0.00
Associate Management Analyst	2.75	2.75	1.00	1.00
Community Services Specialist I	0.00	0.00	0.00	0.00
Community Services Specialist II	5.80	5.80	6.00	6.00
Community Services Specialist III	0.00	0.00	0.80	0.80
Deputy Director Rent Stabilization Program	1.00	1.00	1.00	1.00
Executive Director Rent Board	1.00	1.00	1.00	1.00
Hearing Examiner	2.00	2.00	0.00	0.00
Legal Secretary	0.00	0.00	0.80	1.00
Office Specialist II	3.80	3.80	4.00	4.00
Office Specialist III	1.00	1.00	1.00	1.00
Senior Hearing Examiner	0.00	0.00	1.00	1.00
Senior Legal Secretary	1.00	1.00	0.00	0.00
Senior Management Analyst	0.00	0.00	0.75	0.75
Senior Planner	0.00	0.00	1.00	1.00
Staff Attorney I	0.00	0.00	0.00	0.00
Staff Attorney II	2.00	2.00	2.00	2.00
Staff Attorney III	1.00	1.00	1.00	1.00
TOTAL RENT STABILIZATION BOARD	22.35	22.35	22.35	22.55
TOTAL AUTHORIZED FTEs	1,559.85	1,619.05	1,638.80	1,657.58

STRATEGIC PLAN

INTRODUCTION

The City of Berkeley's [Strategic Plan](#) identifies the long-term goals that the City government will achieve on behalf of the community we serve, and the specific, short-term, two-year priority projects designed to advance those goals. The Plan serves as a guide for the City's staff to ensure that the priorities of the Mayor and City Council are met, all regulatory and financial obligations are fulfilled, and that the City continuously improves the services we provide for the community. The Plan helps employees throughout the organization to prioritize and to connect our short-term, week-to-week work with longer-term goals for our city.

STRATEGIC PLAN GOALS

The Strategic Plan Goals were developed through three years of collaboration, involving input from hundreds of staff, over 700 community members, Commission, and City Council. The resulting long-term Goals, pictured on the following page, were adopted by City Council in 2018.

STRATEGIC PLAN GOALS



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



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



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



Champion and demonstrate social and racial equity.



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



Provide an efficient and financially-healthy City government.



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



Attract and retain a talented and diverse City government workforce.



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

STRATEGIC PLAN PRIORITIES

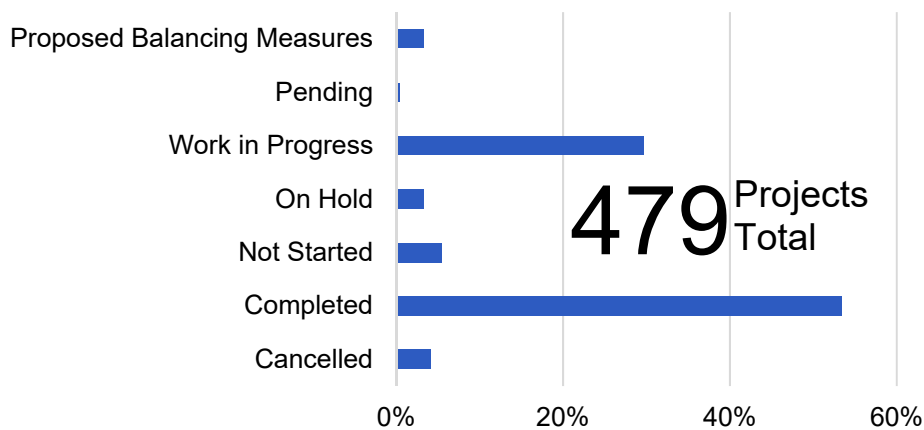
Strategic Plan Priorities are projects or programs which support a goal, where work or a significant phase of work is expected to be done by the end of the budget cycle.

The Strategic Plan is a reflection of Council priorities and the City’s budget:



Priorities are refreshed each budget cycle. Each department reviews City Council referrals, Commission referrals, audit recommendations, and legislative mandates, and then recommends projects and programs to be included in the Strategic Plan. The City Council reviews, revises, and then approves new and continuing Strategic Plan projects and programs as part of the Approved Budget.

Throughout the budget cycle, [progress on Priorities is reported](#)⁸ publicly on a quarterly basis. At the close of calendar year 2020, 83 percent of the 479 Priorities (i.e., projects) scheduled to be complete by July 2021 were complete or under way, as shown in the chart below.



⁸ https://www.cityofberkeley.info/uploadedFiles/City_Manager/Level_3_-_General/strategic-plan-quarterly-report-Q12019.pdf

PERFORMANCE MEASURES

In addition to Priorities, there are also performance measures associated with the Strategic Plan. Staff from each department, with guidance from the City Manager's Office, identified performance measures connected to the work that they do. Many departments used results-based accountability (RBA) as a framework for developing performance measures that indicate:

- how much do we do,
- how well do we do it, and
- is anyone better off.

Performance measures were initially piloted by some departments in 2019 and early 2020, with the rest of the City following suit in late 2020 and early 2021. This is the beginning of an iterative process. For this initial citywide effort, departments were asked to:

- Focus on performance measures that rely on data that is already collected, and
- Identify data to be collected in the future, should resources and circumstances allow.

Over time, performance measures will be refined and improved to make them better tools for decision-making and continuous improvement. The proposed Budget provides a summary of each department's measures within the department's section of the document. Additionally, there's a PERFORMANCE MEASURES section which provides more detail about many of the measures and presents them in relation to the Strategic Plan Goals' they support.

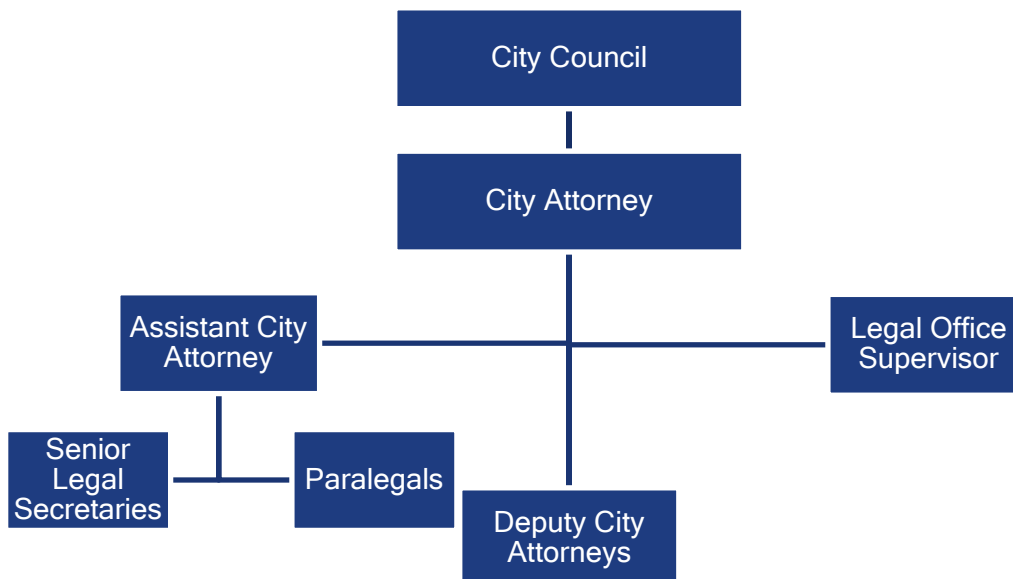
CITY ATTORNEY



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 defend the interests of this dynamic City by all legal and ethical means.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The City Attorney's Office provides legal advice and support to all City departments, the City Council, the City Manager, and City boards and commissions. The City Attorney's Office also responds to claims and represents the City in litigation. In addition, the City Attorney's Office:

- Drafts or reviews contracts, ordinances, resolutions, prepares leases, and provides legal support to City affordable housing programs;
- Responds to Public Records Act (PRA) requests on behalf of the City Manager's Office, City Council, and City Attorney's Office, as well as coordinating responses to PRA requests that involve multiple departments;
- Secretary to the Fair Campaign Practices Commission and the Open Government Commission;
- Provides support to the City's Independent Redistricting Commission and the Public Safety Reimagining 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, CEQA, and conflicts of interest.

Strategic Plan Priority Projects and Programs

The City Attorney's Office has no Strategic Plan Projects and Programs in FY 2022 where it serves as the lead department; however, the office serves as a support department to most projects by providing legal advice, review, and defense.

Performance Measures

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

Measure	Description	Target	Actual	Tracking
Pending lawsuits	Number of lawsuits currently pending	n/a ⁹	58 lawsuits pending	n/a
Legal review & advice	Number of City Council & Policy Committee meetings attended and advised at/for, total: <ul style="list-style-type: none"> • City Council • Agenda and Rules • Budget and Finance • Facilities, Infrastructure, Transportation, Environment, and Sustainability (FITES) • Health, Life Enrichment, Equity, and Community • Public Safety • Land Use, Housing, and Economic Development Number of legislative items reviewed, total: <ul style="list-style-type: none"> • City Council items • Policy Committee items 	n/a	159 meetings, total: <ul style="list-style-type: none"> • 81 City Council • 25 Agenda & Rules • 19 Budget & Finance • 11 FITES • 10 Health, Life Enrichment, Equity & Community • 7 Public Safety • 6 Land Use, Housing & Economic Development 1,347 legislative items, total: <ul style="list-style-type: none"> • 847 City Council • 500 Policy Committee 	n/a
Claims resolution	Number of claims resolved	n/a	179 claims	n/a
Public Records Act (PRA) requests response	Number of PRA claims responded to by the City Attorney's Office	n/a	132 PRA claims	n/a

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

⁹ These performance measures captures the level of activity and effort in this area. The direction of the numbers year over year, however, can be in response to both positive and negative influences, making it difficult to establish a desired target or trend.

CHALLENGES

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

- **Increased Need to Support New Policy Initiatives:** The City Council created a set of Policy Committees to help navigate new policy initiatives. The City Attorney staffs these meetings routinely and plays a central role in providing legal advice throughout the legislative process. The number and complexity of new ordinances and other policy initiatives by the City Council or by City boards or commissions require significant City Attorney staff time to assist with drafting legislation and navigating legal issues. The propensity of the City Council to pursue groundbreaking, innovative legislation requires significant research and analysis prior to the adoption of the legislation, and the City Attorney's Office is also responsible for defending legal challenges to the legislation.
- **Increased 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 being handled by the City Attorney's Office. The City is also pursuing a number of initiatives proactively and has filed affirmative lawsuits to protect the City's interests. The prosecution and defense of these lawsuits requires additional resources and time for the legal staff. In addition, City Attorney staff has been heavily involved in navigating the legal issues surrounding the new UC Berkeley Long Range Development Plan.
- **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 five years. Responding to these requests increasingly calls for the review and production of voluminous electronic records. With the advent of new Police Record Disclosure Laws, there is a new body of work that our office is supporting that did not exist previously.

ACCOMPLISHMENTS

Highlights of recent City Attorney's Office accomplishments include:

- **Supported the City's COVID-19 Response:** The City Attorney's Office helped create the initial legal framework for the Local Proclamation of Emergencies to deal with

COVID-19 Response, and prepared a COVID-19 Response Ordinance to halt potential evictions and other adverse actions at the onset of the pandemic.

The City Attorney's Office also helped to develop ordinances requiring delivery apps to cap the fees they charge restaurants to help small businesses impacted by COVID-19 and developed a hazard pay ordinance to help grocery workers at the front line of this pandemic.

In addition, the City Attorney's Office was integrated into the City's Emergency Operation Center and provided daily support for the City's COVID-19 response. The Office drafted Health Officer orders necessary to respond to the COVID-19 emergency, provided legal support for the public health response to serious outbreaks of COVID-19, and helped develop the ordinance and policy allowing for the administrative enforcement of Health Officer order violations.

- **Supported the Development of Ballot Measures Including Charter Amendments:** The City Attorney's Office advised the City Council, the City Manager, and City departments on Charter amendments placed on the November 2020 ballot. The approved charter amendments include a measure establishing a new police accountability board in the City. The City Attorney's Office also prepared election related material, including a number of tax measures that included an innovative tax on Transportation Network Companies that was adopted by voters and has been implemented.
- **Supported the City's Efforts to Re-Imagine Public Safety:** The City Attorney's Office partnered with the City Manager's Office, the Police Review Commission, and others to begin implementing the Council's vision of a comprehensive new approach to public safety, including a new Use of Force policy.
- **Public Records Act Modernization and Accountability:** The City Attorney's Office responded directly to over 130 Public Records Act (PRA) requests and provided support and training to City departments on a wide array of PRA issues, including a comprehensive update of the City's Public Records Act policy. The office supported the migration of the City's PRA response workflow to the NextRequest platform. The office responded to and provided support to City departments for a variety of complex, high-profile requests, including requests from the Police Department and requests relating to the City's COVID-19 response.

- **Updated Telecommunications Ordinance and Guidelines:** The City Attorney's Office, together with the Public Works Department and the City Manager's Office, led the process to update and modernize the City's telecommunications ordinance and guidelines. The development of the ordinance included an extensive community process and brought the City's ordinance in line with current law and best practices for local regulation of telecommunications facilities.
- **Supported the City's Response to Economic Impacts of the Pandemic:** The City Attorney's Office provided legal advice and assistance drafting ordinances to support small businesses and tenants, by developing a legally sound outdoor commerce ordinance.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

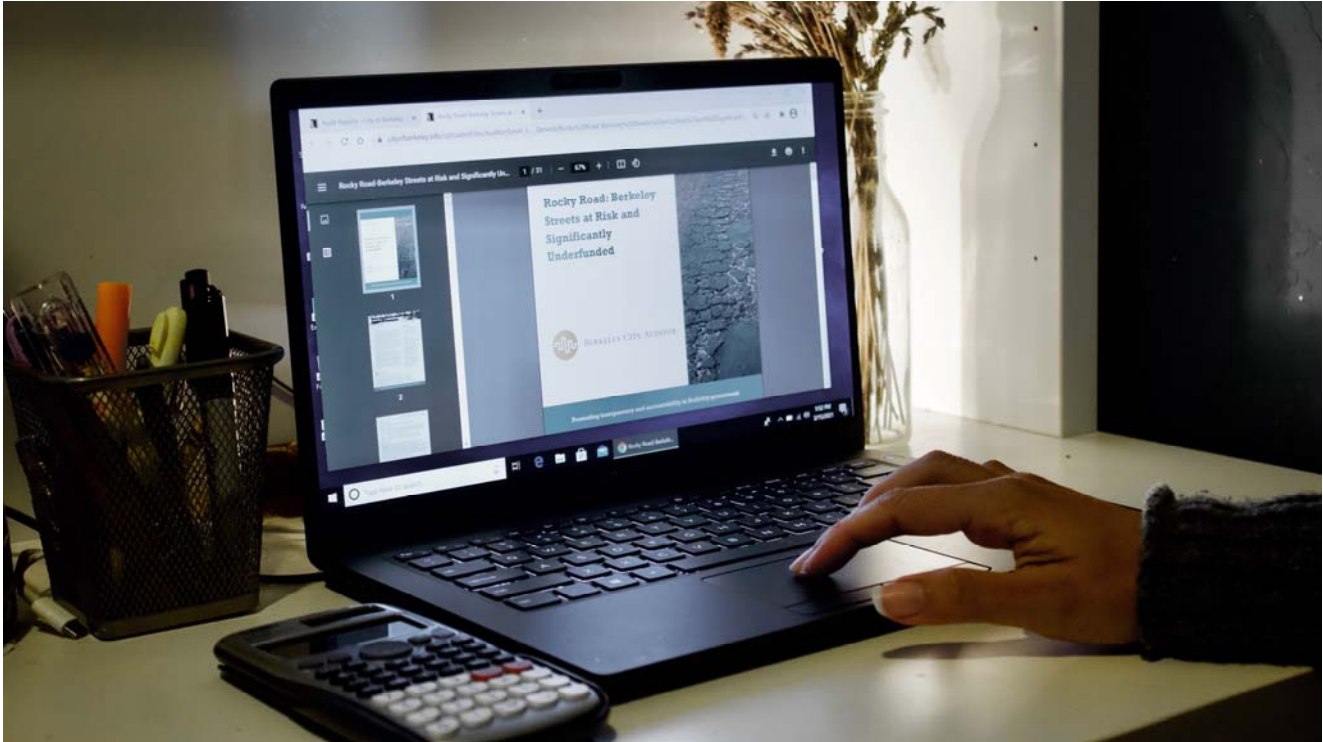
In order to address the increasing legal needs of the City of Berkeley, the City Attorney's Office is requesting additional funding in FY 2022 for the following items:

- Modernization of office to electronic environment - \$20,000,
- Projected settlements and judgement costs (in addition to the baseline budget) - \$800,000, and
- Projected outside counsel costs (in addition to the baseline budget) - \$1,400,000.

This item is going to be deferred in FY 2022:

- Reduction in supplies, books, and subscription accounts - \$26,200

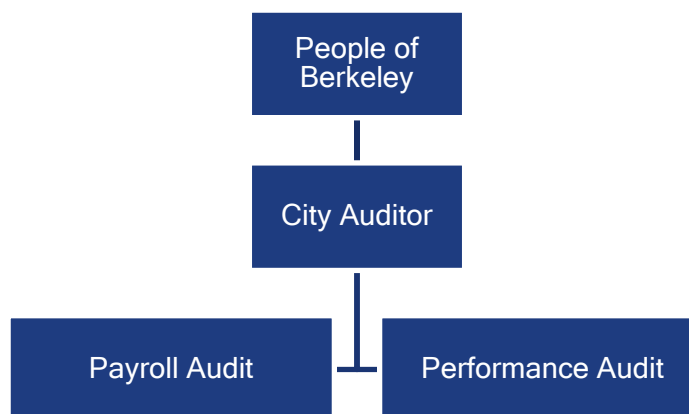
CITY AUDITOR



MISSION STATEMENT

Our mission is to promote transparency and accountability in Berkeley government. Integrity, independence, impact, and inclusion are core tenets of our operations. Those values ensure we conduct our 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 we audit.

ORGANIZATION CHART



DEPARTMENT 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 overseeing citywide payroll operations to ensure payroll transactions are processed accurately and timely. The City Auditor's Office plays a vital role in ensuring taxpayer money is spent efficiently, economically, effectively, and equitably, and for examining payroll for compliance with employee compensation policies, laws, and regulations.

The City Auditor's Office is organized into two divisions to deliver the following baseline services:

- **Payroll Audit:** This division oversees and coordinates citywide payroll operations, including compliance with federal, state, and local tax and labor laws.
- **Performance Audit:** This division conducts performance audits according to government auditing standards.

Strategic Plan Priority Projects and Programs

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

Performance Measures

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

Measure	Description	Target	Actual	Tracking
Reports issued	Count of total reports (i.e., audit, informational, report on follow-ups)	n/a ¹⁰	6 reports	n/a
Recommendations issued	Count of all issued recommendations Count of recommendations, by type: Transparency and Accountability Efficiency and Effectiveness Regulatory Compliance Internal Controls Equity	n/a	11 recommendations: 3 Transparency & Accountability 5 Efficiency & Effectiveness 0 Regulatory Compliance 3 Internal Controls 3 Equity ¹¹	n/a
Accurate, correct paychecks	Number of accurate and correct paychecks divided by total number of paychecks	99%	99.9% accurate and correct	●
Corrections made to personnel actions (PAs)	Number of PAs in which Payroll Audit identified and corrected errors divided by the number of PAs audited	↓	47.5% of PAs	n/a ¹²

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages

Target is to decrease numbers/percentages

¹⁰ The number of reports and recommendations issued varies depending on capacity, need, and issue being addressed.

¹¹ "Equity" overlaps with other types of recommendations.

¹² 47.5% of audited PAs had errors that Payroll Audit identified and corrected. The number of errors that require correction is outside the purview of Payroll Audit.

CHALLENGES

The City Auditor's Office faces challenges including:

- **Ensuring Accuracy in a New Payroll/Human Resources (HR) System:** The Payroll Audit Division played a critical role in replacing the City's antiquated payroll/HR system with a modern system that will improve oversight of personnel and payroll data, and deter fraud and inappropriate payments. Now, the challenge is to gain knowledge about this new system and to work with other departments to reduce their payroll errors. It will be critical for the Payroll Division to continue to pay employees correctly and timely, avoid fraud, and ensure compliance with our unions' memoranda of understanding, and local, state, and federal government laws and regulations.
- **Addressing Fair Labor Standards Act (FLSA) Retroactive Pay Calculation:** The Payroll Audit Division will need to work with our former payroll software programmers to calculate the final FLSA retroactive payment to employees.
- **Competing Priorities and Limited Funding:** The Performance Audit Division is continuously challenged by the City's limited resources and workload capacity restrictions. Competing priorities and limited funding prevent City management from prioritizing our audit recommendations and reporting to City Council on their progress. As a result, some of the performance and operational risks we identified in our audits remain unaddressed, and the public and City Council do not have transparent information about how those risks may prevent management from achieving City goals and objectives.
- **Changes Due to the COVID-19 Pandemic:** The Performance Audit Division shifted priorities to prepare a report about the impacts of the pandemic on Berkeley's budget and economy to provide information that could affect the budget process, which required us to put other planned audits on hold. We normally follow up with departments to track their progress in implementing open recommendations from previous audits, but we put this process on hold when the City shifted its operations to focus on responding to the pandemic. Departments have postponed implementing some of our audit recommendations to dedicate their resources to addressing the impacts of the pandemic.
- **Staffing Changes and Capacity:** In FY 2021, the Performance Audit Division has been short-staffed by about two to three FTEs (full time equivalent employees) due to

resignations and extended leave, up to half of the total FTEs for this division. We expect to be fully staffed in FY 2022.

ACCOMPLISHMENTS

Highlights of recent City Auditor accomplishments include:

- **Ensured Accurate Payroll and Records:** Payroll Audit's role is to find and correct every error submitted by departmental payroll clerks and the Human Resources Department in order to avoid employee's mistrust and lack of confidence in the City's operations. During the last fiscal year, Payroll Audit achieved a 99.9% accuracy rate in payroll processing. Payroll Audit has also been very successful in detecting errors in employees' "Personnel Action" documents that change employees' pay records. In 2020, on average, Payroll Audit corrected 47.5% of the Personnel Actions that were submitted for processing.
- **Provided Enhanced Customer Service During COVID-19:** Payroll Audit is also very involved in customer service and resolving employees' issues. Payroll Audit was open daily during the COVID pandemic to answer employees' questions and concerns. The Division practiced all protocols to prevent the spread of the virus.
- **Implementing a New Payroll/HR System:** This year, the City transitioned to a new payroll/HR system to replace the antiquated system, FUND\$¹³. This new system eliminates hundreds of program enhancements and corrects for some of the calculation errors in the old system. The new system, ERMA¹⁴, is capable of handling the City's payroll needs with minimal augmentations. The Payroll Audit Division was instrumental in the implementation of ERMA. Staff, many with over 20 years of experience in payroll processing, auditing, and tax compliance, applied their expertise to ensure the new payroll/HR system met the needs of the City and its employees. This large, citywide effort, resulted in continuing to successfully deliver accurate paychecks to employees during and after the transition.
- **Issued Award-Winning Audits:** The Association of Local Government Auditors' (ALGA) recognized the Performance Audit Division's exceptional work by awarding it the 2018

¹³ The City's legacy enterprise resource planning (ERP) software, nicknamed FUND\$ (Financial Utility Network Data \$ystem).

¹⁴ The City's new ERP software, nicknamed ERMA (Enterprise Resource Management Application).

Knighon Award for its audit, Stronger Oversight Necessary to Ensure Continued Assistance for Severely Disabled Persons. The Division's work was recognized again when ALGA awarded it another Knighon Award for its 2020 audit, Rocky Road: Berkeley Streets at Risk and Significantly Underfunded. For the first time, the summary of this audit was translated into Spanish to increase access to audits. Additionally, over the last two fiscal years, the Division issued 13 reports, including audits, special reports, and updates on audit recommendations. These reports provide the public, City Council, and management with recommendations to improve City operations and program delivery, and address the needs of the Berkeley community.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The City Auditor is not requesting additional positions or proposing significant changes from the prior year's budget.

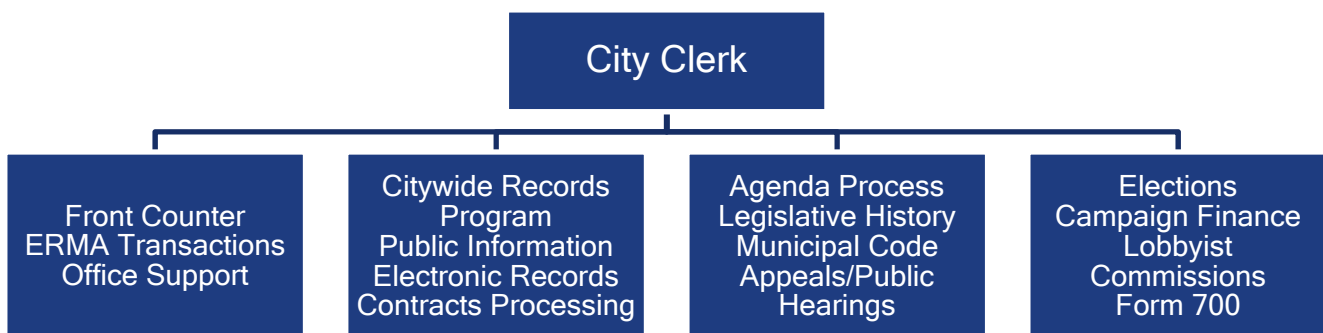
CITY CLERK



MISSION STATEMENT

The City Clerk Department provides citywide oversight for legislative proceedings and professional support to the City Council, City Manager, and City Staff. 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.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The City Clerk Department delivers the following primary baseline 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 (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) a Guide for the Public on How to Access 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 <http://www.cityofberkeley.info/clerk/>.
The Department also maintains the Records Online public access portal. This portal provides the public with quick and easy access to vital City records such as minutes, ordinances, resolutions, 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 of Interest Law:** The City Clerk is the local Filing Officer for the State of California. The City Clerk maintains regulations and forms under the State's Political Reform Act, Berkeley's Election Reform Act and Lobbyist Registration Act, and the Berkeley public financing ordinance. All local campaign committees are required to file campaign statements with the City Clerk. All designated employees, elected officials and appointed commissioners are required to file conflict of interest statements with the City Clerk.
- **Elections:** The City Clerk is the Elections Official and administers the City's regular and special municipal elections in accordance with state and local laws including: 1) the nomination process for candidates for Mayor, Council, Auditor, Rent Board, and School Board; 2) processing and managing the initiative, referendum and recall petitions; 3) ballot measure argument filing; 4) coordination with the Alameda County Registrar of Voters for regular and special elections services; and 5) ensuring transparency, accessibility, and equity in the public's engagement with the municipal election process.

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

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney, Information Technology	City Council Redistricting Process and Independent Redistricting Commission	After each decennial census the City is required to adjust the city council district boundaries so that each district has equal population. In 2016, voters adopted a charter amendment to conduct the redistricting process by using a Citizens' Redistricting Commission.	6/20 - 6/22	Continuing	\$106,400 (funded)

Performance Measures

The below table summarizes the City Clerk Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Number of City Council legislative items collated, tracked per agenda and minutes	Count of items per meeting (from meeting agenda plus any added items reflected in minutes)	n/a ¹	847 items	n/a
Number of Policy Committee legislative items collated, tracked per agenda and minutes	Count of items per meeting (from meeting agenda plus any added items reflected in minutes); the same items appear on multiple agendas and must be processed and compiled anew for each meeting (including amendments and revised versions)	n/a	500 items	n/a
Number of records indexed in the public portal	Count of records indexed to portal	n/a	2,360 records	n/a
Number of City Council meetings and Policy Committee meetings administered	Total count of City Council and Policy Committee meetings	n/a	159 meetings	n/a
Number of disclosures processed	Count of campaign finance filings, lobbyist disclosures, and Form 700 filings	n/a	<ul style="list-style-type: none"> • 660 campaign finance filings • 84 lobbyist disclosures • 849 Form 700 filings 	n/a
Number of communications the City Clerk receives	Count of communications	n/a	4,685 communications	n/a

¹ There are no "targets" for the City Clerk's Office, as their numbers are directly dependent on the amount of City Council activity in a given year.

CHALLENGES

City Clerk Department challenges include:

- **New Mandated Programs:** Four new mandated programs have added significant demands to the staffing capacity of the City Clerk Department:
 - Public Financing Charter Amendment (2016),
 - Lobbyist Registration (2019),
 - Redistricting Commission (2020), and
 - City Council Policy Committees (2019).

The added time demands for the mandated programs have resulted in a decreased level of service to customers in the community. For example, the Department is not able to offer the same level of assistance to campaign committee treasurers as was possible in past elections. Instead of being able to work with treasurers to troubleshoot issues and find solutions to inquiries, staff must only direct treasurers to the controlling regulation in order to be able to meet all competing demands.

- **Increased Legislative Activity:** The City Clerk Department supports the legislative process for the City Council and six policy committees. Since 2017, there has been an increase in legislative activity. This increased activity led to the creation of the Policy Committee system. While the policy committees provide a good avenue for better consideration of legislative items, it does result in a significant increase in the demands on City Clerk staff. The increase in activity was evidenced in the early summer of 2020 with 38 meetings (25 Council meetings; 13 policy committee) from June 1 - July 30. By way of comparison, there were 21 meetings in that same time frame in 2018, and 12 meetings in 2016.
- **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 (IT). The competition for IT resources hinders the City Clerk Department's ability to implement new efficiency measures such as a paperless contract processing workflow and staying current on third party software versions.
- **Impact of Pandemic Response:** As a small department with 10 authorized FTEs (full-time equivalent employees), the City Clerk Department is disproportionately impacted

by staff reassignment to Emergency Operations Center (EOC) activities. Over the course of the pandemic, the Department has provided 1.0 to 1.5 FTEs in support of the EOC. In a ten-person department, that equals 10 to 15 percent of staff capacity. To date, the City Clerk Department has been able to realign staffing to cover essential services, but the level of service to both internal and external customers has declined.

ACCOMPLISHMENTS

Highlights of recent City Clerk Department accomplishments include:

- **Transition to Virtual Meetings of Legislative Bodies:** Upon the onset of the shelter-in-place order, the City Clerk Department rapidly transitioned to a virtual meeting model using the Zoom platform. This change required several adjustments to meeting management processes, public engagement, and on-the-fly technology training and implementation.
- **Successful Administration of 2020 Election during the Pandemic and Shelter-in-Place:** The Department worked quickly to adapt the candidate filing, ballot measure filing, and campaign reporting/public financing processes to the shelter-in-place limitations. New procedures, cleaning protocols, physical improvements, and messaging to candidates and filers was needed to maintain the integrity of election processes during the pandemic.
- **Electronic Form 700 Filing for City Commissioners:** The Department has fully implemented e-filing for Commissioner Form 700s. This important change has resulted in much higher filing compliance, less follow up actions by City staff, and fewer vehicle trips to City Hall for the many commissioners that previously filed in-person.
- **Start-Up of Independent Redistricting Commission:** During the shelter-in-place order the Department quickly pivoted from an in-person community outreach program to a virtual/digital/physical signage/print ad outreach program to ensure broad awareness of the commissioner application period. The City received over 130 applications and has successfully started up the commission with a full membership in place for the March 17, 2021 meeting of the commission.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 2022 Proposed Budget considers funding request for the following items:

- The City Clerk Department will need an allocation of \$50,000 for a significant upgrade for the OnBase Agenda Management System in the FY 2022 Budget. This allocation is expected to be included in the November First Amendment to the FY 2022 Annual Appropriation Ordinance.
- Future increases for additional FTE and technology improvements will like be required and requested in the FY 2023 - FY 2024 Budget.

The following items are going to be deferred in FY 2022:

- Purchase of e-filing software for Lobbyist Filings - \$20,000
- Reduction in software account - \$10,000

CITY MANAGER

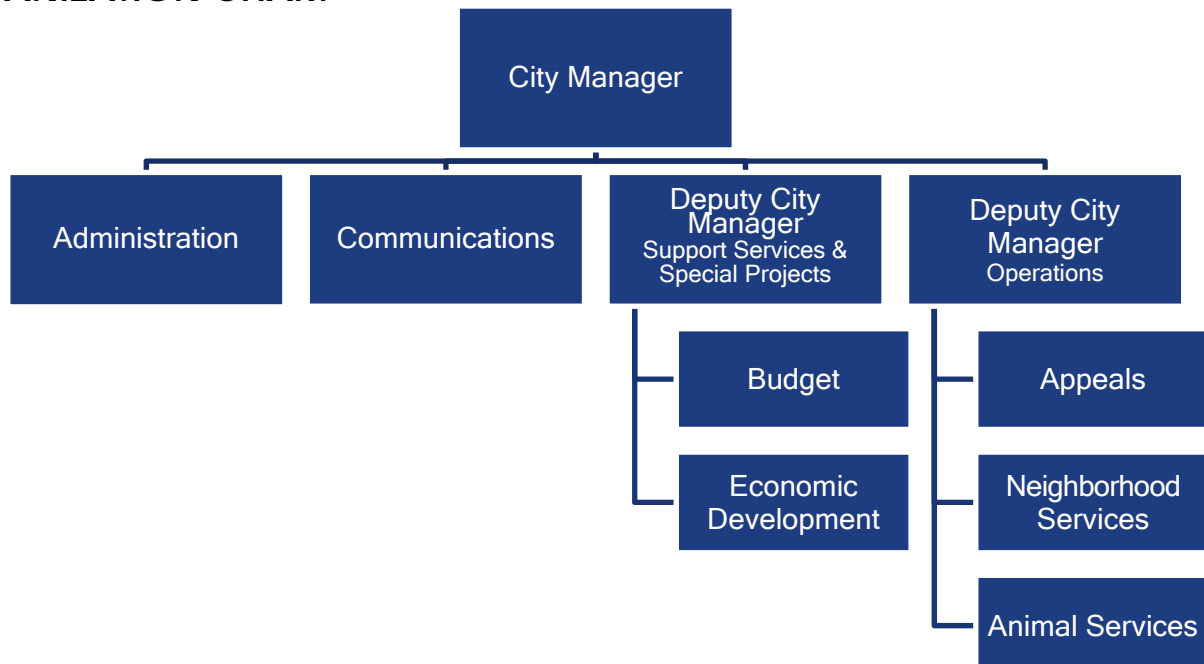


Civic Center Park

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.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

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

- **Animal Care Services:** Animal Care Services provides field services for the cities of Berkeley and Albany, and shelters animals from Berkeley, Albany, Piedmont, and Emeryville. The services include the enforcement of city ordinances related to animals, removal of killed or injured wildlife, impoundment of stray pets, and investigation of animal-related neglect, cruelty, nuisance and bite cases. The City's animal shelter houses domestic animals from the cities of Berkeley, Albany, Emeryville, and Piedmont and provides not only a safe haven for these homeless pets, but also adoption services, advice on animal-related topics, lost and found pet reports, and free or low-cost spay/neuter vouchers for Berkeley residents' dogs and cats.
- **Office of Budget & Fiscal Management:** The Office of Budget and Fiscal Management is responsible for the preparation, development and management of the City's Budget and for reviewing and analyzing all fiscal issues that impact the City. This Office also processes payroll for the Mayor and Council, School Board, City Attorney's Office, City Clerk's Office, Information Technology, and Human Resources, in addition to all other units of the City Manager's Office.
- **Communications:** The Communications Unit works with all departments to engage with and serve the community through effective messages on a variety of platforms: the web, email, social media and emerging technologies. This includes training, regular guidance, publication, and working with the media.
- **Enterprise Resource Planning (ERP):** The ERP team is leading a Citywide effort to replace the City's decades-old system of integrated applications that manage city operations and many internal functions related to finance, budgeting, technology, services and human resources. Addressing this long-neglected but critical portion of city infrastructure will increase efficiency, reduce unnecessary manual functions and set a foundation for a City government that is more nimble, forward-thinking, and better able to serve each other and our community.

- **Neighborhood Services Division:** The Neighborhood Services Division brings together staff from different City departments and partners in the community to address citizen complaints and other problems that affect the quality of life in Berkeley, such as blight, unsafe living conditions and graffiti. This division includes the Code Enforcement Unit and the newly-established Homeless Response Team. The Code Enforcement Unit is responsible for the enforcement of violations of the Berkeley Municipal Code, including zoning violations, graffiti, illegal businesses, blight, illegal units and accessory uses, signage and illegal dumping.
- **2020 Vision:** The City's 2020 Vision staff fulfill the critical backbone function for this collective impact partnership, coordinating and organizing work of the designated 2020 Vision liaisons from the Berkeley Unified School District (BUSD), Berkeley Community College (BCC), and UC Berkeley, and many others. 2020 Vision staff are also responsible for overseeing 2020 Vision's request for proposals (RFP) and contracting process with community agencies that deliver programs and services to advance the goals of 2020 Vision. Berkeley's 2020 Vision is in the process of relocating from the City Manager's Office to the Health, Housing and Community Services Department (Office of the Director) to promote greater synergy among efforts to support the wellbeing of African-American and Latinx residents of Berkeley and to consolidate the community agency contracting functions.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create affordable housing and housing support services for our most vulnerable community members	City Attorney, Fire, Planning, Public Works	Establishing an Emergency Shelter (formerly entitled Establishing an Outdoor Emergency Shelter)	See 1-21-20 City Council item 44. Per 4-14-21 City Council action, will be indoor. Includes tents with wooden pallets, an agency to oversee portable toilets and handwashing, showers and sanitation, garbage pick-up and safe needle disposal.	1/20 - 7/22	Continuing	\$1,005,262 annually (funded)
Create a resilient, safe, connected, and prepared City	Planning	UC Long-Range Development Plan	Participate in UC's Long Range Development Plan process.	1/19 - 7/22	Continuing	\$100,000 (funded)
Foster a dynamic, sustainable, and locally-based economy	City Attorney, Office of Economic Development, Planning, Public Works	Bayer HealthCare, Inc. Development Agreement	Engage with Bayer HealthCare, Inc. re: the extension of their existing development agreement.	10/19 - 7/22	Continuing	\$15,000 (partially funded through project sponsor contributions)
Champion and demonstrate social and racial equity	City Attorney, Fire, Health Housing & Community Services, Human Resources, Police, Public Works	Police Accountability Board Implementation	Establishing the Office of the Director of Police Accountability pursuant to Measure II.	12/20 - 1/22	New	\$45,000 (director recruitment process funded) + estimated \$1,100,000 (department budget, requesting appropriations)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance, Information Technology	Online Dog Licensing	Purchase and implement software to provide online dog licensing as well as other online transactions.	11/20 -8/21	New	\$14,000 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Legislative Platform	Creating a formal structure and process to communicate policy and policy support to and from local, regional, and State legislative bodies.	7/19 - To be determined	Continuing	On hold
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	Annual Survey	Implementing an Annual Survey to better understand the needs of the community.	7/20 - To be determined	Continuing	\$25,000 (funded)
Champion and demonstrate social and racial equity	All City Departments	Equity Toolkit	Operationalizing equity lens in service delivery and project planning (e.g., toolkit deliverable from Racial Equity Action Plan including things like adding an equity	7/19 - To be determined	Continuing	On hold

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			item to agenda reports, requiring an equity checklist as part of project work plans, etc).			
Provide an efficient and financially-healthy City government	All City Departments	Performance Management	Implementing results-based accountability citywide and provide a dashboard to better communicate results.	1/20 - To be determined	Continuing	Staff time (dashboard component unfunded/on hold)
Champion and demonstrate social and racial equity	All City Departments	Racial Equity Action Plan	With assistance from the Government Alliance on Race and Equity and researchers from UC Berkeley, develop a Racial Equity Action Plan designed to integrate equity considerations throughout City operations and services and to influence change within the community.	8/18 - To be determined	Continuing	On hold
Create a resilient, safe, connected, and prepared City	All City Departments	COVID-19 Demobilization and Recovery	COVID vaccine is universally available and life begins to return to pre-pandemic normalcy. However, there are still public health areas to address related to City physical infrastructure and behavioral change in order to open up all of the City's public buildings and services. These changes have yet to be determined and they are not budgeted.	To be determined	New	Currently unfunded; to be determined

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	Health, Housing & Community Services	2020 Vision Milestone	Recognize the significance of the Year 2020 in Berkeley's 2020 Vision. Source: 2018 CC Berkeley's 2020 Vision Update report.	7/19 - To be determined	Continuing	On hold; to be determined
Champion and demonstrate social and racial equity	Health, Housing & Community Services	Data Analysis	Explore and identify possible additional data sources to supplement the City's existing measure of outcomes for Berkeley's 2020 Vision. Source: 2018 CC Berkeley's 2020 Vision Update report.	7/19 - To be determined	Continuing	On hold; to be determined
Champion and demonstrate social and racial equity	Information Technology	African American Holistic Resource Center	In partnership with many in the community, plan for the development of a holistic African American Resource Center in South Berkeley, which will serve as a place of support and strength for the Berkeley community.	7/17 - To be determined	Continuing	\$7,250,000+ (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Information Technology ¹⁵	New City of Berkeley Website	Create a new design, look and information architecture for the City website so that it is interactive and serves and prioritizes the needs of the community, including a focus on increasing the number and types of transactions	7/21 - 6/22	Continuing	\$559,300 one-time, implementation; \$93,800 annual licensing/website hosting (funded)

¹⁵ Information Technology is co-leading on the technical side of the project as well as managing the project contract and budget.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			and services available online. Redesign the City website to improve the information and services available to community members online, to create web server redundancy in case of emergencies.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	Web Content Training	Create and develop a governance structure and a training program so that all departments have the appropriate tools and skills to build effective web content.	3/17 - 6/22	Continuing	\$160,000 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Human Resources	Communications Staffing	Introducing new positions to improve the City's communications.	7/19 - 6/22	Continuing	\$353,209 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible	Fire, Health Housing & Community Services	COVID-19 Website	Publish and maintain a COVID-19 website with comprehensive, up-to-date, accessible information about health and safety, local restrictions, vaccines, and	3/20 - 12/21	New	Staff time





Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
service and information to the community			other pandemic-related topics of high interest to the Berkeley community.			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	None	Public Communications Toolkit	Develop a suite of tools, templates, and short training videos to help organization-wide staff more effectively tell their story, inform community members about services and opportunities, and meet operational goals through high quality public communications.	3/21 - 12/21	New	Staff time




Performance Measures

The below table summarizes the City Manager's Office performance measures for Animal Services, Budget, and Neighborhood Services. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
High live release/low euthanasia	Live release rate	↑	94%	n/a ¹⁶
Disease control for humans and animals	Count of vaccinations	↑	1,365 vaccines provided	n/a
Provide sterilization for animals within jurisdiction	Count of spayed/neutered animals	↑	399 spay/neuter procedures provided	n/a
Number of volunteer hours	Count of volunteer hours	↑	<ul style="list-style-type: none"> • 20,020 volunteer hours • 397 hours • 14% volunteers fostering animals in their homes 	n/a
Provide medical rehabilitation for sick/injured animals	Count of animals rehabilitated	↑	60 sick and/or injured animals provided medical rehabilitation	n/a
Balanced budget	Achieving a balanced budget each cycle	Balanced budget	Balanced	●
Government Finance Officers Association (GFOA) Distinguished Budget Presentation	Receiving GFOA award each cycle	Received Award	Award received	●
Reporting on unfunded liabilities	Reporting on unfunded liabilities each cycle	Issued report	Report issued	●
Participating in Budget and Finance Policy Committee Meeting	Count and percentage of meetings attended annually	100% attendance	19 meetings attended, 100% attendance	●

¹⁶ For the Animal Services measures (release rate, vaccination count, sterilization, volunteer hours, and rehabilitation) there is no reference point, first year collection this data.

Measure	Description	Target	Actual	Tracking
Not exceeding appropriations at year's end	Appropriated amount compared to spent amount in General Fund and Special Funds	Appropriated amount is equal to or less than spent amount in General Fund and Special Funds	\$223,624,947 General Fund Appropriated \$219,015,176 General Fund Spent Exceeded appropriation: No \$650,280,966 All Funds Appropriated \$533,316,793 All Funds Spent Exceeded appropriation: No	
Review of Council items	Count of items (e.g., staff reports) reviewed annually	n/a ¹⁷	847 items	n/a
Trash abatement	<ul style="list-style-type: none"> Tons of trash removed Count of abatements 	n/a ¹⁸	<ul style="list-style-type: none"> 208.49 tons (June 2019 - February 2021) 289 abatements 	n/a
Timeliness and completeness of response to complaints ¹⁹	Average days to resolve complaint	↓	16.85 days	
	Percent closed/completed/resolved complaints	↑	37% closed	
	Ratio of total complaints received to closed/completed/resolved	Increase the number closed in comparison to total	643 complaints, 235 closed	

-  Meeting/exceeding target ↑ Target is to increase numbers/percentages
 Near target
 Not meeting target ↓ Target is to decrease numbers/percentages

¹⁷ There are no "targets" for the Council items review, as those numbers are directly dependent on the amount of City Council activity in a given year.

¹⁸ The amount of trash abatement is dependent on the amount of trash generated and in need of abatement, something outside of Neighborhood Services span of control.

¹⁹ This data does not include data for the Code Enforcement Unit.

CHALLENGES

The below selection describes challenges facing the various divisions in the City Manager's Office.

- **Animal Care Services:** Beginning in mid-March, the Dona Spring Animal Shelter was closed to the public for 2020. As an essential service, the staff continued to work at the shelter and in the field 7 days a week. Working with the public on site at the shelter and in the field provided significant challenges to maintaining social distancing and staffing was negatively impacted.
- **Code Enforcement:** Code Enforcement experienced several challenges in relation to the COVID-19 pandemic:
 - **Addressing COVID-19 Related Complaints:** COVID-19 related complaint calls received by the City's call center were assigned to Code Enforcement for follow up. Code Enforcement worked with the Emergency Operations Center to train and deploy additional staff from other departments to assist in addressing these complaints.
 - **Managing Safety with Field-Based Work:** Sheltering-in-place and teleworking created challenges for staff to remain safe and adhere to health protocols while the majority of their work is field-based.

An additional challenge the unit faced is that budgetary constraints prevented the use of subscription-based investigative tools. These tools enhance Code Enforcement communication with property and business owners.

- **Communications:**
 - **Website Project Delay:** The City suffers from an aging website that does not meet community expectations for digital service delivery and places a high maintenance burden on City staff. A new website, scheduled to launch in Fall 2020, was placed on hold due to staff redeployment for COVID-19 response. The project is expected to resume in summer 2021, and this will bring its own challenges. Significant work had gone into preparing staff across the organization for transition to the new platform and associated process changes, which represent an entirely new way of serving community members online. With key players in impacted departments having left the City or moved into different roles, new staff will need to be identified and trained. Content planning

work, which had been completed, will now need to be revisited to adjust for organizational and operational changes that have occurred in the past 18 months.

- **COVID-19 Pandemic Response:** The COVID-19 pandemic created unprecedented demand for information. While the team was able to enlist backup early on, most support staff were returned to their departments in summer 2020. For the bulk of the pandemic, the two permanent staff in the Communications Unit and one administrative support staff have been responsible for all COVID-19 communications. All long-term projects were placed on hold and the quality and level of support the team has been able to provide to departments has been severely impacted. The team's ability to assist with day-to-day messaging is highly dependent on Emergency Operations Center (EOC) needs, and frequently results in lengthy response times for even simple requests. There is no capacity to assist with strategic communications planning, a key function of the Unit during normal times, resulting in inadequate or haphazard communication on a number of major initiatives.
 - **Staffing:** Berkeley's Communications Unit has historically been understaffed compared to peer organizations. With only two staff, a single crisis that demands significant support from the team has an outsized impact on the Unit's ability to provide baseline services to the rest of the organization. Two new positions that had been budgeted for FY 2021 were deferred due to the pandemic. These positions were restored in December and are in the recruitment process now. While this will provide much welcomed relief, onboarding new staff and restructuring work across a larger team will take time, which existing staff must balance with continuing COVID-19 and other City communications work.
- **Neighborhood Services:**
- **Initiating a New Program:** Staff is working with two different external organizations to bring an outdoor emergency shelter to fruition. This program will be operated out of the City Manager's Office and continues to take significant time and resources to plan. If approved by Council, it will continue to take intensive staff time to oversee operation of the site.

- **Addressing Encampments' Needs and Impacts:** Homeless encampment garbage cleanups, outreach and enforcement of the “shared sidewalk” policy continue, but with less staff. There was a significant amount of time where there was no outreach or social services worker and Neighborhood Services staff associated with this position was deployed to the Emergency Operations Center (EOC).
 - **Developing an Administrative Regulating Relating to Encampments:** Staff have been asked to develop a more transparent process when assessing impacts of the homeless crisis in the community and administering encampment resolutions. This work continues and staff anticipates that Neighborhood Services will take a leadership role in this enhanced process.
 - **Maintaining Normal Service Levels:** Neighborhood Services had a higher than average amount of opened cases (community complaints/requests) due to the fact that staff were deployed to the EOC and a staffing vacancy.
- **Office of Budget & Fiscal Management:** The Office’s challenge will be to balance the budget in FY 2023 and FY 2024 given the City’s unfunded liabilities, rising pension costs, and limitations on the spending of General Fund revenues to fund overall city operations, critical infrastructure needs, and allocate resources to priorities established by City Council.
 - **2020 Vision:** The pandemic has impacted the work of Berkeley’s 2020 Vision. Staff has been deeply involved in the Emergency Operations Center (EOC) pandemic response pulling away time and attention for 2020 Vision. Over the course of the pandemic, there has been limited to no availability of the data that 2020 Vision uses as performance indicators. Most standardized tests were canceled, the kindergarten readiness screening was shelved for the year and school attendance measures were redefined and no longer comparable with past measures of attendance. As in-school instruction returns, 2020 Vision staff will work with multiple partners to re-establish these data sources and identify new ones to complement the existing data sets. The pandemic took hold as 2020 Vision was planning a set of activities to recognize reaching the ambitious milestone date established by 2020 Vision’s “founders.” 2020 Vision staff and partners recognize over the past year, racial equity and academic divides between Black/African American and Latinx students and their peers have widened. The greatest challenges facing the Berkeley 2020 Vision partnership will be

to adapt and strengthen its approaches to address both pre-existing disparities and those that have widened during COVID-19.

ACCOMPLISHMENTS

Highlights of recent City Manager's Office accomplishments include:

- **COVID-19 Operations:** The City Manager's Office oversaw and led multiple activations of the Emergency Operations Center that was initially activated in early 2020 to address the COVID-19 pandemic and was also mobilized to address multiple public safety power shutoff / high-wind events and the November 2020 elections. Berkeley is unique in being its own public health jurisdiction. This meant not only managing the EOC but also shepherding the development and implementation of Health Officer Orders. Additionally, in terms of COVID-19 communication and transparency, the City Manager's Office facilitated regular briefings with the City Council to ensure that timely and accurate information was conveyed; participated in reoccurring community town halls sponsored by the Mayor; and held employee forums.
- **Policy Implementation:** The City Manager's Office is leading a team to implement of the Police Accountability Board and the Public Safety Reimagining process. Additionally, the City Manager's Office successfully worked with the Police Department and City Attorney's Office to implement its new Use of Force Policy. The City Manager and Deputy City Managers, by working closely with City Council and the Berkeley Police Association were able to complete negotiations on the Charter Amendment to strengthen civilian oversight of the Berkeley Police Department. Ultimately, City Council placed the Charter Amendment (Measure II) on the November 2020 ballot and it was overwhelmingly adopted by voters.
- **Animal Care Services:**
 - **High Live Release Rate:** Animal Services maintained its status as a "no-kill" shelter, with a very high live release rate of 94.5% for all animals and a euthanasia rate of 5.5%, which primarily reflected animals that sustained life-threatening injuries or displayed insurmountable behavioral issues. For dogs and cats, 19% of those released were adopted, 34% were rescued, and 37% were returned to their owner or were feral cats returned to the field.

- **New Foster Program:** Because the Dona Spring Animal Shelter was closed to the public beginning mid-March 2020 and continuing through the remainder of the year, the staff developed a foster program enabling most shelter animals to be housed in private homes with foster volunteers. Staff designed and implemented foster policies and procedures as well as a cache of resources for the new foster program. COVID-conforming protocols were put in place to allow for safe adoptions processes.
 - **Human Animal Support Services:** Animal Services staff developed programs in alignment with the national HASS model (Human Animal Support Services). Services include providing pet food to the Berkeley Food Pantry, expanding the provision of pet food and supplies to homeless pet owners, and providing free spay/neuter surgeries to low/no income pet owners.
 - **Increased Spay/Neuter:** Animal Services spayed/neutered 108 feral cats in 2020, a 130% increase over 2019. The effect is to reduce the number of unplanned kittens by an estimated 432.
- **Code Enforcement:** Staff rose to the challenge to address COVID-19 public health related calls, often time working in the field and conducting site visits where necessary. They also coordinated with Emergency Operations Center staff, the Health Officer and other departments in crafting a deliberate and considered response. Code Enforcement successfully partnered with the Health, Housing and Community Services Department, the City Attorney's Office, and EOC to enforce COVID-19 Protocols and Health Order violations. Additionally, the unit was able to maintain staffing and review work flow, as well as identify areas for improvement.
- **Communications:**
- **COVID-19 Communications:** The Communications team has maintained a constant flow of information to community members throughout the pandemic, positioning the City as a reliable and trustworthy source of information during stressful and uncertain times. The team has published over 140 community messages related to COVID-19, which span public health topics (local restrictions, protecting oneself and others, testing, vaccines) as well as messaging about operational impacts from the pandemic, such as parking enforcement changes and accessing services remotely. These messages represent only a fraction of overall COVID-19 communications work, which also

- **Encampment Cleanups:** Neighborhood Services responded to many calls for service, the majority of which were related to homelessness and encampments. During cleanups, an average of 9 tons of trash was removed per month from encampments.
- **Healthy Behavior:** Staff worked closely with UC Berkeley and other associated groups to encourage responsible and healthy behavior during the shelter in place orders.
- **Office of Budget & Fiscal Management:**
 - **GFOA Award:** This division received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2020 & FY 2021 Adopted Biennial Budget Book and FY 2020 & FY 2021 Adopted Capital Improvement Program Budget Book.
 - **Balanced Budget:** Due to the COVID-19 pandemic, the Office of Budget & Fiscal Management was forced to implement substantial revisions to the FY 2021 Budget in a compressed timeframe to address a \$40 million deficit.
 - **Expert Analysis and Support:** Staff provided City Council with the Projection of Future Unfunded Liabilities Report in March 2021 and provided support to the new Budget & Finance Policy Committee.
- **2020 Vision**
 - **New Summer Course for Incoming Students:** In Spring 2020, 2020 Vision staff worked with Berkeley City College to create a new six-week, intensive summer course for incoming 9th graders at Berkeley High School (BHS). Working with BHS's lead prevention counselor, we recruited students who were most likely to fall through the cracks during their transition from middle to high school - particularly in the context of the pandemic. Of the 50 students who enrolled, 72% were Black/African American and/or Latinx. Forty-eight of the students completed the coursework earning one college credit - before they even started high school. 2020 Vision successfully spun off this project; BCC and BHS are jointly offering the course again during summer 2021.
 - **Black/African American Parent and Principal Learning Circles:** 2020 Vision also launched a new project in partnership with BUSD's Office of Family Engagement and Equity (OFEE). Since October 2020, Berkeley's 2020 Vision has co-hosted three Black/African American Parent and Principal Learning Circles (via Zoom),

with 50 - 80 participants including parents/guardians and principals from all Berkeley elementary and middle schools. Participants have taken part in deep large and small group discussions aimed at promoting communication, understanding and respect between Black/African American parents and school leaders. Participants are currently working on a final project designed to help re-shape Berkeley schools to better meet the needs of Black/African American students.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The following items are in the FY 2022 Proposed Budget:

- A new Homeless Response team to provide outreach, connection to services and housing and trash removal is in the process of development. Two outreach staff are in place and budget requests for two Public Works staff and a Berkeley Police Department Community Services officer are forthcoming. This will allow for more services in our encampments citywide and is budgeted at approximately \$900,000.
- Communications has added two new Digital Communications Coordinator positions to strengthen staffing and enhance the City's ability to better serve the community with public information and manage the new City website. There is an addition of \$85,000 in the FY 2022 budget for a community survey for potential ballot measures relating to the November 2022 election.

These items from Animal Care Services are going to be deferred in FY 2022:

- \$64,270, Senior Animal Control Officer - defer for six months
- \$12,392, Reduction in various non-personnel accounts (Pride Industries, airfare, lodging, field supplies, and other supplies)

ECONOMIC DEVELOPMENT

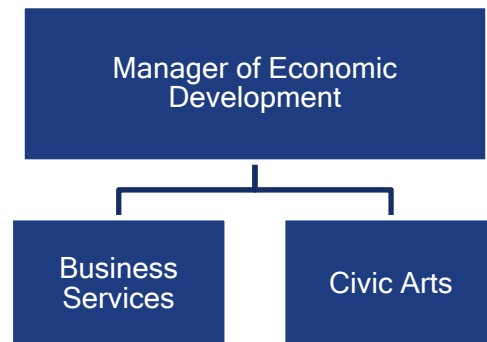


CITY OF BERKELEY | OFFICE OF ECONOMIC DEVELOPMENT | 2020

MISSION STATEMENT

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

ORGANIZATION CHART



DIVISION OVERVIEW

OED comprises two units: Business Services and Civic Arts. Together, these two units deliver the following baseline services:

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

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

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Foster a dynamic, sustainable, and locally-based economy	City Manager's Office, Finance, Planning	COVID Economic Response and Recovery	Multifaceted program responding to COVID-19's impacts on Berkeley's business and arts community, and working towards local economic recovery.	3/20 - To be determined (end of pandemic)	New	\$2,000,000+ (funded, already distributed); ongoing and future need, including staff time to be determined
Foster a dynamic, sustainable, and locally-based economy	City Attorney, Finance, Information Technology, Public Works	Outdoor Commerce	Path to Permanence for Outdoor Dining and Commerce Permits/Program Granted Under COVID-19 Public Health Emergency Declaration.	11/20 - 7/21	New	Staff time
Foster a dynamic, sustainable, and locally-based economy	City Attorney, Finance, Public Works	Berkeley Art Works Progress	Civic Arts grant program providing funding to artists, performers, and community members for temporary creative projects in the public realm throughout Berkeley which will contribute to our community's resilience and recovery from the effects of COVID-19.	12/20 - 9/21	New	\$200,000 plus staff time (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			Funded projects will respond to the following themes: Public health & wellbeing; Economic recovery & resilience; Community connection & belonging.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Parks Recreation & Waterfront, Planning, Public Works	Civic Center Precise Plan	Next phase of the Civic Center Vision and Implementation Plan (Old City Hall, Veterans Building, and Civic Center Park).	To be determined (contingent upon funding)	New	\$56,000,000 ²⁰
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Public Works	Interactive Digital Kiosks	Facilitate the installation of interactive digital kiosks (IKE) to share information about civic resources; market local businesses, arts organizations, and commercial districts; and generate revenue for the City of Berkeley.	4/18 - 6/22	Continuing	Staff time (approximately 500+ hours)
Foster a dynamic, sustainable, and locally-based economy	City Manager's Office	#Discovered in Berkeley - Berkeley Business Marketing & Communications	Sustaining and expanding upon work from Berkeley - Business Marketing	7/21 - To be determined	New	\$20,000 (requesting funding)

²⁰ This is not currently budgeted nor programmed with existing Measure T1 funds. Possible funding sources could include a new bond measure or federal grant funding.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
		Project: Continuation (Phase 2)	and Communications Project - Phase 1 (e.g., further development of the Berkeley Holidays Campaign and the "Discovered in Berkeley" stories series highlighting Berkeley businesses and encouraging local (safe) shopping).			
Foster a dynamic, sustainable, and locally-based economy	Planning	Expand and Modify the Downtown Arts District Overlay	Examine and develop recommendations for expanding the boundaries of the current Downtown Arts District Overlay as well as the allowable active ground-floor uses.	9/19 - 12/21	Continuing	Staff time
Foster a dynamic, sustainable, and locally-based economy	City Manager's Office	Berkeley Ventures, Berkeley Values	Develop and implement a "Berkeley Tech, Berkeley Values", a campaign to leverage local tech sector skills, wealth, and other resources to support equitable and inclusive growth.	9/19 - To be determined	Continuing	\$15,000 (requesting funding)
Provide state-of-the-art, well-maintained infrastructure,	Parks Recreation & Waterfront, Public Works	Measure T1 Public Art Projects	Implement new public art project commissions associated with T1 Bond Projects at North	6/18 - 7/21	Continuing	Measure T1 funding was spent by 12/20 and projects are slated to be

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities			Berkeley Senior Center and San Pablo Park, which will be integrated into the planned improvements in order to beautify these spaces and enhance the user's experience.			complete by summer 2021.

Performance Measures

The below table summarizes the Office of Economic Development's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Arts and culture grants	<ul style="list-style-type: none"> Number and total dollar amount of arts and culture grants Number of grant applications 	↑	<ul style="list-style-type: none"> 109 grant applications, 94 grants awarded \$580,000 	●
Active Revolving Loan Fund (RLF) loans	Number of RLF loans executed in a given period	↑	8 loans	●
Private sector jobs saved	Number of jobs retained through RLF loans	↑	77 jobs	●
Jobs created	Number of new jobs created through RLF loans	↑	51 jobs	●
Total RLF dollars loaned	Dollar amount of active RLF loans	↑	\$760,000	●
Newsletter updates to Business, Arts, and Community Organizations	<ul style="list-style-type: none"> Number of newsletter subscribers Number of newsletter views Number of newsletters published August 2020 - January 2021 Average number of newsletters published monthly, 2020 Average number of newsletters published annually, previous years 	↑	<ul style="list-style-type: none"> 1,000+ subscribers 33,263 views 11 newsletters published August 2020 through January 2021 2 newsletters/month, average, 2020 2 newsletters/year, average, previous years 	n/a ²¹

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

²¹ No reference point, first year collection this data.

CHALLENGES

The Office of Economic Development's challenges include:

- **Staffing Shortage:** OED has had one vacant full-time equivalent employee (FTE) in the OED manager role since July 2020. Though effective backfilling for the manager role, (including additional support from the City Manager's Office), has offered internal opportunities for growth, the team's additional capacity to implement new programs or to further support COVID-19 impacted businesses and commercial districts has been particularly limited for the Business Services team.
- **Ongoing Emergency Operations Center (EOC) Response:** Since March 2020, OED has dedicated one staffer to serving in the EOC's management section as the business liaison, often with overlapping EOC responses (e.g., concurrent emergencies). Though this has made for tremendous, coordinated services to our business and arts community, during a remarkable period in our nation's history, it has taken away from time spent on baseline operations and routine work.
- **In the current configuration, Civic Arts staff do not have the capacity to implement the bold work plan adopted by the Civic Arts Commission (42 Items):** Balancing the Commission-responsive workload along with supporting the needs of the City's arts organizations that have been and continue to be closed/limited due to the COVID-19 Pandemic is a pressing challenge.

ACCOMPLISHMENTS

Highlights of recent OED activities and accomplishments include:

- **COVID-19 Small Business & Arts Organization Emergency Grant Program:** Through this program, the City awarded 763 business and arts organizations \$1,660,000 emergency grants in six weeks' time.
- **Small Business Revolving Loan Fund (RLF) & Resiliency Loan Program (RLP):** The Coronavirus Aid, Relief, and Economic Security (CARES) Act funded \$800,000 in 14 new RLP loans to Berkeley businesses (executed in January 2021) and 8 active RLF loans were able to offer 6 months in payment relief.
- **Outdoor Commerce:** OED along with other staff crafted the urgency ordinance to permit outdoor dining and commerce (June 2020) and provided technical assistance to

the nearly 50 installations of public and private outdoor commerce established in Berkeley in 2020.

- **Developed New Avenues for City-Business Communications:** New and expanded initiatives in 2020 included:
 - Supervising and deploying an Emergency Business Outreach Team (April 2020) which conducted over 5000 business surveys and nearly 800 phone calls to assess preliminary COVID-19 impacts. The team fielded thousands of direct business inquires by phone & email (through the EOC);
 - Hosting 40+ recovery listening sessions for key industry sectors and arts organizations;
 - Issuing 26 (and counting) OED newsletters (viewed 33,000+ times) with relevant information and opportunities for businesses;
 - Partnering (OED's business services team) with the Berkeley Chamber of Commerce to organize 13 digital Berkeley Business Forums for the business community at large to gain information, ask questions and share resources;
 - Conducting field surveys in Berkeley's commercial districts to document business closures, pivots and vacancies; and
 - Publishing COVID-19 resources for businesses & arts organizations on the City of Berkeley and data dashboards to provide information on local economic impacts to policy makers and the general public.
- **Highlighted Local Small Businesses:** OED highlighted local small businesses with notable pandemic "pivots" through the #DiscoveredinBerkeley marketing campaign, and with the Berkeley Holidays Gift Guide Campaigns.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Office of Economic Development anticipates great need from our Business and Arts Community to respond to the ongoing pandemic and related economic recovery efforts. The Economic Development is requesting funding for the following items in FY 2022:

- \$20,000, FY 2022, General Fund, for Berkeley Business Marketing and Communications Project to sustain and expand upon the first phase of the marketing campaign. Phase two will include the further development of the Berkeley Holidays

Campaign and the “Discovered in Berkeley” stories series highlighting Berkeley businesses and encouraging local (safe) shopping).

- \$15,000, FY 2022, General Fund, for “Berkeley Ventures Berkeley Values” to deepen the work that seeks to close the digital divide, and leverage local tech sector skills, wealth, and other resources to support equitable and inclusive growth.
- \$10,000, FY 2022, General Fund, for the Bayer Development agreement, as a funding reserves resource (contract with EPS to be an independent third party to verify monetary impacts to city) to support staff in their negotiations with Bayer over their application to extend and amend their Development Agreement.
- Restore a deferred temporary Assistant Management Analyst position (authorized early March 2020) to support Civic Arts in FY 2022.

The following item is being deferred in FY 2022:

- \$25,000 for Small Business Support and Technical Assistance to provide support for businesses at risk of displacement or closure, non-profit providers or Berkeley's hard-hit small businesses as they recover from the pandemic's impacts.

FINANCE

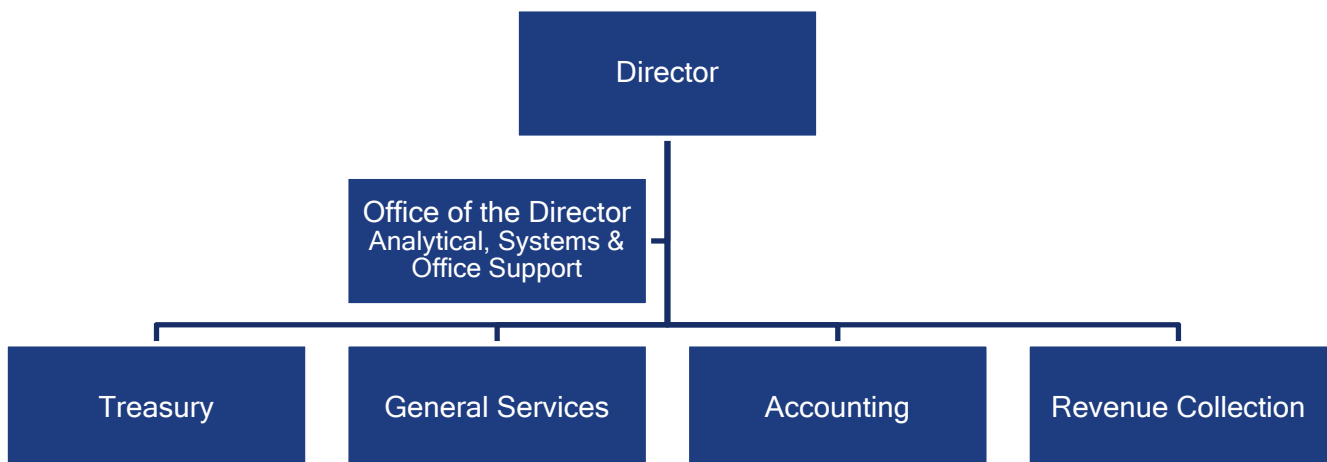


Source: <https://www.inc.com>

MISSION STATEMENT

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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

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

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

- **Office of the Director and Finance Administration:** The Finance Director serves as the City's Chief Financial Officer, Investment Manager, and City Treasurer. The Director's Office provides expert, professional assistance to City management and City Departments on financial, accounting, and related matters; provides business administration and technical assistance to City departments; administers the annual budget and directs day-to-day financial operations; provides revenue and economic forecasting to City policymakers and stakeholders; manages the City and retiree medical plan investment portfolios; designs and implements an automated and integrated financial accounting system; makes presentations of the City's financial status and operations to the City Council and other regulatory agencies; and monitors developments related to finance and accounting matters and evaluates their impact on City operations and financial programs.
- **Treasury:** The Treasury Division is responsible for receipt recordation, deposits, and investments of City monies. It also assists the Finance Director in investing short- and long-term investments of surplus City funds; maintains fiscal accountability for all City monies; manages the City's banking relationship; coordinates implementation of the City's online payment programs; and serves as the lead for Payment Card Industry compliance.

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

- **General Services:** The General Services Division manages a centralized Purchasing function. This division identifies equipment, goods, and services that will meet the

City's needs; creates cost effective purchasing and maintenance agreements; issues and awards all non-construction bids and Request for Proposals; and opens all construction bids to obtaining the best competitive pricing for purchases while adhering to the City's purchasing policies. It also enforces compliance of City policies involving the following programs: Living Wage, Contract Compliance, and procurement restrictions. This division maintains the Purchasing information on the City's website and assures that customers and vendors have online access to needed information and forms. The Division is also responsible for mail services.

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

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

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

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

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	City Attorney, Health Housing & Community Services	Equal Pay Vendor Preference	Draft an ordinance related to an equal pay vendor preference for City contractors who demonstrate equal pay for male and female employees (gender based on self- identification).	9/19 - 6/22	Continuing	Staff time

Performance Measures

The below table summarizes the City Clerk Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Citywide purchasing	Review requisitions submitted and determine the percentage that are: either not compliant with purchasing requirements and require returning to the department, or, substantially compliant but require additional review	↓	4,968 purchase orders, totaling \$206,961,915.57; approximately 10% noncompliant, 20% partially compliant	n/a ²²
Citywide payment processing	Review payment requests submitted and determine the percentage that are: either not compliant with payment requirements and require returning to the department, or, substantially complaint by require additional review	↓	91,428 invoices, totaling \$407,577,485.37; approximately 20% noncompliant/requiring additional review	n/a
Citywide investments	Investments meet safety, liquidity, and reasonable return requirements	Meets requirements	\$596,640,057 total cash and investments; 4.5% rate of return; successfully meeting safety, liquidity, and reasonable return requirements	●
City financial reporting	Meet statutory state submission deadline with no findings by external auditors	Meet deadline with no audit findings	Missed submission deadline by two weeks; received no audit findings	●

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

Curious about the data and targets? Learn about our strategy moving forward on page 351.

²² For both Citywide purchasing and payment processing, there is no reference point of comparison. This is the first year collecting data.

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.
- **Payment Acceptance Process Improvement:** The City has previously had very limited online payment options that customers could use to satisfy their obligations. COVID-19 and the resulting shelter-in-place orders caused a rapid change of environment, and the Department has struggled to accommodate payment acceptance. While the Department has been able to offer an online option for some billing and fee types, the Department would like to expand its capabilities and offer online payment options for more customers. For billings that will be migrated from the City's legacy financial system (FUND\$) to the new financial system (ERMA), the Department would like to explore using the Customer Self Service functionality available in ERMA to enable additional online payment options for the community and customers.²³
- **Issuance of Measure T1 (Phase 2) General Obligation Bond:** There are certain covenants included in the bond authorizing measures which were passed by the City's taxpayers. One covenant sets a ceiling on the tax rates property owners can be billed in order to collect the necessary funds to support debt service payments for the bond. The Department must determine the city's borrowing capacity based on the annual assessed valuation of City properties by the County. The assessed valuation is what drives the capacity to borrow, as a higher valuation allows a given tax rate to support higher debt service payments. Also, in order to make sure the City can borrow funds at the lowest possible cost, the Finance Department must monitor credit markets and time the issuance of new bonds accordingly. To ensure that the sizing and timing of any new debt issuance is most advantageous for the City, the Department must also weigh the immediacy of the need for project funding against the City's overall capacity for more borrowing.

²³ The City's new enterprise resource planning (ERP) software is nicknamed ERMA (enterprise resource management application). The City's legacy ERP software is nicknamed FUND\$ (financial utility network data system).

- **ERMA Accounts Receivable and General Billing Implementation:** The implementation of the Accounts Receivable and General Billing modules in ERMA has required the dedicated time and attention of limited staff in the Treasury, Revenue Collections and Customer Service groups to gather requirements and test configurations in the new system. Staff have also had to re-examine procedures used in other billing and payment systems that will need to provide data to the new ERMA modules, to ensure functionality for end users. Staff assigned to ERMA implementation must carry out these tasks on top of maintaining day-to-day operations.
- **Purchasing Card Program:** The Department is working on implementation of a Citywide purchasing program to replace the current outdated departmental card program to enable efficient purchasing with a robust review and approval process. Transitioning to a purchasing card program involves reviewing card issuance and usage regulations, auditing present cardholder usage, and defining any procedural changes. In addition to creating new users in the system, historical spending analyses must be done to provide correct budget codes to cardholders and reconcilers and determine appropriate spending limits. Once configuration is complete, the Department must develop and conduct a training program for staff and p-card program administrators.
- **Parking Management System:** The Department is working on reevaluating the existing Passport System that has proved unable to meet financial business requirements agreed to in the contract.

ACCOMPLISHMENTS

Highlights of recent Finance Department accomplishments include:

- **Business Licenses, general:** In 2020, the Revenue Collection Division increased the efficiency of the business license program. With limited resources, the Finance Department was able collect over \$28,000,000 in Business License revenues by:
 - Implementing online renewals and payments,
 - Implementing a new audit program of non-compliant businesses, and
 - Improving system processes for increased effectiveness.
- **Property Taxes:** The County of Alameda implemented a new system for property assessment, and the City coordinated to ensure that our own special assessments

could be seamlessly transmitted. This allowed the City to bill over \$100 million in taxes and special assessments.

- **Very Low-Income Refund Program:** The Revenue Collection Division implemented changes to the City's Very Low-Income Refund Program to make it more efficient and more accessible to Berkeley citizens, especially senior citizens.
- **ERMA Capital Assets Implementation:** The Capital Assets module was fully implemented and migrated from FUND\$, eliminating the need to manually interface fixed asset data and transactions into the ERMA accounting system.
- **Produced Comprehensive Annual Financial Report:** The Department successfully implemented new reporting software to produce the annual financial reports.
- **AB3002:** The department successfully implemented a new bill that required local jurisdictions issuing business licenses and building permits to provide applicants with an informational notice.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 2022 Proposed Budget is requesting funding for the following item in the Finance Department:

- \$100,000, FY 2022, General Fund, for additional Staff Resources to support Phase II - ERMA Implementation

The following costs are being deferred in FY 2022:

- \$565,741 - FY 2022, General Fund:
 - \$59,675 - Customer Service Specialist II (6 mos. in 2022)
 - \$119,349 - Customer Service Specialist II (12 mos. in 2022)
 - \$131,226 - Revenue Development Specialist I (12 mos. In 2022)
 - \$127,745 - Field Representative (12 mos. In 2022)
 - \$127,745 - Field Representative (12 mos. In 2022)

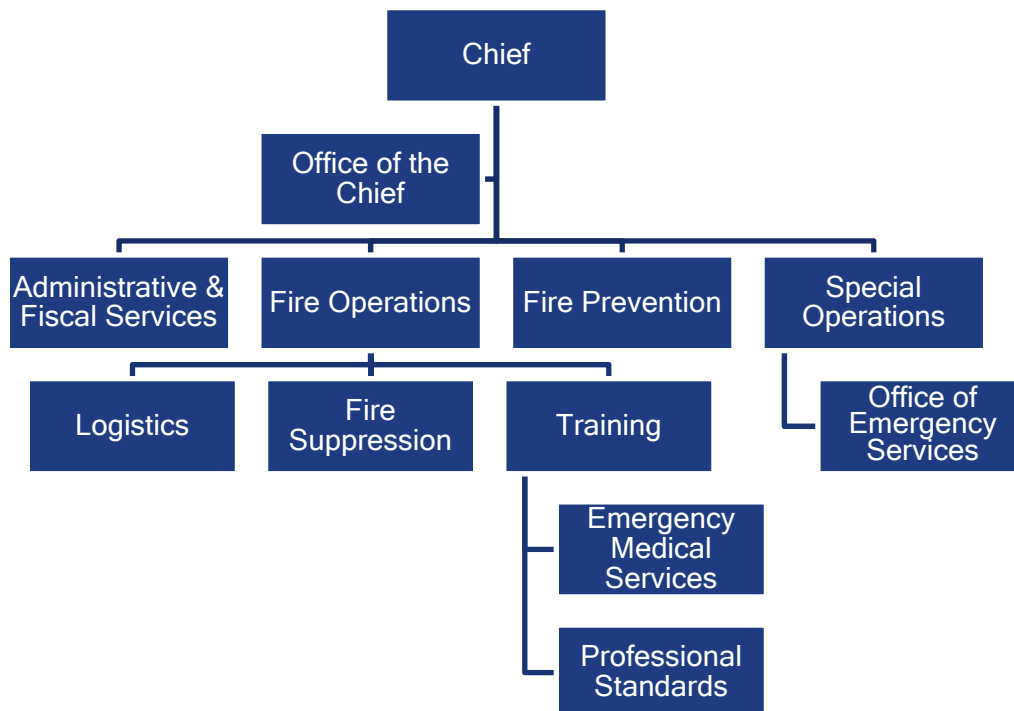
FIRE



MISSION STATEMENT

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

ORGANIZATION CHART



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 into the Office of the Chief and four divisions to deliver the following services:

- **Office of the Fire Chief:** The Office of the Chief plans, organizes, coordinates and directs the City's fire prevention, suppression, and emergency medical service programs. The office also provides assistance to City management, fosters cooperative working relationships with community groups and other agencies on fire matters, and maintains the labor and management relationships.
- **Administrative and Fiscal Services:** The Administrative and Fiscal Services Division provides services of budget and fiscal policy, payroll, purchasing, administrative systems, record retention compliance, employee training and development, and the labor and management relationship. Administrative and Fiscal Services also oversees strategic planning, grant writing, public record act request responses, and performance tracking and reporting.
- **Operations:** The Operations Division represents two distinct sub-divisions in the Fire Department: Fire Suppression and the Division of Training and Safety, Emergency Medical Services (EMS), and Professional Standards. In addition, departmental logistics are handled in this division, which includes responsibility for radio systems, alerting systems, vehicle specifications, and maintenance.
- **Fire Suppression:** Fire Suppression conducts all field operations including fire suppression, medical and rescue response, vehicle and pedestrian accident response, natural gas leaks, hazardous materials response, water rescue, fire alarm response, BART emergencies, UC Berkeley responses and all other emergency calls. The Fire Suppression Division also conducts annual fire prevention inspections, public education, and other community emergency training.
- **The Division of Training and Safety, EMS, and Professional Standards:** This division provides the required training and safety review necessary to comply with local, county, state, and federal mandates. It also provides management, quality assurance, policy compliance oversight, and support for First Responder Advanced Life Support

(FRALS) delivery and paramedic transport units. The Professional Standards Division oversees creation, training, and maintenance of policies and procedures. The Logistics Division plans, organizes and oversees the logistics of the Fire department including the above ground water system. This division also provides support to critical infrastructure throughout the city during emergencies.

- **Fire Prevention:** The Fire Prevention Division plans, organizes and implements all Fire Department prevention and inspection programs, including fire and arson investigations, vegetation management, hazard abatement, code enforcement, public fire safety education, plan checking, and evaluation and development of codes and ordinances.
- **Special Operations:** The Special Operations Division includes management of the Office of Emergency Services and implements disaster preparedness and response programs, outreach and education, and regional collaboration planning. The Special Operations Division also manages support for the department's Information Technology needs, emergency communications, mutual aid coordination with allied agencies and non-governmental organizations, hazardous material response oversight and water rescue response oversight and policy.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected, and prepared City	Human Resources	Wildfire Safety and Public Education Program	Increase Fire Prevention staffing by one Assistant Chief and one Firefighter to provide wildfire safety planning, fuel mitigation, inspection programs and public education. Budget includes code 3 response vehicles, and all overhead costs.	7/21 - 9/22	New	\$645,000 (funded, Measure FF)
Provide an efficient and financially-healthy City government	Human Resources	EMS Redesign	Over the next two fiscal years, meet and confer, develop the job classifications, funding sources, and program design to allow for the expansion of EMS operations in a more efficient cost and response model, including Basic Life Support ambulances, Advanced Life Support ambulances, code 3 equipped vehicles, equipment for operations in austere environments and prioritized dispatching.	7/21 - 6/23	New	\$3,482,000 (funded, Measure FF)
Create a resilient, safe, connected, and prepared City	Finance, Human Resources, Parks Recreation & Waterfront	Wildfire Fuel Mitigation Plan	Hire a consultant to assess and write a fuel management plan for the City of Berkeley. This will include the City and the three remote camps operated by the City.	7/21 - 10/22	New	\$200,000 (funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			California Environment Quality Act (CEQA) requirements will need to be addressed and the process will be a collaborative science-based approach with community, industry experts, and environmentalists.			
Create a resilient, safe, connected, and prepared City	Finance	Water Tenders	These vehicles will allow for an instant water supply during a major disaster.	7/21 - 7/22	New	\$950,000 (funded, Measure Q)
Create a resilient, safe, connected, and prepared City	Finance	Project Management	Phase I: Develop and release an RFP or justify a sole source agreement with vendor(s) that will provide management services for the Department as it plans and deploys a complex set of interrelated projects made possible by Measure FF. Projects/programs will improve the fire and EMS response and deployment, upgrade dispatch services, improve wildland urban interface fire prevention and evacuation strategies/programs, improve fire department training property, staffing and delivery, among other related projects over the next five years.	7/21 - 6/22	New	\$472,000 (funded, Measure FF)
Provide state-of-the-art, well-maintained infrastructure,	Finance	Standards of Coverage and Infrastructure Needs Study	Research, solicit bids, and select vendor to conduct new Standards of Coverage assessment/audit of Fire	7/21 - 1/22	New	\$200,000 (Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities			Services. Beyond typical standards of coverage, the scope would include a long-term facility and infrastructure assessment and fee review.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Real Estate Broker/Consultant	Hire a real estate broker/consultant to find a suitable space from North Oakland to Western Contra Costa County to house: Division of Training, EMS deployment warehouse, mechanic facilities, additional office/meeting space and potentially a backup dispatch center.	7/21 - 1/22	New	\$120,000 (funded, Measure FF)
Create a resilient, safe, connected, and prepared City	Finance	Psychiatric & Basic Life Support Ambulance Transport	Extend the contract for one year with a third party vendor or develop an alternative program to provide transport services to approximately 1,400 transports annually for people experiencing a psychiatric emergency that the City was mandated to assume responsibility for beginning in FY 2020.	7/21 - 6/22	New	\$2,400,000 (funded, Measure P)
Create a resilient, safe, connected, and prepared City	None	Technical Rescue Team	Assess needs and capabilities (where we are, where we want to be, and how to get there) with Cal OES Type 2 rating. Recruit personnel from within the Fire Department and	7/21 - 7/22	New	\$150,000 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			augment training and equipment levels to bring technical rescue team to Cal OES Type 2 level. Goal is to respond to emergencies involving height, confined space, hazardous atmosphere, and extrication from generally unstable platforms and to a degree the department is not currently capable of addressing at industry standards.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Finance, Information Technology, Public Works	Property Acquisition	Research, locate and purchase or lease and minimally develop a property that would ideally provide adequate space for hands-on and classroom training of public safety personnel and CERT groups, provide space for EMS deployment, EMS offices, warehouse/storage, and a secondary (backup) dispatch center.	7/21 - 6/22	New	\$2,500,000 (funded, Measure FF)
Create a resilient, safe, connected, and prepared City	Finance	Hazardous Materials Response Team Type Rating	Update and expand HazMat equipment and training levels to bring capabilities into alignment with Cal OES Type 2 qualifications and capabilities; better suited for hazards within the City of Berkeley and better	7/21 - 7/22	New	\$100,000 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			able to respond as a regional resource.			
Create a resilient, safe, connected, and prepared City	None	Training and Equipment to Emergency Responders for Medical Care in Austere Conditions	Continue to develop and implement a program that provides policy, procedures, equipment and training at national standards to Berkeley Firefighters so they can safely and effectively provide life-saving care during mass casualty events; not limited to but to specifically include active shooter incidents.	7/21 - 6/22	New	\$200,000 (funded)
Create a resilient, safe, connected, and prepared City	Police, Public Works	Outdoor Warning System (formerly called Outdoor Emergency Public Alerting)	(part of Rescue and Disaster Response Capabilities Program) Explore and provide options for a system to provide the City instant mass notification of an emergency. This could include sirens, weather ban radios, or other technology. (description updated)	12/19 - 6/22	Continuing	\$2,000,000 (funded, Measure FF)
Create a resilient, safe, connected, and prepared City	Planning, Police, Public Works	Safe Passages	Develop standards, code updates, and enforcement mechanisms to identify narrow streets that need to have parking restrictions and keep clear areas identified and marked. (description updated)	7/20 - 6/22	Continuing	\$150,000 (funded, Measure FF)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected, and prepared City	Health Housing & Community Services, Parks Recreation & Waterfront, Public Works	Wildfire Vegetation Management	(Part of Wildfire Safety Program) Hand Crews. Creation of a seasonal wildfire hand crew. Under the direction of the new Fire Captain, this crew would work with PRW and PW to identify excess fuel mitigation needs and handle them on public property. Initially a YouthWorks program with possible expansion. Budget includes a vehicle and all overhead costs. (description updated)	7/20 - 6/22	Continuing	\$300,000 (funded, Measure FF)

Performance Measures

The below table summarizes the Fire Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Call response time	Time from when station receives call to first unit arriving on scene	↓	<ul style="list-style-type: none"> 5:15 average response time 4:46 median response time 	●
Fire prevention inspections	Percentage of scheduled inspections completed	↑	57% completed	●

- Meeting/exceeding target
 - Near target
 - Not meeting target
- ↑ Target is to increase numbers/percentages
 ↓ Target is to decrease numbers/percentages

Curious about the data and targets? Learn about our strategy moving forward on page 368.

CHALLENGES

The Fire Department's challenges include:

- **Increased Demands:** The Department's basic structure has stayed the same since the 1980s, but the demand and need for services has greatly increased. It has grown from providing two services (i.e., addressing structure fires and providing fire prevention) to sixteen services:
 - Structure Fire,
 - Fire Prevention,
 - Emergency Medical,
 - Disaster Preparedness,
 - Hazardous Materials,
 - Wildland Fires,
 - Weapons of Mass Destruction,
 - Vehicle Extraction,
 - Technical Rescue,
 - Active Shooter,
 - Water Rescue Swimmer,
 - Routine Wildland Urban Interface Fires,
 - Vocational Education,
 - Boat Operations,
 - Pandemic Response, and
 - Community Medicine.

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

- **Ongoing Infrastructure and Equipment Needs:** Capital infrastructure, including fire stations and training grounds require annual maintenance and long-term development planning. The increased service demands mentioned above require additional facilities, such as office space, responder living quarters, training grounds and classrooms, an apparatus maintenance facility, meeting spaces, and storage facilities. One major equipment need, is related to no longer receiving subsidy payments from Alameda County for first responder paramedics. The County also stopped providing medical equipment that it requires the City to use.
- **Staffing and Recruitment:** Significant budget reductions and the deferred hiring of nine Firefighters (deferral reinstated December 2020)²⁴ led to a significant increase in overtime and reprioritizing of projects, including vegetation management and logistics. It is important to continue the recruitment process even during these times because it takes time to hire and several months to train new recruits before they are able to work a shift. There also concerns regarding the capacity of staff and need for additional resources in other parts of the department including the Office of Emergency Services, Fire Prevention, and Administrative and Fiscal Services.

ACCOMPLISHMENTS

Highlights of recent Fire Department accomplishments include:

- **The passage of Measure FF**
- **Completed recruitment processes for May 2021 academy**
- **New Policies and Procedures:** The Department responded with new policies, procedures, equipment, and response models and programs in response of the global pandemic. This included managing the following programs:
 - Fire Department Operations Center which handled the Fire departments overall response to the pandemic.
 - Designated Infection Control Officers which consisted of six trained fire department and two police staff who facilitated post COVID exposure management for personnel and facilitated COVID testing.
 - The Department partnered with Health Housing and Community Services and an outside vendor to create the Initial Testing Site for the public and essential

²⁴ Although funds were approved for reinstatement in December 2020 it takes time to recruit and train Firefighters. The first Academy post-December 2020 will start May 2021 and end October 2021.

city employees. The Fire Department identified a healthcare partner and worked with staff to present a funding proposal to City Council to staff and deploy a testing facility. The Department took initial leadership roles at the site and helped to create policy and procedures that were necessary to begin operations.

- The Department piloted a Mobile Integrated Paramedic Unit who responded to “lower acuity” 9-1-1 medical calls in order to reduce the resource drain created by this subset of calls.
 - The Department provided mobile COVID-19 testing which consisted of 30 trained paramedics to provide mobile COVID-19 testing. These employees were used to provide a rapidly deployable team capable of testing high risk populations in nursing homes or shelters.
 - The Department provided fit testing for healthcare providers. This consisted of providing mask fit testing for N95s for City employees and staff from critical healthcare facilities around the City. To date, 400 people have been fit tested.
 - The Department, in partnership with the Alameda County public health and City vendors created a COVID-19 mass vaccination site. The Fire Department took a lead role in deploying the first mass vaccination site in Alameda County. The site opened in early February 2021 and has been able to provide a significant amount of vaccinations to Northern Alameda County residents by performing 1500+ vaccinations per day. The Fire Department has committed staff to be on site the operational lead and provided on duty staff to conduct vaccinations.
- **Wildfire Evacuation Software:** The Fire Department worked with fire departments in Alameda County to design a wildfire evacuation software system that will be deployed in late calendar year 2021. This tool will help the City to provide rapid, organized evacuation messaging to the community in the event of a natural disaster.
 - **Maintained Fire Prevention Services:** The Fire Department maintained essential fire prevention services throughout the duration of the pandemic given limited resources. These functions included the continued support for construction inspections, fire investigations and the investigation and pursuit of citizen complaints.
 - **Continuous Emergency Operations Center Activation:** The Fire Department maintained continuous activation of the City’s Emergency Operations Center (EOC) due to COVID-19 and expanded operations on multiple occasions in response to PG&E

Public Safety Power Shut Off and high-wind events and the November 2020 elections. In partnership with the EOC, also managed Cost Recovery efforts and logistics.

- ❑ **Red Flag & Power Shutoffs Preparation:** The Fire Department prepared for and responded to multiple red flag wind events and PG&E power shutoffs.
- ❑ **Wildland Fires Deployment:** The Fire Department responded to multiple multi-week deployments to wildland fires throughout California.
- ❑ **Water Rescue Services Expansion:** The Fire Department expanded the water rescue services and increased the fire suppression capability in the Marina by purchasing a fire rescue boat and water rescue craft; both are now stationed in the Berkeley Marina.
- ❑ **Active Shooter Policy & Training:** The Fire Department developed a policy and deployed training for cooperative response to active shooters mass-casualty incidents with the Berkeley Police Department.
- ❑ **Ballistic Protective Gear Deployment:** The Fire Department improved firefighter safety and health by training and deploying ballistic protective gear to all fire personnel.
- ❑ **Reduction in Cancer Risk:** The Fire Department improved measures to reduce cancer risk to firefighters in stations and on fire scenes.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 2022 Proposed Budget requests funding for the following items in the Fire Department:

- ❑ \$150,000, FY 2022, General Fund, for the Technical Rescue Team to update training and equipment to meet standards
- ❑ \$250,000, FY 2022, General Fund for Hazardous Materials Response Team to update and expand HazMat equipment and training levels

The following items are being deferred in FY 2022:

- ❑ \$5,000, FY 2022, General Fund, for travel related budget
- ❑ \$145,345, FY 2022, for Emergency Coordinator Position - funding redistribution
- ❑ \$14,000, FY 2022, General Fund, eliminate exam testing by outside consultant and conduct in-house process

With the passage of Measure FF, this budget will also include funds for the implementation of new programs to expand wildfire prevention and training, hazard mitigation, preparedness, Emergency Medical Services, Prioritized Dispatch, and fire operations.

BERKELEY PUBLIC LIBRARY

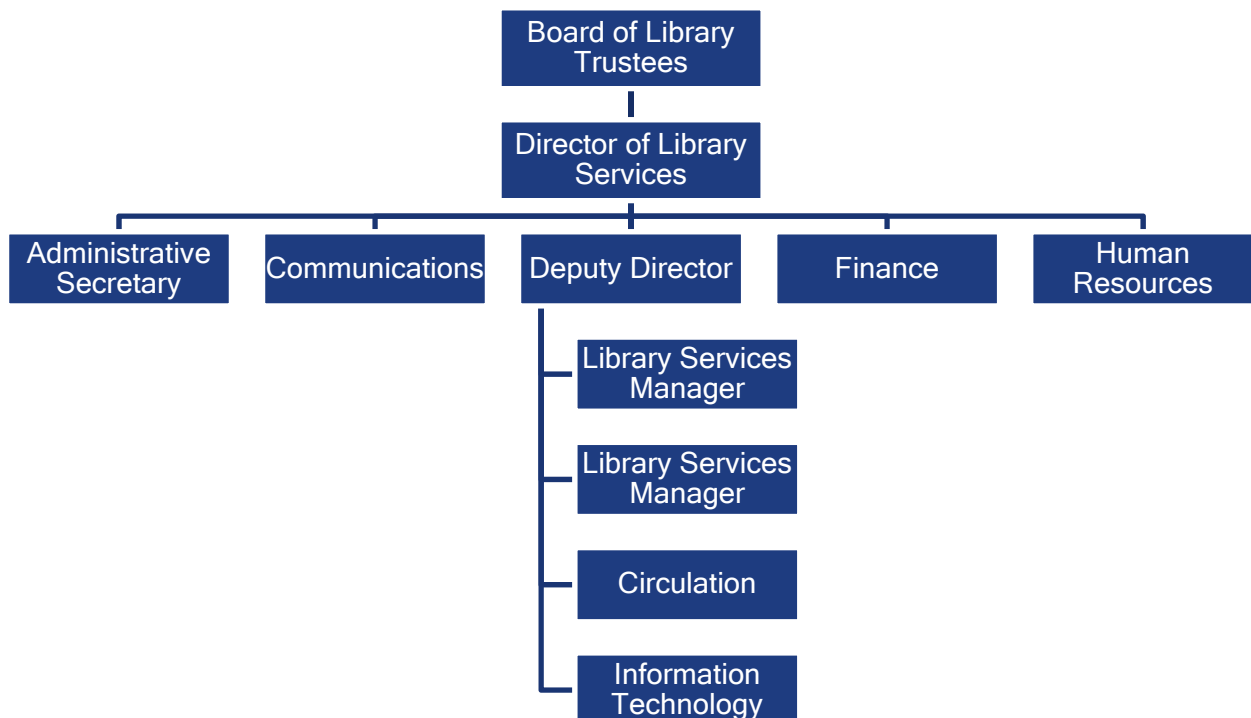


MISSION STATEMENT



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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

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

Services the Library provides include the following:

- ❑ Access to a collection of 423,041 physical books,
- ❑ Access to 622,143 electronic books,
- ❑ Access to over 68,143 films (DVDs and streaming),
- ❑ Access to over 400,000 audiobooks and music (CDs and streaming),
- ❑ Access to millions of additional book, DVD, and CD titles through the Link+ consortium of public and academic libraries,
- ❑ Access to five facilities that are open a total of 13,624 hours annually,
- ❑ Approximately 3,000 cultural and educational programs annually, including literacy programs, story times, lectures, discussions, intergenerational programs, musical programs and more,
- ❑ 535 reader seats across the five facilities,
- ❑ An adult literacy program offering one-on-one tutoring and group programs for adults wishing to improve their practical reading skills,
- ❑ Access to free and discounted museum passes through the Library's Discover & Go program, and
- ❑ Delivery of materials to and from each branch providing community members full access to the entire Library collection regardless of their location in the City.

The Library is organized into seven divisions to deliver the following baseline services:

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

- Central Adult Services
 - Central Children's Services
 - Central Support Services
 - Claremont Branch
 - North Branch
 - Tarea Hall Pittman South Branch
 - Tool Lending Library
 - West Branch
- **Collections Services:** The Collection Services subdivision develops collections of physical and electronic resources that meet the reading and cultural interests of Berkeley's diverse community. Collections Services is responsible for the acquisition, selection, cataloging, processing and ongoing evaluation of library materials and resources.
- **Facilities Management:** The Facilities Management subdivision maintains the mechanical systems and physical plant of the five Berkeley Public Library facilities. Practices emphasize environmentally sound and cost-effective solutions.
- **Information Technology:** The Library Information Technology subdivision manages the Library's networks, servers, computers, and enterprise applications. The subdivision also provides computer hardware and software support and training.
- **Circulation Services:** The Circulation Services subdivision oversees the check-out, check-in, and shelving of Library materials. The Division creates and maintains the Library's database of patron accounts; handles patron fees; coordinates patron holds and interlibrary reserves; performs physical delivery of materials to and from the branches; and offers Books-by-Mail services to patrons for reasons of mobility.
- **Literacy Services:** The Literacy Services subdivision, known as BerkeleyREADS, provides tutoring and literacy support services for clients aged 16 years and older. This subdivision coordinates family literacy outreach that includes story times, the distribution of free books, and parent literacy workshops at partner sites that serve disadvantaged families.
- **Library Administration - Finance, Communications and Human Resources:** The Finance and Human Resources subdivisions oversee personnel records, accounting and payroll functions, financial measurements and reports, and oversight of business contracts and purchasing, in addition to management of the Library Tax Fund, the BPL

Foundation Fund, the Friends and Gift Fund, and all other Library revenue and expenditure sources.

Strategic Plan Priority Projects and Programs

The Berkeley Public Library supports the City of Berkeley Strategic Plan and has identified three key goals that significantly relate to the Library's mission:

- Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities
- Champion and demonstrate social and racial equity
- Provide excellent, timely, easily-accessible service and information to the community

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	None ²⁵	Participation in CA Libraries Cultivating Race, Equity, and Inclusion Initiative (CREI)	Apply to participate in CA Libraries CREI initiative; identify BPL staff team to participate in learning cohorts; draft a racial equity action plan for the Library.	3/21 - 3/22	New	\$5,000 (grant-funded)
Provide excellent, timely, easily-accessible service and information to the community	Health Housing & Community Services	Services for community members experience mental health needs as well as housing insecurity	The Library serves patrons who experience mental health needs as well as housing insecurity. Many public libraries have identified a need for	7/21 - 6/22	New	\$142,117 (Library Tax Fund)

²⁵ Although this work doesn't involve other City departments it does involve a number of partners: the California State Library, CALIFA, Marin County Free Library, Santa Monica Public Library, and GARE (Government Alliance on Race and Equity). Most Strategic Plan projects involve some combination of internal and external partners, but for the purposes of brevity, each project's list of external partners is typically not listed in this document.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			a social worker to provide services and build capacity amongst staff in working with these community members.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities (Library Budget Priority)	Public Works	Central Library stucco and windows systems replacement	Redesign and replacement of Bancroft Wing exterior stucco and windows.	4/19 - 7/22	Continuing	\$1,750,000 (Library Tax Fund)
Create a resilient, safe, connected, and prepared City ²⁶	Office of Economic Development	Develop and continue programs that support community recovery	Support community resilience and growth through offering programs and awareness of or access to information and Library materials that respond to the community's ever-changing needs during the pandemic.	7/21 - 6/22	Continuing	\$20,000 (Friends of the Berkeley Public Library)
Provide excellent, timely, easily-accessible service	Information Technology	Launch laptop/hotspot lending for	Pilot laptop/hotspot lending program; work with	7/21 - 6/22	Continuing	\$25,000 (Library Tax Fund)

²⁶ This is a Berkeley Public Library Budget Priority to, "Support community safety, wellness, and recovery."

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
and information to the community		patron check-out and use outside of the Library	community partners for promotion to vulnerable populations; assess expansion of pilot.			

Performance Measures

The below table summarizes the Berkeley Public Library's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Circulation of books and electronic materials	Count of electronic and physical items that circulated in a given year	↑	<ul style="list-style-type: none"> • 707,165 electronic items • \$2,064,454 physical items 	●
Access to books and materials	Number of registered users as a percentage of service population	↑	127,965 registered users, representing 104% of the population	●
Provision of information services	Count of reference transactions	↑	52,225 transactions	●

- Meeting/exceeding target
 - Near target
 - Not meeting target
- ↑ Target is to increase numbers/percentages
 ↓ Target is to decrease numbers/percentages

CHALLENGES

The Berkeley Public Library's challenges include:

- **Vacancies:** The Library is experiencing high staff vacancies at approximately 28% (departures, retirements). It has been difficult to conduct recruitment during the City-wide hiring freeze.
- **Aging Infrastructure:** The Central Library has a number of infrastructure needs related to an aging physical plant and equipment deferred projects, including stucco replacement, air conditioning units, water leakage, and roof replacement.
- **Reopening Transition Logistics:** As the Library transitions programming and service back to in-person settings, there are a number of logistical challenges to ensure the reopening centers patron and staff safety.
- **Working Towards Equity:** The Library is engaged in addressing social equity and community wellness inside & outside Library facilities, which is important but challenging work.
- **Funding Technology Needs:** The cost of licensing e-books and e-audiobooks, as well as pay per use licensing for streaming media, remains high as demand continues to increase.

ACCOMPLISHMENTS

Highlights of recent Berkeley Public Library accomplishments include:

- **Central Library Renovations:** The first phase of improvements to the Central Library Interior and Teen Room is near completion. These renovations were made in partnership with the Berkeley Public Library Foundation.
- **Culinary Collection Launch:** The Library incorporated a new set of culinary tools and cooking implements into the Tool Lending Library for the public to borrow.
- **Chromebooks and Hotspots Pilot:** The Library piloted a program to extend access to technology (i.e., Chromebooks and wi-fi hotspots) to vulnerable populations during the pandemic and beyond.
- **COVID-19 Emergency Operations Support:** With the onset of the pandemic, the Library adapted its public programs and services to changing health needs. Additionally, the Berkeley Public Library staff served as disaster service workers,

providing direct support to the City's pandemic response and emergency operations to help limit and contain the COVID-19 pandemic.

- **Electronic Collections Increase:** Patron use rose during the pandemic and the Library responded with a substantial increase in its e-collections and e-resource holdings.
- **Virtual Programming:** Throughout the pandemic, the Library has provided robust virtual programming for all ages, as well as reference support via email and telephone.
- **Service Continuity:** The Library continued to provide the community with physical items from the collections via Outdoor Pickup and Books-by-Mail, 6 days a week, 8 or more hours per day.
- **Strengthened Partnerships:** The Library strengthened its partnerships with City departments, the Berkeley Unified School District and community organizations while working together on programs, crisis communications, and resources, particularly during response to the COVID-19 pandemic.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 2022 proposed Budget includes funding for the following items in the Berkeley Public Library:

- Conversion of 4.2 FTE non-benefited, non-career Page positions' budget to a 1.0 FTE benefited Library Aide: Library Tax Fund, \$49,871,
- New 1.0 FTE Librarian for teen services: Library Tax Fund, \$173,361,
- New 1.0 FTE Social Services Specialist: Library Tax Fund, \$142,117,
- Library Materials from \$1,695,000 to over \$2,000,000: Library Tax Fund,
- Physical Plant and Infrastructure Maintenance: Library Tax Fund, \$3,650,000 budgeted, and
- Library Tax Fund Reserves adjusted from \$1,500,000 to \$1,250,000 at approximately 6% of tax receipts (previously used a flat amount rather than a percentage of proposed adopted revenues).

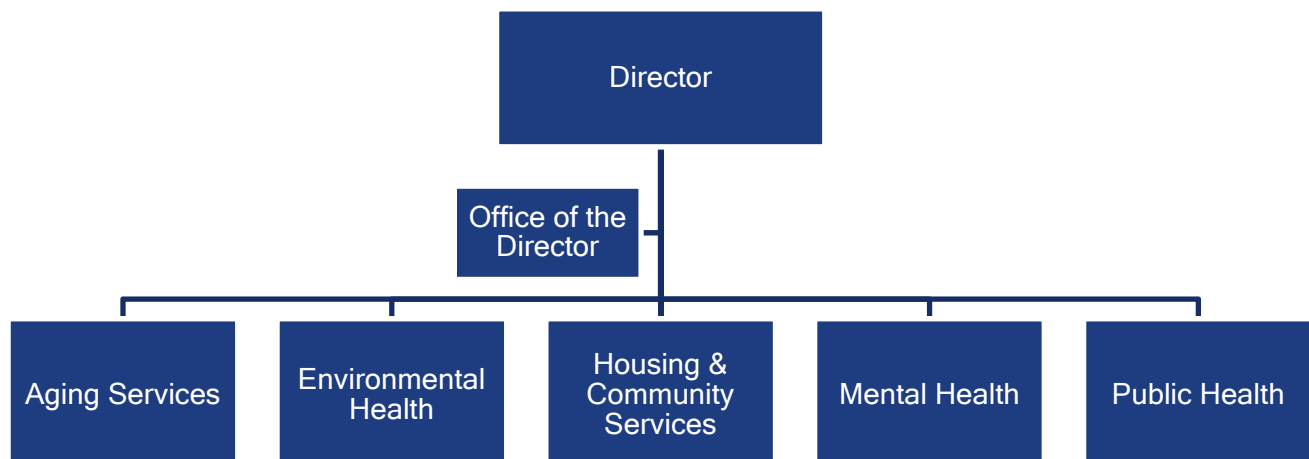
HEALTH, HOUSING & COMMUNITY SERVICES



MISSION STATEMENT

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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

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

- **Office of the Director:** The Office of the Director provides overall leadership, strategic direction, policy development, management, and fiscal oversight that includes budgeting, accounting, payroll, purchasing, and billing external funding agencies. As part of their leadership role, Office of the Director staff work closely with HHCS divisions and community stakeholders 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 Officers Unit, which identifies and responds to community health threats through communicable disease prevention and control, epidemiology, and vital statistics.
- **Aging Services:** The Aging Services Division enhances the well-being and independence of older adults by offering social connections, activities, and lifelong learning. The Division operates two vibrant senior centers that offer thousands of classes, events, workshops and day trips as well as a nutritious weekday lunch for older community members. The Meals on Wheels program provides nutritious meals to home-bound seniors. Case managers provide consultation, referral and linkage to community resources. 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 over 1,200 businesses and facilities across the city. Regulated and permitted programs include all retail food businesses, food service operations at public and private schools, public swimming pools and spas, body art facilities, tobacco retailers and cannabis dispensaries. Further, EH investigates complaints of unhealthy conditions in buildings and neighborhood environments and eliminates nuisance conditions to prevent the spread of disease in the community. Examples include investigation of foodborne illness, responding to and resolving noise complaints, addressing abandoned automobiles, and providing vector control services.
- **Housing & Community Services:** The Housing and Community Services Division (HCS) produces, preserves, and supports affordable housing by working with

community partners to help meet the housing needs of Berkeley residents who are low-income, homeless, seniors, disabled, or have special needs. HCS also provides funding and collaborates with community-based organizations to serve chronically unhoused people by providing shelter, coordinated entry to permanent housing, food, hygiene services, and other basic needs supports. HCS coordinates the City's community agency funding process, administers Berkeley's Shelter+Care program, and monitors several Berkeley employment ordinances.

- **Mental Health:** The Mental Health Division (MH) provides intensive services to adults, youth and children who have high level mental health needs and are on MediCal. 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, LGBTQIA+ 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. The Division now operates YouthWorks, year-round employment and training program for residents aged 14 – 25, and incorporates job training activities with other youth resources in the community.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	Parks Recreation & Waterfront, Planning, Public Works	Age Friendly Plan Implementation	Establish infrastructure for implementation of Age-Friendly Plan and revise Plan goals and objectives through a Results-Based Accountability framework	4/19 - 7/21	Continuing	Staff time
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Manager's Office, Fire, Planning, Public Works	Home-cook Food Industry	Develop, propose, and implement responsive education and enforcement strategies.	1/21 - 9/21	Continuing	Staff time
Create a resilient, safe, connected, and prepared City	Fire, Office of Economic Development, Planning, Police	Cannabis Dispensary/Production	Develop, propose, and implement responsive education and enforcement strategies.	7/19 - 9/21	Continuing	Staff time
Create a resilient, safe, connected, and prepared City	Information Technology	Community Agency Funding Information: Phase 1	Pilot the collection of common Results Based Accountability performance measures for community agencies funded by the City of	7/18 - 7/22	Continuing	\$100,000 (funded) plus staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			Berkeley in FY 20 and FY 21.			
Create affordable housing and housing support services for our most vulnerable community members	City Manager's Office, Finance	Homeless Services Expansion ²⁷ : Measure P Spending Recommendations	Work with Homeless Services Panel of Experts to make Measure P spending recommendations to City Council.	7/19 - 7/22	Continuing	\$10,800,000 (funded, Homeless Services Expansion, FY 22)
Create affordable housing and housing support services for our most vulnerable community members	City Manager's Office, Finance	Homeless Services Expansion: CBO Contract Initiation & Management	Work with CBO's to ensure Measure P funds are under contract and being spent on schedule.	7/19 - 7/22	Continuing	\$10,800,000 (funded, Homeless Services Expansion, FY 22)
Create affordable housing and housing support services for our most vulnerable community members	City Manager's Office, Finance	Homeless Services Expansion: Outcomes and Evaluation	Use HMIS and CBO Databases to track progress, program outcomes, and contract compliance and report back to the Homeless Services Panel of Experts.	7/19 - 7/22	Continuing	\$10,800,000 (funded, Homeless Services Expansion, FY 22)
Create affordable housing and housing support services for our most vulnerable	City Attorney, Finance	Increase Affordable Housing: Measure O Implementation Round 1	Round 1: Enter into contracts for all 6 projects funded in the first issuance, approximately \$37	7/19 - 6/22	Continuing	\$37,000,000 plus staff time (funded, Measure O)

²⁷ Homeless Services Expansion was a single omnibus project with a broad scope. For tracking purposes, it has been subdivided into three projects with narrower, specific scopes.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
community members			million total. Monitor construction and disburse funds.			
Create affordable housing and housing support services for our most vulnerable community members	City Attorney, Finance	Increase Affordable Housing: Measure O Implementation Round 2	Round 2: Solicit and evaluate a BUSD-sponsored educator housing development proposal to be funded from the FY 22 bond issuance.	7/20 - 6/22	New	Up to \$24,500,000 plus staff time (funded, Measure O)
Create a resilient, safe, connected, and prepared City	Information Technology	Results-Based Accountability Framework for Health, Housing & Community Services Programs	Implement a results-based accountability performance management framework to better account for and improve the work that HHCS undertakes, and to maximize impact. Develop and publish outcomes data on selected programs.	7/19 - 6/22	Continuing	Staff time
Champion and demonstrate social and racial equity	Information Technology	Public Health Strategic Plan Implementation	Implement a tracking and reporting system for Public Health Division program performance measures.	1/20 - 12/22	Continuing	Staff time
Champion and demonstrate social and racial equity	City Attorney	Sugar Sweetened Beverage Policy Development	Develop a City of Berkeley healthy beverage policy	1/20 - 12/22	Continuing	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create affordable housing and housing support services for our most vulnerable community members	City Attorney, Human Resources	Paid Family Leave Ordinance	Explore an ordinance that guarantees paid leave for new parents.	10/18 - 7/22		

Performance Measures

The below table summarizes Health, Housing and Community Services Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Meals provided by Aging services division	Count of meals, combining congregate and Meals on Wheels	n/a ²⁸	108,067 meals	n/a
Information and assistance sessions provided by Aging Services Division	Count of sessions	n/a	1,992 sessions	n/a
Reduction in days in psychiatric hospital among clients in our Full Service Partnership Program that are over the age of 18	1 st year in Full Service Partnership program versus prior year	↓	86% reduction in days spent hospitalized	●
Number of vector service requests received by Environmental Health Division	Total calls received	n/a	310 calls	n/a
Percentage of COVID-19 cases with outreach initiated	Number of cases with outreach initiated/all eligible cases	↑	99%	●
Percentage of COVID-19 contacts with outreach initiated	Number of contacts with outreach initiated/all eligible contacts	90%	93%	●
Percentage of STAIR ²⁹ clients that exit to permanent housing	Number that exit to permanent housing/all exits	↑	72%	●

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

²⁸ All performance measures in this table capture the level of activity and effort in their respective areas. For a few the direction of a trend (i.e., upward or downward) can be in response to both positive and negative influences, making it difficult to establish a desired target.

²⁹ STAIR (stability, navigation, and respite) is Berkeley's housing navigation center.

CHALLENGES

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

- **Responding to COVID-19:** The pandemic created unprecedented challenges for everyone this year. With responsibilities for public health safety, HHCS faced unique challenges. The Public Health Officer's Unit had a key role in the City's response. Many HHCS staff members from throughout the Department were assigned to the Emergency Operations Center for most of the year; in many cases with expanded scopes of work as they maintained many baseline services. Multiple HHCS programs, such as those in Mental Health, Public Health and Aging Services, faced new, practical and logistical challenges in their efforts to reach and serve the community; which necessitated major shifts in service delivery such as the change to telehealth. The City is fortunate to have received more than \$19 million in COVID relief funds through HHCS, primarily for health and homeless activities, which while beneficial to our community, added additional administrative and fiscal responsibilities to HHCS's already full grants management workload.
- **Staffing Vacancies:** HHCS had many staff positions vacant (25%) going into the pandemic and hiring freeze. These shortages placed additional demands on staff as COVID-19 response activities geared up. HHCS continues to have many vacancies because of turnover and because filling new COVID relief grant funded positions is difficult and slow. HHCS has found that some classifications, such as nurses, are virtually impossible to recruit for, at least in part due to the high regional demand for qualified applicants.
- **Reliance on Grants and Special Funds:** Less than a quarter of HHCS' total funding comes from General Fund, and most of it is concentrated in a few specific programs. For example, in FY 2021, the Mental Health Division's budget included approximately 8% General Fund. The balance comes from local, state and federal grants, and special funds. Most of these require specific deliverables and complex scopes of work; leaving little flexibility to work on non-grant funded activities. The pandemic placed additional strain on this arrangement as staff assigned to the EOC were not able to bill outside grants and funding sources at the same level since they were not performing their regular duties.

- **Supporting Ten Commissions:** Although Commission meetings paused in FY 2021, reducing related activities, HHCS provides support to ten Commissions, six in Housing & Community Services alone. With multiple Commissions advising the Council on related topics (such as Measure O Bond Oversight and Housing Advisory Commission, and Measure P Panel of Experts and the Homeless Commission), supporting and coordinating Commission efforts is a complex task that involves Manager and Director time as well as time for direct staffing activities. Additionally, staff time for Commission work is usually not a grant-eligible activity; and therefore pulls further resources from the department's already limited general fund allocation.

ACCOMPLISHMENTS

Highlights of recent Health, Housing and Community Services Department's accomplishments include:

- **COVID-19 Response and Related Operational Changes:** The Department's COVID-19 response and related operational changes included:
 - Reassigning many HHCS staff from all divisions to serve in the City's Emergency Operations Center (EOC);
 - Responding to COVID-19 pandemic through case interviewing, contact tracing, outbreak management and providing clinical support and education to medical providers, business, schools and the general public;
 - Quickly pivoting Aging Services' nutrition programs to follow the Meals on Wheels (MOW) home delivery model. Pre-pandemic: 160 MOW clients & 120 senior center seniors received daily meals. Currently 220 MOW clients and 160 additional seniors receive meals;
 - Moving the vast majority of Mental Health services to telehealth and phone appointments, and developed protocols to continue providing services in-person where necessary, with no gap in services.
 - Establishing remote work processes to ensure continued essential services for the department;
 - Transitioning the Public Health Officer's Unit to using 3 new cloud-based platforms to perform video nurse case management and medication adherence, disease reporting, and data analysis; and

- Developing an Environmental Health Virtual Inspection Process using mobile devices for conducting food safety inspections in 2021 as an option for field staff to minimize exposure to the COVID-19 virus.
- **Expanded Impact Berkeley:** The Office of the Director expanded Impact Berkeley; a department-wide initiative to strengthen community outcomes using Results-Based Accountability (RBA). Within HHCS over 100 people have been trained in the RBA methodology and over 40 projects are implementing the results-oriented framework. This includes using RBA to improve outcomes of our COVID-19 response. RBA is being used in our Age Friendly Berkeley initiative to develop a set of shared measures to track progress on creating a Berkeley that is inclusive, equitable, and accessible for people of all ages. The Public Health Division has invested in using RBA to measure and improve the impact of programs, specifically looking at how outcomes align with the goals and priority areas that the community identified as important through a 2018 strategic planning process. Finally, we have also used RBA to better understand the outcomes of funded agencies and community-based organizations by including RBA measures in a number of contracts administered in our Public Health and Mental Health Divisions.
- **Made Progress Ending Homelessness and Increasing Housing through Measure O:** Housing and Community Services (HCS) worked to transition 240 people from homelessness to housing in FY 20, and helped over 319 formerly homeless and disabled individuals maintain housing. HCS continued to support affordable housing developments with \$69 million in City funding commitments that will result in 386 new units and a new homeless emergency shelter. This includes the Berkeley Way project which started construction in July 2020 and is expected to be completed by the end of FY 2022.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

This list includes grant funds that were received in FY 2020 or FY 2021 and will continue through FY 2022:

- California Department of Public Health ELC Enhancing Detection Expansion (CARES Act of 2021) expands support of testing, case investigation and contact tracing, surveillance, containment, and mitigation, \$5,805,600, FY 2021-FY 2024;

- California Department of Public Health ELC Testing (CARES Act of 2021) expands general population and equity testing efforts, \$196,965, FY2020-FY 2022;
- California Department of Public Health Public Health Emergency Preparedness (PHEP) supports preparedness for public health emergencies, \$401,462, FY 2020-FY 2022;
- U.S. Department of Health and Human Services, Administration for Children and Families Community Services Block Grant (CSBG), administered by California Department of Community Services and Development, addresses short-term and long-term impacts of COVID-19 such as mobile showers, meals for the unhoused, and hygiene services such as porta-potties & hand-washing stations \$395,817, FY 2021-FY 2022;
- U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG-CV) COVID-19 Funds, Rounds 1 and 3, supports COVID-19 testing and vaccination and the Housing Retention Program, \$2,501,926, FY 2021 - FY 2023; and
- U.S. Department of Housing and Urban Development (HUD) Emergency Solutions Grant COVID-19 (ESG-CV), Rounds 1 and 2, supports the Respite program including case management, operations, rental subsidies, and the County's Project Homekey program, increased shelter costs and converting the STAIR Center to non-congregate housing, \$6,736,780, FY 2021 - FY 2023.

The following items are being deferred in FY 2022:

□ Senior Management Analyst funding redistribution	\$211,891
□ Office Specialist II vacancy	\$105,000
□ Senior Health Services Program Specialist vacancy	\$68,667
□ Epidemiologist funding redistribution	\$29,795
□ Environmental Health Supervisor vacancy	\$10,720
□ Community Services Specialist I funding distribution	\$74,100
□ Registered Environmental Health Specialist vacancy	\$154,000

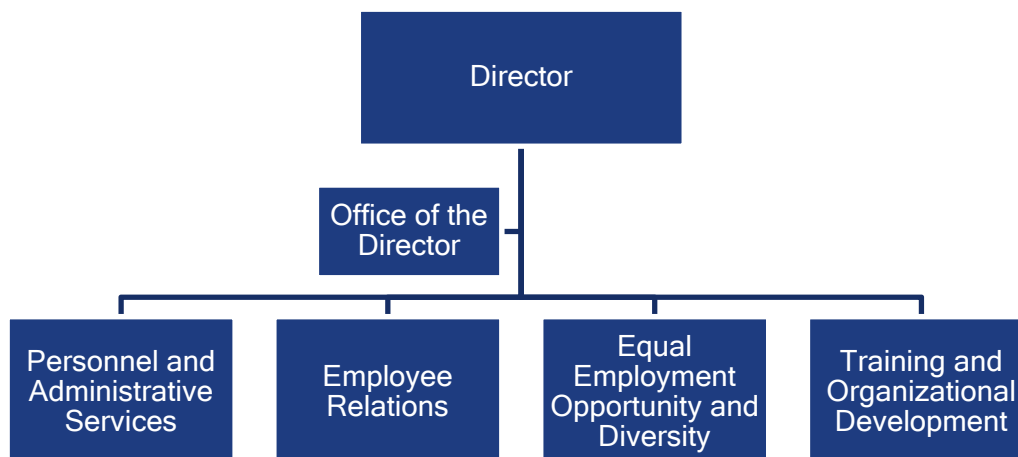
HUMAN RESOURCES



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.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

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

The Human Resources Department delivers the following baseline services:

- **Office of the Director:** The Office of the Director provides overall leadership and administrative direction for all Human Resources Department activities. The Director of Human Resources acts as the City Manager's representative for all disciplinary and grievance appeals, serves as Secretary and provides staff support to the Personnel Board as established by Section 119 of the City Charter, and serves as Lead Strategist/Chief Negotiator with all employee groups.
- **Personnel and Administrative Services:** Personnel and Administrative Services conducts all merit-based recruitment and examination activities in accordance with the City's Personnel Rules and Regulations, Federal and State laws, and other Ordinances and Resolutions adopted by City Council. Recruitment and examination activities include: developing examination plans, creating job announcements, conducting advertisement campaigns, reviewing applications, coordinating rater panels, administering exams, conducting statistical analyses of tests, and conducting new hire orientations and processing related paperwork. This division also administers the classification and compensation plans; conducts organizational and compensation studies, job analysis and desk audits; processes all changes of employment status; and establishes and maintains all personnel records and tracks employee benefits.
- **Employee and Labor Relations:** Employee and Labor Relations conducts all labor relations activities with the City's seven labor organizations and represents the City Manager on employee relations matters; advises department staff on labor contract interpretations, Federal and State employment laws, and human resources policies and procedures; and manages and reviews grievances and disciplinary issues. The

Division also administers and assists departments with the City's benefits, Workers' Compensation, and Occupational Health and Safety programs. The City's benefits plan includes: medical, dental, vision, and life insurance; Supplemental Retirement Income Plans; Deferred Compensation plans; CalPERS and PARS retirement plans; the Employee Assistance Program; long term disability, and other voluntary plans.

- **Training and Organizational Development:** Training and Organizational Development administers and oversees the Citywide Training Program, which is designed to provide ongoing training and development to employees in skills that are fundamental to successfully achieving the City's mission. The Citywide Training Program builds employee capacity in the "Three C's" - Customer Service, One City Team, and Continuous Learning. In addition, the unit also oversees the Leadership Development, Management Skills, and Tuition Reimbursement programs, and provides organizational development services.
- **Equal Employment Opportunity (EEO) and Diversity:** EEO and Diversity administers, implements, and coordinates the City's EEO matters; ensures compliance with EEO provisions; enforces diversity efforts pertaining to recruitment and retention; administers the City's Harassment Prevention Policy and discrimination complaint process; conducts internal investigations of complaints filed, and assesses reasonable accommodation requests in compliance with the provisions of the Americans with Disabilities Act (ADA) and the CA Fair Employment and Housing Act (FEHA).
- **Benefits Administration Division:** This division administers competitive insured and self-insured employee benefit plans that best meets the needs of employees, retirees, their dependents and the City, and assists participants in effectively utilizing their plans. Administration and oversight of this program area includes benefit contract management, management of the annual open enrollment event, COBRA administration, legal compliance, and daily support for constituents.
- **Workers Compensation and Safety Division:** This division administers the job-injury insurance program paid for by the City for the care of injured employees who have suffered a work-related injury or illness. The benefits include both medical care and disability benefits to help cover lost wage through a no fault system and at no cost to the injured or ill worker.





Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Attract and retain a talented and diverse City government workforce	All City Departments	AdastraGov Annual License	Financial modeling for labor negotiations, personnel management and labor costing.	7/20 - 6/22	New	\$30,000 plus staff time (unfunded)
Attract and retain a talented and diverse City government workforce	All City Departments	Skilled Workers Academy	Identify training needs for client departments to customize online training as needed to meet needs	7/20 - 6/22	New	\$15,000 plus staff time (unfunded)
Create a resilient, safe, connected, and prepared City	All City Departments	Whistleblower Policy	Create a comprehensive policy to support City employees.	7/21 - 6/22	New	\$7,500 plus staff time (unfunded)
Attract and retain a talented and diverse City government workforce	All City Departments	Paid Family Leave Policy	Supplemental California Paid Sick Leave Program.	7/21 - 6/22	New	\$5,000 plus staff time (funded)
Create a resilient, safe, connected, and prepared City	All City Departments	Citywide Safety Programs Plan for All Departments	Ensure every department has effective safety programs, protocols, and procedures.	7/20 - 12/22	New	\$50,000 plus staff time (unfunded)
Attract and retain a talented and diverse City government workforce	City Attorney, City Manager's Office	Revision of Personnel Rules and Regulations and Employer-Employee Relations Resolution Ordinance	Update the Rules to be consistent and comply with current operations and applicable laws.	7/21 - 12/22	Continuing	\$20,000 plus staff time (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Attract and retain a talented and diverse City government workforce	City Attorney	Sexual Harassment Training for All City employees in compliance with new SB1343	In compliance with SB 1343 which become effective January 1, 2019. Training. This refresher must be completed by December 31, 2022. Document retention.	6/21 - 12/22	New	\$15,000 plus staff time (funded)
Provide an efficient and financially-healthy City government	All City Departments	Succession Planning	In anticipation of a retirement wave over the next 5 years, develop and provide guidance to all City departments to improve succession planning and minimize disruption to the City government and the community it serves.	6/18 - 7/22	Continuing	Staff time
Create a resilient, safe, connected, and prepared City	City Attorney, City Manager's Office	Develop Labor Relations Strategy Plan	In preparation for contract negotiations. Prepare a plan.	10/19 - 7/22	Continuing	Staff time

Performance Measures

The below table summarizes Human Resources Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
City demographics/diversity mirrors American Community Survey demographics/diversity	Identify/address disparities based on race/ethnicity, sex, and occupational categories in City workforce	Parity	819 employees in City's minority workforce population, exceeding 100% parity	
Reduction in the time it takes to address and close an EEO complaint	Average days to close an EEO complaint	↓	30 days	
Reduction in EEO complaints	Number of EEO complaints	↓	13 complaints	
Training attendance	<ul style="list-style-type: none"> Number of employees attending Citywide trainings Number of employees attending EEO-facilitated harassment trainings Number of Citywide trainings available Number of EEO-facilitated harassment trainings available Number of people requesting tuition reimbursement (i.e., for training) 	↑	<ul style="list-style-type: none"> 599 employees, Citywide 593 employees, EEO-facilitated 45 Citywide trainings 10 EEO-facilitated trainings 12 tuition reimbursement requests 	
Appointments for Labor Relations Coordinating Committee (LRCC) counseling, advice, etc	Number of LRCC appointments	n/a ³⁰	211 appointments	n/a

³⁰ The reasons supervisors/managers choose to schedule one, several, or no appointments are outside the control of Employee Relations.

Measure	Description	Target	Actual	Tracking
Reduction in LRCC grievances and cases	<ul style="list-style-type: none"> Number of LRCC grievances Number of LRCC cases 	↓	<ul style="list-style-type: none"> 5 grievances opened, 3 grievances closed 45 cases opened, 44 cases closed 	n/a ³¹
Time to hire	Number of days from requisition approval to hired status	↓	<ul style="list-style-type: none"> 212 days 214 days, two-year average 	●

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

³¹ No reference point, first year collecting data.

CHALLENGES

The Human Resources Department's challenges include:

- **Program Reductions/Response Times:** Unprecedented budget short-falls caused by the COVID-19 pandemic resulted in holding positions open for budgetary savings at a time when Human Resources needed to provide additional support to the Departments in managing the workforce and implementing new laws and regulations. Reduced staff negatively impacts the response to subpoenas of records, process of legal documents, and responses to Requests for Information. Reduced contract funds negatively impact staff that will add contracted duties to their ongoing tasks reducing capacity for analysis, contract compliance, hiring, and systems process improvements.
- **Workers Compensation:** Due to COVID-19 related impacts, work has increased due to increased workers compensation claims.
- **Labor Relations Impacted by COVID-19:** Due to COVID-19 related impacts, Human Resources was unable to complete normal labor relations contract negotiations. Six of eight labor contracts, representing the vast majority of employees, were negotiated for a one-year term and included COVID-19 impact considerations.
- **Technology:** Due to COVID 19, the NeoGov onboarding and Performance Learning Management software implementation which is critical to the organization for tracking and processing employees was significantly delayed.

ACCOMPLISHMENTS

Highlights of recent Human Resources Department's accomplishments include:

- **Personnel Administrative Services**
 - **Virtual Onboarding Process:** The Personnel and Administrative Services Division streamlined new hire processes and training, including collecting paperwork through virtual conference meetings with new hires and deploying the NeoGov Onboard Module, designed with self-service, document repository, and interactive dashboard functions to achieve increased consistency, efficiency and effectiveness.
 - **Implemented Hiring Freeze Exception Process:** In response to the citywide hiring freeze and minimizing staffing impact to departments, the Personnel and

Administrative Services Division developed a procedure allowing departments to request hiring exceptions. In addition, the team enhanced the existing NeoGov system to support and report exceptions tracking.

- **ERMA³² HR/Payroll Implementation to Go-Live:** The Personnel and Administrative Services Division completed a successful transfer (primarily manual) of all City employee employment data information from the City's legacy financial system (FUND\$) to its new financial system (ERMA). In addition, the team enhanced the existing NeoGov system to support and report exceptions tracking.
 - **Business Process Improvements:** The Division identified and supported the implementation and development of several business process improvements in the development of Personnel Action (PA) workflows.
 - **ERMA Personnel Action Workflow Training:** The Division served as subject matter experts for material development and training of payroll clerks on ERMA Personnel Action Workflows.
- **Employee and Labor Relations**
- **Negotiation of Successor Union Contracts:** Employee and Labor Relations provided administrative and technical support to successfully re-negotiate five successor union contracts.
- **Training**
- **COVID-19 Essential Services Training:** Training developed and provided 11 coaching and mentorship sessions via Connection Corners weekly to support staff during shelter in place.
 - **Restructure of Training for Citywide Services Return to Work:** Training launched an urgent Needs Assessment to evaluate the next iteration of training to support staff resilience. This included analyzing the efficacy, present day and future forward relevance of mandated training, delivery modality and access constraints in anticipation of the post shelter-in-place era.
 - **Administrative Oversight of the Citywide Ethics Program:** Training developed and coordinated rollout and management of an all-employee ethics training

³² The enterprise resource management application (ERMA) is the City's new enterprise resource planning (ERP) software. This software replaces FUND\$, the City's legacy ERP software.

module. This video training was mandated for all staff and included an ethics informational packet with the number for the state ethics reporting hotline.

□ **Equal Employment Opportunity**

- **City of Berkeley Racial Equity Action Plan (REAP):** Staff updated the City's Racial Equity Action Plan to incorporate and reflect Emergency Operations Center COVID-19 data to mitigate marginalization, address appropriate use of resources, and integrate equity and consistency in access to training and professional development opportunities for staff who do not have access to telework.

□ **Benefits Administration Division**

- **City of Berkeley Benefits Plan:** The Division updated new benefit rates and negotiated a new contract and managed the annual open enrollment event online, and provide daily support for constituents.

□ **Workers Compensation and Safety Program**

- **Return to Work Program:** Staff developed and implemented a formalized 'Return To Work' program with Norman Peterson & Associates to streamline and reduce the number of days employees are out on Workers Compensation resulting in temporary disability cost savings. The program is currently being piloted with the Public Works and Parks, Recreation and Waterfront Departments.
- **Universal Leave of Absence Form:** Staff created an updated multipurpose Leave of Absence form consolidated five separate, outdated request forms to one universal Workers Compensation form. The newly improved form was designed with ERMA in mind and includes an electronic fillable format to be implemented Citywide in 2021.
- **Workers Compensation Claims Revenue Recovery:** The workers' compensation program was able to successfully recover funds from our former excess insurance carrier in the sum of \$759,759.69.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The following items are in the FY 2022 Proposed Budget:

- \$298,376, General Fund deferral in FY 2021 (Employee Relations vacant positions), for projected General Fund deficit from COVID-19 economic and financial impacts on City finances.
- \$57,236, General Fund deferral in FY 2021(Contracts), for projected General Fund deficit from COVID-19 economic and financial impacts on City finances.

The following item will be deferred in FY 2022:

- \$42,188, Associate Human Resources Analyst position - defer for 3 months

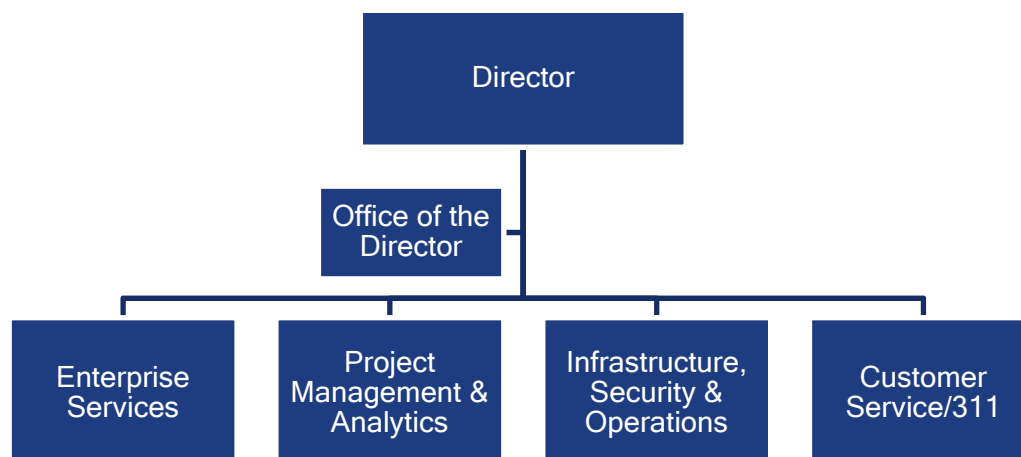
INFORMATION TECHNOLOGY



MISSION STATEMENT

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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The Department of Information Technology comprises five operational divisions, as outlined below:

- **Office of the Director:** The Office of the Director oversees digital strategic planning, technology governance, policy and procedures, budget, technology procurement and contracts, vendor management, Council reports, performance metrics, leadership and team building, e-Government initiatives, Smart City and Broadband initiatives, Service Level Agreements, GIS Master Planning, Open Data Portal, Cyber Security Protocols, Public Records Act requests, audit reports, work plan prioritization, technology related legislative review, project portfolio management, and performance management.
- **Enterprise Services:** Enterprise Services provides systems administration support, business analysis, and project management services to citywide enterprise software applications across a variety of technology platforms. These systems include ERMA Financial, Human Resources, and Payroll modules, FUND\$ Work Orders, Asset Management, Refuse Billing, Property Tax Assessment, and Land Management modules, and Accela's Permitting and Business License modules, and OnBase's Enterprise Document Management System.
- **Project Management and Analytics:** The Project Management and Analytics Division provides implementation services and support for new projects and existing applications. Specifically, project management, programming, and business analysis services are provided to each department's technology portfolio to maximize interdepartmental coordination. This division is also responsible for the production of all Geographical Information Systems (GIS) Data including data layers, applications, and Web Portals for internal staff and the Community Web Portal. An archive of GIS data, including historical data imagery files is maintained.
- **Infrastructure, Security, and Operations:** The Operations and Security Divisions include the Help Desk, Network Engineering, and Cyber Security.
 - **Help Desk:** The Help Desk provides the first point of contact for City and Council staff with computer hardware, software, or login/network connectivity issues. Services include desktop setup and support, software application support, network printing, Voice over Internet Protocol (VoIP) desk phones, City-issued cell phones, and mobile devices. The support portfolio includes over 216+ software systems, 20 physical hosts, 373 virtual servers/routers/switches, and

4,000 desktops, laptops, phones, and printers across 42 City locations. The Help Desk is also responsible for annual equipment replacement programs for desktops, wireless equipment, and uninterrupted power supply (UPS) equipment. The Help Desk provides 24x7 support for mission-critical systems, including 911 Computer Aided Dispatch (CAD), and Police/Fire Mobile Data Computers (MDCs).

- **Network Engineering and Security:** The Network Engineering and Security team provides infrastructure support for the City of Berkeley network, including servers, storage, Database Administration, Local Area Network (LAN), Wide Area Network (WAN), fiber, internet, wireless, and Voice over IP (VoIP) phone service. The Network Engineering and Security team is responsible for:
 - Annual equipment replacement programs for servers, storage and network equipment,
 - 24x7 support for mission-critical systems, including 911 Computer Aided Dispatch (CAD), and Police/Fire Mobile Data Computers (MDCs),
 - Centralized database administration,
 - Data warehouse,
 - Data security protocols,
 - Data backups,
 - Master data management,
 - Enterprise document and content management,
 - Database reporting, and
 - The City’s Cyber Security Resilience plan and implementation, and works closely with departments and City Attorney’s office to maintain compliance with data standards and applicable laws around data privacy and security.
- **311 Customer Service:** The City of Berkeley’s 311 Customer Service Call Center provides a first point of contact for the City Services, delivers information to, and collects service-related data from community members, businesses, and visitors on behalf of the City.

To support these objectives, Berkeley’s 311 uses a Customer Relationship Management (CRM) software application to manage, track, and categorize Customer requests. The CRM software provides 311 Customer Service Specialists with the

information needed to properly resolve or refer requests to departments. 311 also maintains the [311 community portal](#) and displays call data by call type and district.³³ In FY 2020, 311 Customer Service implemented a public records management tool that manages citywide Public Records Act requests.

³³ <https://www.cityofberkeley.info/onlineservicecenter/>

Strategic Plan Priority Projects and Programs³⁴

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	All City Departments	Digital Strategic Plan	Implementation of over 143 technology projects (73 in progress, 40 Not started, 30 On hold) over next 3 years to enable Digital Transformation across all Departments.	FY 22 - FY 24	Both	Projects have various funding sources (IT Cost allocation, department funding, special funds, general fund, grant funding, etc.) Budget is requested for individual projects as projects are deployed.
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Annual Equipment Replacement	To maintain the City's infrastructure, Department of Information Technology replaces portions of the equipment on an annual basis and includes 5 projects: PC Replacement (3 or 5 Yr Cycle depends on equipment type),	FY 22 - FY 24	Continuing	\$920,649 annually (IT Cost allocation fund) plus professional services on as needed basis

³⁴ Information Technology Strategic Plan projects number in the hundreds. This table is a summary of those projects. Please note, all Software Licensing increases by 5% - 7% annually (industry standard). All projects assume staff time is involved in addition to professional services.

³⁵ To assist in summarizing, start and end dates are included in terms of fiscal years (FY).

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
			<p>Server/Storage Replacement (5 Yr Cycle),</p> <p>Network Device Replacement (7 yr cycle),</p> <p>Wireless Device Replacement (5 yr cycle),</p> <p>UPS. Battery/Device Replacement (3 yr battery, 6 yr device)</p>			
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance, Fire, Health Housing & Community Services, Police	Annual Compliance/ reporting Projects	Multiple Projects / Tasks to maintain Compliance with Data Security Standards: Continue to implement Payment Card Industry (PCI), Department of Justice (DOJ), and Health Insurance Portability and Accountability Act (HIPAA) compliance requirements to maintain data security.	FY 22 - FY 24	Continuing	Internal staff time
Create a resilient, safe, connected and prepared city	All City Departments	Cyber Resilience Projects	Projects as identified in Cyber Resilience Plan and presented to Council in closed session on December 1, 2020 (5 year roadmap includes	FY 21 - FY 25	Both	FY 22 - \$489,000 Ongoing annual costs for projects deployed in FY21 (IT Cost allocation fund)

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
			over 35 technology projects).			FY 22 - One time - \$1,640,500 (\$819,000 requested as part of proposed FY 22 budget in June 2021, \$821,500 will be requested as part of AAO#1 in NOV 2021) Future years to be determined
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Manager's Office, Fire, Health Housing & Community Services, Office of Economic Development, Parks Recreation & Waterfront, Planning, Police, Public Works	GIS Master Plan Projects	Various projects for remaining 2 year GIS Master plan includes approximately 8 projects) Upgrade GIS Data Layers Implement ArcGIS Hub Online GIS Master Address database Integration of GIS data with many projects in progress.	FY 20 - FY 24	Both	\$150,000 annually for professional services for GIS related implementations (IT Cost allocation budget and department budget for specific projects) FY 23/FY 24 - \$350,000 onetime GIS Master Address Database (Proposed as unfunded liabilities) with estimated ongoing costs \$50,000 annually
Be a customer-focused organization that provides excellent, timely,	All Departments	FUND\$ Replacement Program - ERMA	Enterprise Resource Planning (ERP): To improve access to services and information for community members	FY 19 - FY 22	Continuing	FY 21 - \$3,705,343 - Implementation in progress - Funds Replacement Program (Fund 503)

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
easily-accessible service and information to the community			and create more efficient financial, human resources, and information management processes for staff, replace the City's core 28-year old financial and data management system.			<p>FY 22 - \$315,630 - Ongoing Licensing, support and Maintenance - Funds Replacement Program (Fund 503)</p> <p>FY 23 onwards - Ongoing Licensing, support and Maintenance - Funding source to be identified</p>
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Parks Recreation & Waterfront, Public Works	FUND\$ Replacement Program - NEXGEN Work Order System	FUND\$ work order module is being replaced because it is 28 years old and does not link to GIS or provide the information staff need to make decisions, budget, effectively respond to customers.	FY 20 - FY 23	Continuing	<p>FY 21 / FY22 - \$950,000 One Time funding - Software Licensing, Data Integrations, Implementation / Professional - Funds Replacement Program (Fund 503)</p> <p>FY 22 thru FY 25 - \$597,129 - Ongoing Licensing, Software support and Maintenance Funded by department of Public Works / Parks,</p>

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
						Recreation & Waterfront Split
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Public Works	FUND\$ Replacement Program - Fleet Management System	FUND\$ Fleet module is being replaced because it is 28 years old and does not provide the information staff need to make decisions, budget, maintain vehicle records and know when to replace vehicles.	FY 21 - FY 23	Continuing	<p>FY 21 / FY22 - \$250,000 One Time funding - Software Licensing, Data Integrations, Implementation / Professional - Funds Replacement Program (Fund 503)</p> <p>FY 22 onwards - \$47,510 annually - Ongoing Licensing, Software support and Maintenance Funded by department of Public Works</p>
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Public Works	FUND\$ Replacement Program - Zero Waste Billing Software	Zero Waste Division information database for invoicing residential and commercial service, and customer service request. Fund\$ handles current billing of Zero Waste Customers and is being replaced.	FY 21 - FY 23	Continuing	<p>FY 21 / FY22 - \$450,000 One Time funding - Software Licensing, Data Integrations, Implementation / Professional - Funds Replacement Program (Fund 503)</p> <p>FY 22 onwards - \$203,315 annually - Ongoing Licensing,</p>

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
						Software support and Maintenance Funded by department of Public Works (Zero Waste Division)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Human Resources	FUND\$ Replacement Program - NEOGOV System	Implement a product suite for hiring and developing the employee. From new hires onboarding process to performance feedback and developing training and certifications. The new training product will replace VTA (Virtual Training Assistance).	FY 22	Continuing	FY 21 / FY22 - \$225,000 One Time funding - Software Licensing, Data Integrations, Implementation / Professional - Funds Replacement Program (Fund 503) FY23 onwards - Software Licensing and Maintenance \$78,000 annually (Funding Source to be determined)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	SharePoint Intranet Project	SharePoint intranet and provide a modern method for communications and for information sharing among City Staff.	FY 22	Continuing	Software Licensing included as part of Microsoft Enterprise Licensing Agreement (IT Cost Allocation Fund) Staff Time plus additional professional services on as needed basis






Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	None	Customer Relationship Management (CRM)	Implement a 311 CRM solution and a mobile app to better track and manage community member queries.	FY 23	New	Project is unfunded at this time \$200,000 - One Time \$80,000 - Ongoing annually Listed as unfunded liabilities
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	Policy, Procedures, standards and Guidelines review	Develop Incident Response Plan, update existing Technology related policies, procedures, standards and timelines, develop risk management framework and toolset Developing data safety and security standards, Implement 18 Policies and Procedures related projects and action items from Cyber Resilience Plan Roadmap.	FY 22	Both	FY 21 - \$50,000 - Implementation in progress - (IT Cost allocation Fund) FY 22 - \$50,000 (IT Cost allocation fund)
Provide an efficient and financially-healthy City government	All City Departments	Operational - Technology Existing Application Upgrades	Implementation of over 30 technology projects upgrading the existing applications such as Windows, Patching, SQL Server, databases, monitoring and reporting/printing Tools, Access Management, Reviewing	FY 22	Both	Projects have various funding sources (IT Cost allocation, department funding, special funds, grant funding)

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
			Architecture standards for data, enterprise and technology standards to keep up with the industry standards and latest versions of existing applications.			Budget requested for individual projects as projects are deployed
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	All City Departments	WebMethods Platform Upgrade	Upgrade the data warehouse platform (Webmethods) to improve integration capabilities between financial system SunGard HTE, customer relationship system Kana Lagan and City of Berkeley website.	FY 21 - FY 23	Both	\$436,000 (funded) - IT Cost Allocation Fund
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Manager's Office, Finance, Planning, Public Works	Online Payments	Multiple Projects / Tasks to add Online Payments Capabilities: Animal Services - Online Donations and License Payments Planning Permitting Online - all permit types online Public Works Permitting Online - all permit types online Business License Payments online - 16 online renewal processes	FY 21 - FY 22	New	Projects have various funding sources (IT Cost allocation, department funding)

Goal	Supporting Departments	Title	Description	Planned Start/End ³⁵	New or Continuing?	Estimated Budget
			and 17 online applications processes			

Performance Measures

The below table summarizes Department of Information Technology's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Uptime for data servers and phone system	Metrics collected using network management tools that indicates the total "uptime" of the City's servers	99.999% ³⁶	98.888% Data Server Uptime 99.850% Phone Server Uptime	
First call resolution	Number of queries answered on the first call by 311 (external)	↑	84% 1 st call resolution, 311	
	Number of queries answered on the first call by Help Desk (internal)		45% 1 st call resolution, Help Desk	
Percent abandon rate	Abandoned calls divided by total number of inbound calls received by 311 (external)	↓	15% abandon rate, 311	
	Abandoned calls divided by total number of inbound calls received by Help Desk (internal)		21% abandon rate, Help Desk	
Number and progress of projects managed	Count of projects and percent complete	n/a ³⁷	326 total projects 51% complete	n/a

 Meeting/exceeding target

 Near target

 Not meeting target



Target is to increase numbers/percentages

Target is to decrease numbers/percentages

Curious about the data and targets? Learn about our strategy moving forward on page 359.

³⁶ 99.999% is the industry benchmark.

³⁷ There is not an aggregate target. Typically, each project has its own target of completion on time and within budget.

CHALLENGES

The IT Department's challenges include:

- **Fiscal Year 2021's 19.2% Budget Reduction:** The department deferred multiple technology projects that are critical to advance the digital transformation goals of the City. Many of these are critical to the City's Application infrastructure and some of these have interdependencies which results in delays to other future projects.
 - **Projects Deferred:**
 - Customer Relationship Management (CRM) Software,
 - Geographical Information Systems (GIS) Master Address Data (MAD) Database,
 - Cyber Security Projects, as presented to Council during closed session on 12/1/2020, and
 - Code and Scripting Projects - Many City applications are running on MS Access databases which is no longer supported by Microsoft and need to be migrated to a low code application programming platform.
 - **Infrastructure Replacement Program Deferred:** Wifi Replacement Program and UPS Replacement Program were deferred. Most equipment has a shelf life of 5 years and the program replaces 1/5th of equipment each year. Postponing the replacement of antiquated devices increases the rate of equipment failure, support time and increased cyber security risks.
 - Technology classification review (See below, Recruitment Challenges)
 - Inadequate office space to accommodate employees (See below, Department of IT Move to 1947 Center St)
- **Staffing Challenges:** Citywide technology needs are growing exponentially. With over 100 projects in progress at any given time and only 14 project staff members to deploy these initiatives. The staff responsible for project deployments are also responsible for managing support for over 216 software applications across the departments. The IT Department needs additional resources to provide effective implementation and ongoing support to departments given the exponential increase in the City's new technology deployments. In addition, as these projects are deployed the demand for end user support has increased vastly resulting in increased infrastructure support and

helpdesk demands. The industry standard ratio of employee to Help Desk staff, is a ratio of approximately 70:1³⁸, whereas for the City of Berkeley, the ratio is 266:1. Help Desk Performance Metrics indicate the need for the additional resources based on the current ratio of employee to Help Desk staff, as several key performance indicators have been trending in the wrong direction for a few years now.

For example:

- The Help Desk's average ticket resolution time has increased from an average of three days to an average of 9 days from FY 2018 to FY 2020, and is projected to increase to an average of 15 days in FY 2021.
- The total number of Help Desk tickets that have breached our published Service Level Agreements has increased from 1,495 in FY 2018 to 4,141 in FY 2020, and is projected to increase even further in FY 2021.
- The Help Desk call abandonment rate has increased from 6% to 21% from FY 2018 to FY 2020, and is projected to be 23% in FY 2021.

And finally, the Help Desk first call/same day resolution rate for incoming requests has gone down over the past several years, from 49% in FY 2019 to a projected 35% in FY 2021.

- **COVID-19 Technology Response:** With an understaffed Help Desk, IT was inundated with requests for immediate software and hardware solutions to assist with remote work.

Examples of immediate requests included:

- Remote Access to approx. 700 City employees,
- Upgraded terminal services from 1 to 7 to enable remote access,
- Enable cyber security and load balancing tools,
- Configured and deployed 70 laptops,
- Setup and distributed over 200 iPhones,
- Published over 25 Knowledgebase articles in ServiceNow for assist with remote user support,
- Enabled multiple teleconferencing tools: Skype, MS Teams, Zoom, WebEx, and
- Deployed various technology solutions for remote Video inspections, telehealth, teletexting and survey tools.

³⁸ <https://www.roberthalf.com/blog/management-tips/how-many-help-desk-tier-1-personnel-do-you-need>

It was a challenge for Help Desk staff to keep up with these requests given staffing levels.

- **Recruitment Challenges:** Recruiting for vacancies with existing job descriptions and classifications has proven to be difficult. The existing job descriptions for certain purposes are obsolete and not aligned with current industry standards. This negatively impacts the quality and the quantity of the candidates that apply for jobs within the City, and contributes to an increased turnover rate.
- **Department of Information Technology Move to 1947 Center St:** The Department continues to struggle with the space in 2180 Milvia Street. The number of employees proportionate to the assigned space is too restricted with employees sitting next to each other with less than 5 ft apart and some employees in shared cubicles.

ACCOMPLISHMENTS

The following are a sample of technology initiatives that have been recently completed. For details please refer to the annual [Digital Strategic Plan report](#) that was presented to City Council on March 16, 2021.³⁹

- **Increased Efficiencies with New Software and Upgrades:** The IT Department successfully implemented a variety of new software tools and applications, including:
 - Syntech Fuel Management System,
 - Zonar Fleet Telematics System (Pilot Project),
 - Irrigation Management System,
 - Recreation Registration Software,
 - Human Resources Case Management,
 - NG911 (text to 911) ,
 - REDCap (Research Electronic Data Capture),
 - WIC MIS System (state food benefits for women, infants and children [WIC]),
 - Emphasys Elite upgrade (public housing software),
 - NexGen Behavioral Health (charting and grant data collection),
 - NexGen EHR (electronic medical records) upgrade,
 - NexGen Telehealth (for public health clinic),

³⁹ [https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_01_Digital_Strategic_Plan_\(DSP\)_pdf.aspx](https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_01_Digital_Strategic_Plan_(DSP)_pdf.aspx)

- Persimmony ECM (electronic case management) expansion,
- Nutanix (Data Center Infrastructure Disaster Recovery), and
- Cohesity (data backup architecture).

Many of these implementations ensured critical city services could continue safely during the COVID-19 pandemic. Additionally, by replacing old software with newer or upgraded software and introducing pilot projects leveraging new software tools, the IT Department has achieved a number of improvements, including (but not limited to):

- Minimized data entry,
 - Improved accuracy (e.g., billing, accounting, revenue reporting),
 - Remote monitoring (e.g., of fuel levels/consumption, water usage),
 - Ability to manage activities remotely,
 - Reduction in the use of paper,
 - Increased public access to information,
 - Faster processes (i.e., using simplified workflows, enabling quicker processing type/capability, allowing concurrent usage, automating calculations),
 - Improved data accessibility (e.g., easier to search, more types of information tracked/recorded),
 - Increased security (e.g., HIPAA⁴⁰ -compliant, less vulnerable to cyber attack), and
 - Enabling staff and community members to more easily (and safely) access City services and information remotely via telephone or internet.
- **Ensured Transparency and Compliance with AB953:** In response to the adoption of AB953, the Racial Identity and Profiling Act (RIPA), the City deployed a phone application that police officers are using to collect stop data information per specific requirements of the Department of Justice. Berkeley started collecting data in October 2020, well ahead of the January 2022 deadline. Data is posted monthly on the City of Berkeley [Open Data Portal](#).⁴¹
- **Launch of Payroll Module in ERMA:** The IT Department continues to move forward on the multiyear, replacement of the City's legacy financial system (FUND\$). The Payroll and Human Resources modules were launched December 27th, 2020. This included payroll and the transition from Employee Transactions Forms (a paper process) to

⁴⁰ Health Insurance Portability and Accountability Act of 1996.

⁴¹ <https://data.cityofberkeley.info/>

electronic Personnel Actions conducted within the ERP. This resulted in eliminating many paper forms.

- **Improved City's GIs Capacity:** The IT Department continues to move forward on the multiyear, Citywide [GIS Master Plan](#).⁴² Notable milestones include, but are not limited to, launching a Community GIS Portal, updating addresses to aid and inform the 2020 US Census, inventorying Parks assets, and mapping building footprints and address points. This work provides increased transparency and data to the public, and helps to inform a variety of analysis, projects, and programs in departments throughout the City.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The proposed expenditure budget for FY 2022 in the IT Cost Allocation fund totals \$14,456,210. This is a \$1.14M, or 9% increase from the previous adopted Fiscal Year 2021. However, the overall proposed budget for FY 2022 is based on the FY 2021 budget, which reduced expenditures by approximately 19%.

The need for increased cyber security projects and software as outlined in the December 1, 2020 closed Council session drove the majority of this expenditure increase. Additionally, staff continue to refine the IT Cost Allocation fund by reclassifying software that was previously identified as operational, and reclassifying them as software supported through the Technology Internal Service Fund (Tech ISF). This reclassification provides a clearer picture of the City's ongoing software needs. Software costs also increased by 5% and this increase aligns with industry standards.

The FY 2022 proposed Budget includes funding for the following items in Information Technology:

- Updated funding amounts for IT Cost Allocation \$1,502,539
- Cybersecurity for Telecommuting Need (IT) \$819,000
- IT Move to 1947 Center Street \$770,000

⁴² GIS Master Plan - <https://www.cityofberkeley.info/it/gismasterplan.aspx>

<input type="checkbox"/> IT Website: Hosting Fee	\$72,000
<input type="checkbox"/> IT Website Licenses	\$21,000
<input type="checkbox"/> IT 2180 Milvia/4th Floor Rent	\$106,017
<input type="checkbox"/> IT AT&T Telephone Charges	\$70,000

The following items continue to be unfunded in FY 2022 budget:

- Customer Relationship Management (CRM) Software,
- Geographical Information Systems (GIS) Master Address Data (MAD) Database,
- Code and scripting projects - Many City applications are running on MS Access databases which is no longer supported by Microsoft and need to be migrated to a low code application programming platform,
- Subscriptions, limited supplies budget, conferences, and training and education for staff as technology is fast changing and the staff needs to be kept up to date in the changing technology needs for the organization to provide support to the end users and the community in an efficient manner, and
- Review of various job classifications, which is needed to modernize job descriptions to align with current need.

PARKS, RECREATION & WATERFRONT

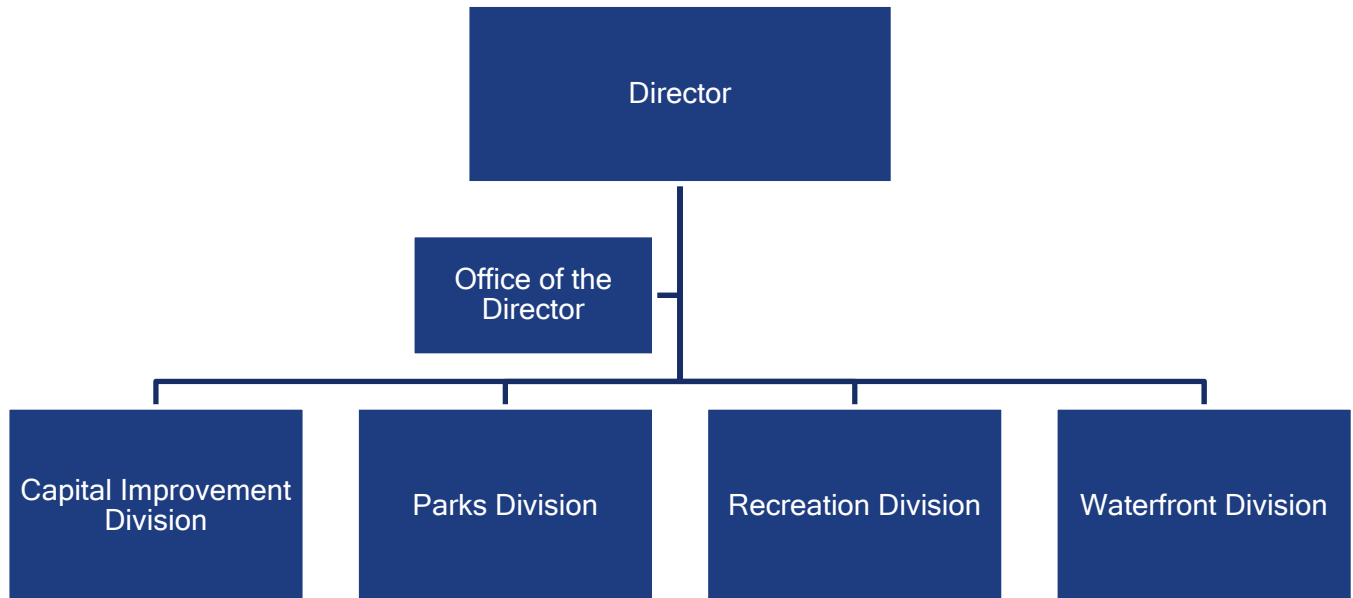


New San Pablo Park play structure, Berkeley Tuolumne Camp Recreation Center construction-in-progress, and new Bay Trail and South Cove improvements at the Berkeley Waterfront.

MISSION STATEMENT

The Parks, Recreation & Waterfront Department is committed to administering excellent recreation programs at our community centers, camps, waterfront and parks; maintaining our trees and urban forest, landscaping and infrastructure; and developing capital projects with community input to improve and enhance residents' park and facility experience.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The Parks, Recreation & Waterfront (PRW) Department maintains the City's parks, playgrounds, pools, camps, community centers, and waterfront facilities; provides diverse recreation programs and special events throughout the year; delivers resident camps opportunities for youth, families and seniors; operates the largest public marina on the Bay; and plans, designs, and constructs capital improvements to our parks, recreation and waterfront facilities and infrastructure. PRW is organized into five divisions to deliver the following baseline services:

- **Office of the Director:** 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; grant and lease administration.
- **Parks:** This division maintains Berkeley's 52 parks, 63 play areas, 49 sports courts, 15 sports fields, 4 community centers, 2 clubhouses, 36 picnic areas, 35,000 street and park trees, 152 landscaped street medians and triangles, 263 irrigation systems, and 29 restrooms and out buildings. The Parks Division also organizes community volunteer days and participates in special events.
- **Recreation & Youth Services:** This division provides a variety of programs and classes for all ages ranging from young children to teens, youth and adult sports, summer camps, therapeutic recreation, and adult fitness. The Division also operates the City's swimming pools, tennis courts and basketball courts, skate park, community centers, and resident camps. The Division hosts multiple large special events for the community throughout the year.
- **Waterfront:** This division operates the Berkeley Marina and its related facilities, including the docks, pilings, streets, pathways, parking lots, buildings, trails, Adventure Playground, and 1,000 boat and berth rentals. The Division also manages agreements with Waterfront businesses, maintains Waterfront parks and facilities including Cesar Chavez Park, Shorebird Park and Nature Center, and the Adventure Playground, and manages special events.
- **Capital Projects:** This division plans and manages capital improvement projects at City parks, park buildings, community centers, pools, camps, and the Waterfront. This includes park and facility planning and community engagement, grant acquisition, permitting, environmental review, design and construction management.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
NON-CAPITAL⁴³						
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	None	Landscaping in medians (pilot) with drought tolerant non-turf grass	Parks Tax-funded pilot project to plant drought tolerant non-turf grass in street medians.	7/21 - 6/22	New	\$25,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Turf renovations in non-sports field areas	Parks Tax-funded renovation of high-use grass areas in parks	7/21 - 6/22	New	\$25,000 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Develop online payment for Waterfront	Build capacity for boaters to pay online rather than via phone, mail, or autopay.	7/21 - 6/22	New	To be determined, plus staff time
Foster a dynamic, sustainable, and	City Attorney	Skates Lease Completion	Finalize lease extension with Skates on the Bay	7/21 - 6/22	New	Staff time

⁴³ The Parks, Recreation & Waterfront Department subdivides projects by whether they are capital or noncapital.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
locally-based economy			restaurant at the Berkeley Marina.			
Provide an efficient and financially-healthy City government	City Attorney	199 Sea Wall Lease Completion	Finalize new lease for 199 Seawall at the Berkeley Marina.	7/21 - 6/22	New	Staff time
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance	Establish on-site Electronic Payment /No cash payments at pools	Establish onsite payment for pool patrons at West Campus and King Pools.	7/21 - 6/22	New	\$15,000 (funded), plus staff time
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	None	Develop Plan for re-opening Berkeley Tuolumne Camp	Develop operations plan for Berkeley Tuolumne Camp, scheduled to re-open Summer 2022.	7/21 - 6/22	New	\$15,000 (funded), plus staff time
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	None	Complete Program Evaluation of Tots programing	Meet with community, identify existing needs, and develop staff training for increased Tots programming.	7/21 - 6/22	New	\$15,000 (funded), plus staff time
Champion and demonstrate social and racial equity	Public Works	Tree Planting Project in South	Plant 500 trees in South and West Berkeley.	7/19 - 6/22	Continuing	\$650,000 (grant funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
		and West Berkeley				
CAPITAL						
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Grove Park Construction: Renovation of 2-5 and 5-12 Play Areas	Measure T1 project to renovate two play areas at Grove Park.	7/21 - 6/22	Continuing	\$700,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	John Hinkel Park Planning: Hut Conceptual Plan Development	Parks Tax-funded project to do planning and design for Scout Hut at John Hinkel Park.	7/21 - 6/22	New	\$150,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	John Hinkel Park Construction: Renovation of 2-12 Play, Creek, Picnic and Parking Areas	Parks Tax- and T1-funded project to create a new picnic and play area at John Hinkel Park.	7/21 - 6/22	New	\$1,200,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	King Park Construction: Renovation of 2-5 Play Area	Insurance and Parks Tax-funded project to renovate play areas at King Park.	7/21 - 6/22	New	\$900,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	MLK Junior Youth Services Center Planning: Facility Conceptual Plan Development	Measure T1-funded project to seismically retrofit and renovate the MLK YAP community center.	7/21 - 6/22	New	\$7,000,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Ohlone Park (Milvia) Design: 2-5 and 5-12 Play Areas and Mural Garden	Parks Tax and Measure T1-funded project to renovate play areas, and create a mural garden and exercise area at Hearst and Milvia.	7/21 - 6/22	New	\$1,100,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	Public Works	Ohlone Park Planning and Design: Lighting Improvements	Measure T1-funded project to improve park lighting.	7/21 - 6/22	New	\$700,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Ohlone Park Planning and Design: New Restroom	Measure T1-funded project to build a new public restroom at Ohlone Park.	7/21 - 6/22	New	\$500,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Tom Bates Design: Restroom and Community Space	Measure T1-funded project to build a new restroom and community space at the Tom Bates Sports Complex.	7/21 - 6/22	New	\$2,900,000 (funded)
Provide state-of-the-art, well-maintained infrastructure,	Public Works	Waterfront Construction: O and K Dock Electrical	Project funded by the Marina Fund and General Fund to replace the electrical	7/21 - 6/22	New	\$1,200,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities			infrastructure at O and K docks at the Berkeley Marina.			
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Waterfront Construction Piling Replacement	Measure T1-funded project to replace failed or deteriorated pilings at the Berkeley Marina.	7/21 - 6/22	New	\$1,200,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Waterfront Design: D and E Dock Replacement	DBW Loan and Measure T1-funded project to replace D&E docks at the Berkeley Marina.	7/21 - 6/22	New	\$6,000,000 (funded with State loan)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Willard Park Design: New Center and Restroom	Measure T1-funded project to replace the Willard Park clubhouse and restroom.	7/21 - 6/22	New	\$7,000,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Skate Park Fencing Replacement	Parks Tax-funded project to replace fencing at Skate Park at Harrison Park.	7/21 - 6/22	New	\$185,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Information Technology, Planning	Berkeley Tuolumne Camp Rebuild	Rebuild Berkeley Tuolumne Camp. Permitting, Environmental, Design, and Construction.	7/19 - 6/22	Continuing	\$38,000,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, Planning	Cazadero Camp Landslide Fix and Dormitory Replacement	Repair significant damage to the City's Cazadero Camp caused by a landslide that occurred in 2016.	7/19 - 6/22	Continuing	\$900,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office, Finance, Health Housing & Community Services, Human Resources, Information Technology, Planning, Public Works	Grove Park Field backstop, dugout, lights, and irrigation	Measure T1 and Parks Tax funded renovation of existing ballfield backstop, dugout, lights, and irrigation - Construction.	7/19 - 6/22	Continuing	\$1,100,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office	Pier/Ferry Study (formerly called WETA MOU and Ferry Feasibility Study and Berkeley Municipal Pier Conceptual Design)	Develop an MOU with WETA and conduct an engineering feasibility study for potential WETA ferry service and recreation at the existing or a new Berkeley Pier. Feasibility study for potential repairs to Pier. Funding through Measure T1 and WETA.	7/19 - 6/22	Continuing	\$1,139,290 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office, Finance, Health Housing & Community Services, Human Resources, Information Technology, Planning, Public Works	University Avenue (West Frontage Rd to Marina Blvd), Marina Blvd, and Spinnaker Way Renovation	Renovate three roads at the Berkeley Marina (University Ave, Marina Blvd, and Spinnaker Way) - Construction - Design and Construction. Funded through Measure T1, PW Streets, and DoubleTree.	7/19 - 6/22	Continuing	\$8,208,797 (funded)

Performance Measures

The below table summarizes the Parks, Recreation & Waterfront Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Number of community contacts	<ul style="list-style-type: none"> Number of community communications, including brochures, press releases and flyers Number of, and time spent at, community meetings/pop-ups Number of, and time spent at, Commission and Sub-Committee meetings 	↑	<ul style="list-style-type: none"> 26 communications 24 community meetings/pop-ups, 48.5 hours 49 Commission and Sub-Committee meetings, 115 hours 	●
Tonnage of fire debris removed	Amount of fire fuel debris tonnage removed from the hills	↑	154.5 tons	●

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

CHALLENGES

The Parks, Recreation & Waterfront Department's challenges include:

- **Marina Fund:** The Marina Fund is projected to exhaust all reserves within FY 2022. The Fund has struggled with a structural deficit for many years, but as recently as February 2020, was on track to remain solvent through FY 2025 and beyond. Since COVID, lease revenues from the hotel, restaurants and commercial tenants have plummeted and safety related issues that were already significant, have become more prevalent, forcing many berthers and their associated revenue to leave. The Fund is now projected to need \$800,000 to maintain Waterfront operations in FY 2022.
- **Unfunded Infrastructure Needs:** PRW has more than \$182 million in unfunded infrastructure needs in our parks, waterfront, pools and camps, (see table below).

Needed Improvements	Cost Estimate
Resident Camps	\$5,885,000
Waterfront	\$113,167,000
Pools	\$7,500,000
Park Buildings/Facilities	\$3,710,000
Parks (General)	\$9,900,000
Parks (Specific)	\$37,402,000
Park Restrooms	\$4,450,000
Total	\$182,014,000

Recent voter-approved measures like Measure F (increase to the Parks Tax) and Measure T1 (\$100 million bond for citywide facilities and infrastructure) have begun to address the issue, but the needs still far outweigh resources. The majority of these unfunded needs are at the Waterfront, where many of the docks, pilings, buildings, parking lots and streets have reached the end of their useful life and are starting to fail. As documented in multiple reports over the last several years⁴⁴, the Marina Fund has

⁴⁴ See November 10, 2020 Marina Fund presentation to Council Budget & Finance Policy Committee (https://www.cityofberkeley.info/uploadedFiles/Clerk/2020-11-12_Item_2c_Budget.pdf); December 13, 2018 Off-Agenda Memo (https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/Marina%20Fund%20Update%20121318.pdf); November 15, 2018 Worksession Report (https://www.cityofberkeley.info/Clerk/City_Council/2018/11_Nov/Documents/2018-11-15_WS_Item_02_Parks_Recreation_Waterfront_pdf.aspx); July 1, 2018 Off-Agenda Report

never had a dedicated funding source for capital and improvements at the Waterfront have been underfunded for decades.

- **Camps Fund:** Since the Berkeley Tuolumne Camp (BTC) was destroyed in the Rim Fire in 2013, the Camps Fund has had a persistent structural deficit, as BTC revenue was no longer available to offset the losses in the City's other camp programs at Echo Lake Camp, Berkeley Day Camp, and Cazadero Camp. In the years since the fire, staff have worked to improve the cost recovery of the Fund's other camps and programs. These efforts had set the Camps Fund on a path to closing that structural deficit, until COVID hit. All Camp programs in the summer of 2020 were cancelled, and all registrations refunded, leading to a revenue loss of more than \$700,000 and depleting the Fund reserves. Expected to help is the \$54 million rebuild of BTC, which is funded 97% by insurance and FEMA, and on schedule to re-open in the summer of 2022.
- **Parks Tax Fund:** The Parks Tax Fund was stabilized with the 2014 passage of Measure F, an increase to the Parks Tax, which provided an additional \$1.7 million per year in funding, including \$750,000 for capital, \$450,000 in minor maintenance, and \$500,000 for operations. The Fund absorbed additional landscape costs during COVID to alleviate pressure on the Marina Fund, but the Fund now has only about 5% reserves remaining (against a target of 15%). Revenue will need to continue to grow by at least 2% to ensure that the Fund remains in balance.
- **Fire Fuel Reduction:** There is an ongoing need for fire fuel reduction in the hill areas to help improve Berkeley's ability to mitigate wildfire. In the last three fiscal years (FY 2019 - FY 2021), City Council authorized four one-time General Fund allocations for \$620,000 on tree removal, \$360,000 on ladder fuel reduction, and \$200,000 on trail and path infrastructure improvements. These improvements have made a difference, but continued investment is needed to mitigate the wildfire risk.

([https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/CM%20Update%20-%20Waterfront%20-%20Hs%20%20Lordships%20\(w%20attachments\).pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/CM%20Update%20-%20Waterfront%20-%20Hs%20%20Lordships%20(w%20attachments).pdf)); May 8, 2018 Worksession Report (https://www.cityofberkeley.info/Clerk/City_Council/2018/05_May/Documents/2018-05-08_WS_Item_03_Parks_Recreation_Waterfront.aspx); May 8, 2018 Proposed Budget Update (https://www.cityofberkeley.info/Clerk/City_Council/2018/05_May/Documents/2018-05-08_WS_Item_01_FY_2019_Proposed_Budget_Update.aspx); April 12, 2018 Off-Agenda Report (https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/Marina%20Fund%20Update%20041218.pdf); and November 7, 2017 Worksession Report (https://www.cityofberkeley.info/Clerk/City_Council/2017/11_Nov/Documents/2017-11-07_WS_Item_02_Parks_Recreation_and_Waterfront_CIP.aspx)

ACCOMPLISHMENTS

Highlights of recent Parks, Recreation & Waterfront accomplishments include:

- **Completed Capital Projects:** PRW completed 16 capital projects and 7 planning projects in the last 24 months, with an additional 6 under construction, and many more to come. These include:
 - The seismic retrofit and renovation of Live Oak Community Center;
 - New play structures at James Kenney, San Pablo, George Florence, and Strawberry Creek Parks;
 - Pergola, pathway and tennis court reconstruction at the Rose Garden;
 - Tide tube improvements at Aquatic Park; and
 - Improvements to the Bay Trail, docks and restrooms at the Waterfront.

A full list of projects completed and upcoming is available [here](#).⁴⁵

- **Developed COVID-sensitive Childcare/Camps and Programming:** Recreation staff developed summer childcare/camps for children of essential workers, as well as afterschool programs, following all Health Officer Orders with all operations exclusively outdoors. Staff worked with BUSD staff to provide priority scholarships to Berkeley's Excellent Academic Road to Success (BEARS) afterschool program participants. Recreation staff also distributed grab-and-go lunches for the Summer Lunch Program at eight locations throughout the City from June 15, 2020 to August 7, 2020. And staff developed new programming for the community, modifying the popular "Movies in the Park" series to be a "Drive-in Movie" series.
- **Provided Safe Outdoor Amenities for the Community During COVID:** City parks and the Waterfront witnessed a significant increase in usage over the past year, as community members sought refuge in these open spaces. Parks and Waterfront staff worked hard to make these public spaces safe and clean during the pandemic, including more frequent restroom cleaning, trash removal, signage, and park maintenance. Park monitors provided public health information, handed out face coverings, and monitored activity in parks. Recreational boating was available to individual household throughout the pandemic, and the Marina office remained open and serving the public.

⁴⁵ https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_03a_Parks,_Recreation_and_Waterfront_pdf.aspx

- **Finalized New Leases at Cazadero and the Waterfront:** PRW staff finalized several significant new or amended leases in the last year. These include a new 61-year lease with the Doubletree Hotel, which included rent increases and a one-time \$3 million payment for the reconstruction of Marina streets. A 25-year lease extension was completed with the Cazadero Performing Arts Camp, operating at the City's Cazadero Camp in Sonoma County. Additional leases were completed at the Waterfront, including Hana Japan, the Bait Shop and commercial office space.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The following items are in the FY 2022 Proposed Budget:

- \$404,000, FY22, General Fund, to cover the cost of increasing City part-time staff positions from the minimum wage to the living wage.
- \$292,127, FY 2022, General Fund, to extend Operating Hours for West Campus Pool

The FY 2022 Proposed Budget is requesting funding for the following items in PRW:

- \$780,000, FY22, General Fund, to cover the operating deficit in the Marina Fund.
- \$510,000, FY22, General Fund, for West Campus Pool plaster and filters (from FY21 deferrals).
- \$705,000, FY22, General Fund, for Echo Lake ADA improvements, (from FY21 deferrals).
- \$600,000, FY22, General Fund, for Waterfront immediate needs in docks, pilings and dredging, (from FY21 deferrals).

The following item is being deferred in FY 2022:

- \$111,992, Assistant Recreation Coordinator, FY 22, General Fund, freeze vacancy.

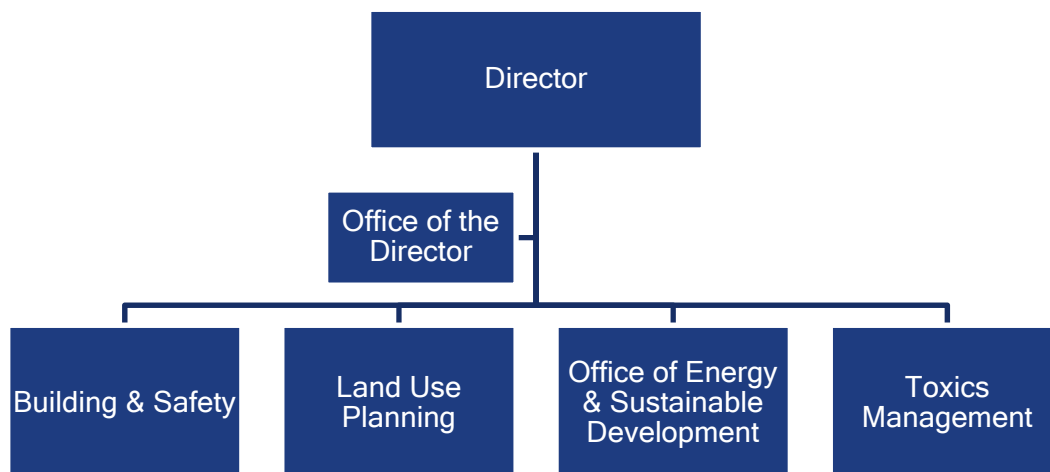
PLANNING & DEVELOPMENT



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.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The Planning & Development Department consists of approximately 90 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 & Safety Division:** The Building and Safety Division (B&S) reviews proposed construction documents for conformance to the building code and other applicable codes; approves building, plumbing, mechanical and electrical permits; inspects construction projects to ensure conformance with the approved plans and code provisions; investigates work done without permits; provides code information and interpretation to the public and other city agencies; ensures the safety of Berkeley's rental housing stock; and manages programs to mitigate seismic risk in existing buildings.
- **Land Use Planning Division:** The Land Use Planning Division (LUP) is responsible for researching and implementing land use policy and regulations for the City of Berkeley.
 - **Land Use Policy:** The land use policy section prepares amendments to the Zoning Ordinance, the General Plan, area plans, and other long-range planning policies that guide future development and preservation in Berkeley.
 - **Development Projects:** The development projects section reviews proposed projects for conformance with the Zoning Ordinance, the General Plan, and other applicable plans, policies and regulations.
- **Office of Energy & Sustainable Development:** The Office of Energy & 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.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology, Public Works	Residential EV Charging Pilot Program, Next Generation	Develop an improved upon pilot program to further the goals of the Electric Mobility Roadmap by enabling more effective and equitable solutions for residential charging.	6/17 - 6/23	New	\$80,000 (requesting funding)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology	Building Emissions Savings Ordinance Mandatory Requirements	Implement amendments to ordinance to focus on building electrification to reduce emissions in addition to improving energy efficiency. Expand the program by proposing mandatory requirements for emissions reductions improvements in existing buildings.	7/15 - 6/23	New	\$68,000 (\$48,000 funded; \$20,000 requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	Information Technology, Public Works	Municipal Building Energy Policy (/New Municipal Building Energy Policy)	Develop options for an updated Municipal Building Energy/Green Building Policy.	7/19 - 6/22	Continuing	\$40,000 (\$20,000 funded; \$20,000 requesting funding)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	City Attorney, Finance	Building Electrification Strategy and Resilient Buildings Incentive Program (/Clean energy and Energy Efficiency)	Complete the Berkeley Existing Building Electrification Strategy Report for Council consideration. Engage the community to develop an incentive program to promote residential switchovers from natural gas to electricity.	11/16 - 6/23	New	\$1,500,000 (requesting funding)
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	None	Climate Adaptation Planning (/Climate Adaption Work)	Participate in regional coordination and grant-funded study of geographic impacts of ground water and sea level rise.	7/19 - 6/23	Continuing	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected, and prepared city	City Attorney, City Manager's Office, Public Works	Solar + Storage in Municipal Facilities (/Energy Assurance)	Participate with East Bay Community Energy (EBCE) in a facility assessment for solar plus battery storage at critical facilities and participate in a procurement process for a third party Power Purchase Provider.	7/20 - 6/23	Continuing	Staff time
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Zoning Ordinance Revision Project	Adopt the Baseline Zoning Ordinance (Phase 1) and identify and amend regulations and procedures to streamline and clarify regulations to meet the needs of Berkeley residents and businesses (Phase 2).	7/17 - 6/23	Continuing	\$315,000 (\$300,000 funded; \$15,000 requesting funding)
Create affordable housing and support services for our most vulnerable community members	City Attorney	Objective Development Standards (/Development/Density Standards Project)	Establish objective standards for density, shadows and design to streamline project review and provide	7/19 - 6/22	Continuing	\$125,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			predictable outcomes.			
Create affordable housing and support services for our most vulnerable community members	None	Comprehensive Update to the City's Affordable Housing Requirements	Consolidate and update affordable housing requirements, reconciling and simplifying regulations as they pertain to all housing projects, whether rental or ownership. Further scope to be determined at workshop in May 2021.	7/20 -12/21	New	\$90,000 (funded)
Create affordable housing and support services for our most vulnerable community members	City Attorney, Health Housing & Community Services	Ashby & North Berkeley BART Stations Area Planning (/BART Stations Area Plan)	Update zoning for the Ashby and North Berkeley BART Station areas, and conduct other related planning activities, in conformance with state law and the City's MOU with BART	7/19 - 6/22	Continuing	\$1,385,000 (\$435,000 funded; \$950,000 requesting funding)
Create affordable housing and support services for our most vulnerable	City Attorney	Southside Zoning Modifications (/Increased Student Housing)	Modify development standards in the Southside to accommodate	1/20 - 6/22	Continuing	\$192,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
community members			additional housing units, including a variety of housing types.			
Create affordable housing and support services for our most vulnerable community members	City Attorney, Health Housing & Community Services	2023-2031 Housing Element Update	Update the Housing Element of the General Plan, with corresponding updates to the Zoning Ordinance, to accommodate Regional Housing Needs Allocation and increase access to housing.	5/21 - 5/23	New	\$540,000 (\$408,000 funded; \$132,000 requesting funding)
Create affordable housing and support services for our most vulnerable community members	City Attorney, Health Housing & Community Services, Rent Stabilization Board	Demolition Ordinance and Affordable Housing	Study issues pertaining to demolition and replacement of existing rent controlled and affordable housing, and update the Demolition ordinance and associated fees.	3/20 - 6/22	Continuing	Staff time
Be a customer-focused organization that provides excellent, timely, easily-accessible	City Attorney	Sign Policy	Evaluate and update processes and policies pertaining to signs.	7/19 - 6/23	Continuing	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
service and information to the community						
Provide an efficient and financially-healthy City government	City Attorney, Finance, Public Works	Comprehensive Fee Analysis and Update (/Planning Comprehensive Fee Nexus Study)	Conduct a comprehensive review and update of current fees for services for development and construction, and analyze the feasibility of establishing a Transportation Impact Fee.	7/21 - 6/23	New	\$150,000 (requesting funding)
Provide an efficient and financially-healthy City government	City Attorney, Finance, Public Works	Transportation Impact Fee Analysis	Analyze the feasibility of and appropriate rate for a Transportation Impact Fee.	7/21 - 6/23	New	\$100,000 (requesting funding)
Champion and demonstrate social and racial equity	City Manager, Human Resources	Racial Equity in Planning services and staffing	Develop and implement workplan to make Planning services more equitable to all Berkeley communities, and to recruit and retain staff whose makeup is reflective of Berkeley's diversity.	2/21 - 6/23	New	\$25,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Finance, Information Technology	Permit Service Center online payments	Implement systems to receive payments online for Building Permit services, Land Use services, and other functions.	7/20 - 6/22	New	\$150,000 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Information Technology	Remote Application Submittal systems for customers	Review and improve new remote submittal procedures created during pandemic, to allow customers to continue to advance projects without requiring in-person visits to PSC.	7/20 - 6/22	New	\$50,000 (funded)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Attorney	Land Use procedures and policy interpretations	Compile and organize existing reference materials, and develop new materials, to advance consistency of interpretations by staff and guidelines for customers to use prior to project submittals.	7/19 - 6/23	New	Staff time

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	City Manager's Office	Customer Service Survey (/Permit Service Center and Land Use Planning Survey)	Develop and administer a customer service survey relating to permitting services, land use planning processes, and other Planning Department functions.	7/19 - 6/22	Continuing	Staff time
Create a resilient, safe, connected, and prepared city	City Attorney, City Manager's Office	Permit Conditions Enforcement Process	Update procedures and standards for monitoring and enforcing agreed-to conditions on Land Use permits.	1/19 - 6/22	Continuing	Staff time
Create affordable housing and housing support services for our most vulnerable community members	Human Resources	Expanded and streamlined rental housing safety program	Expand and streamline the Rental Housing Safety Program to enable proactive inspections and other actions to maintain Berkeley's aging rental housing stock.	7/19 - 6/23	Continuing	Staff time (enterprise funded)
Create a resilient, safe, connected, and prepared city	None	Seismic safety programs	Continue implementation of the City's Soft Story and Unreinforced Masonry	7/19 - 6/23	Continuing	\$4,500,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			Ordinances and administer a \$4.5 million Hazard Mitigation Grant from FEMA, which will provide design and construction grants to owners of the most seismically vulnerable buildings in Berkeley.			

Performance Measures

The below table summarizes the Parks, Recreation & Waterfront Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Percent customer satisfaction	<ul style="list-style-type: none"> Percent of respondents who visited the City website prior to visiting Permit Service Center Percent who felt the website adequately prepared them for visit Percent who felt they received professional and courteous service 	↑	<ul style="list-style-type: none"> 86% visit website 43% felt adequately prepared 63% received courteous service 	n/a ⁴⁶
Turnaround Time: Land Use Permits	Administrative Use Permits (AUPs), complex, medium, or simple: <ul style="list-style-type: none"> total time to get from application completion to staff approval; and percent that get from completion to staff approval in under two months 	↓	<ul style="list-style-type: none"> Complex AUPs: 2.34 months, 57% in less than two months Medium-complexity AUPs: 1.69 months, 59% in less than two months Simple AUPs: 1.61 months, 66% in less than two months 	●
Turnaround Time: Building Permit Plan Check Process	For building permit plan checks, the total amount of time for staff to process, on average, regardless of complexity or need for multiple resubmittals	↓	14.85 days	●

● Meeting/exceeding target

● Near target

● Not meeting target



Target is to increase numbers/percentages



Target is to decrease numbers/percentages

⁴⁶ No reference point, first year collecting this data.

CHALLENGES

The Planning & Development Department currently faces the following challenges:

- **COVID-19 Pandemic Impacts:** The COVID-19 pandemic has had a variety of impacts on Department operations. It has required a reorientation of the Permit Service Center, inspections, application submittal, and other core functions and services. It has required a rethinking of the Department's community engagement activities, including a shift to managing commissions and other public meetings remotely. These challenges have in turn impacted the Department's budget and efficiency, although impacts have been mitigated over time as the Department has adapted.
- **Technology Needs:** Existing permitting software is not effectively meeting department needs and is creating significant customer service and efficiency challenges, including turnaround times for permit applications.
- **Staff Capacity:** The Department is managing a high volume of high-priority policy and long-range planning efforts related to affordable and student housing, planning processes for Ashby and North Berkeley BART stations, Zoning Ordinance revisions, and several other Council referrals and priorities. New state laws have required staff to analyze new legislative changes and adapt Berkeley's procedures accordingly, which has strained staff capacity.
- **Resource Needs for Climate Action Goals:** There is an ongoing need for additional resources to support the City's climate action goals, including electric vehicle infrastructure development, solar + storage systems to enable clean back-up power for critical facilities, planning for climate change adaptation, and technical assistance to accelerate energy efficiency and electrification in homes and businesses for low and moderate income community members.
- **Uncertainty:** The impacts of the COVID-19 pandemic on the real estate development and construction industry are unclear, especially in the context of the overall economic cycle. This in turn poses challenges for budget planning and resource allocations.

ACCOMPLISHMENTS

Planning & Development Department accomplishments include:

- **Maintained Essential Planning & Development Services During the Pandemic, and Contributed to Emergency Response Activities:** Although the shelter-in-place order briefly paused some services, the Department quickly adapted by establishing protocols and standards for serving clients remotely, including the deployment of new technology tools for inspections, application submittals, cashiering, and other services. Events, community engagement activities and commissions pivoted online. In addition, many Planning & Development staff members, ranging over time from approximately 1 to 5% of the Department's overall staff capacity, have been deployed at the Emergency Operations Center. The Department also developed new zoning controls for outdoor dining and other commerce on private space (complementing programs for the public right-of-way), and expedited permit review for a COVID testing laboratory.
- **Supported Housing Production:** Planning staff has supported an increase in housing production through actions that begin at the plan level and run through issuance of certificate of occupancy. The land use policy team has advanced updates to the inclusionary housing ordinance and adoption of housing-centric plans and ordinances (e.g., Adeline Corridor Specific Plan, Parking Reform). In 2020, staff have processed entitlements and building permits for over 500 units this year. ADU production has also accelerated, with 150 units reviewed in 2020.
- **Prioritized Customer Service Improvements:** Despite the pandemic, the Department has initiated, advanced, and/or completed a variety of customer service initiatives during the past budget cycle, including a customer service survey, online payments, policies and procedures manuals, and checklists and other publications. The Department helped to pilot the 'Results-Based Accountability' that is now being adopted Citywide. The Plan Check team has maintained a nearly 100% on-time plan check completion record since July 2020 (exceeding the 90% goal).
- **Secured Significant Grant Funding:** This fiscal year, the Department was awarded \$500,000 from the State to develop zoning for the North Berkeley and Ashby BART stations and to support the Housing Element update, and submitted grant applications for \$1.9 million for planning for priority development areas (results pending). Building & Safety was awarded a second FEMA grant for \$4.5 million to continue and expand the Retrofit Grants program, which reimburses a portion of seismic retrofit costs to owners of seismically vulnerable buildings. OESD was awarded \$195,000 to support climate

and resilience activities, virtual engagement of frontline communities, data management solutions for municipal water and energy use tracking, and the development of Reach Codes.

- **Advanced “Green Building” Initiatives and Standards:** During the past budget cycle, the City adopted local amendments to California Energy and Building Codes (Berkeley Reach Code) to promote zero net energy, healthy building materials, electrification, PV, EV chargers, and water conservation. The City completed an evaluation of the Building Emissions Saving Ordinance (BESO) program, amended the program based on evaluation findings and in accordance with the City’s climate action goals, and launched an online portal to make it easier for community members to comply with the program requirements. And the Department continued to support the community with outreach and education regarding electrification, energy efficiency and renewable energy, hosting numerous well-attended workshops for a wide variety of audiences.
- **Completed the Electric Mobility Roadmap:** In July 2020 City Council adopted the Roadmap and approved the completion of the municipal EV replacement fleet assessment.
- **Mitigated Seismic Risks and Improved Housing Safety:** The Retrofit Grants program disbursed 21 design grants and 21 construction grants for a total of \$698,000 to Berkeley property owners in the 1st half of FY 2021. The City also continued enforcement of the soft story ordinance: in FY 2021, 19 buildings completed retrofits and were removed from the inventory of potentially hazardous buildings, and 21 additional properties were added to the inventory. In FY 2020, the Rental Housing Safety Program doubled the previous annual number of proactive inspections performed.

SIGNIFICANT CHANGES FROM PRIOR YEAR’S BUDGET

Significant changes to the Planning and Development Department’s FY 2022 budget from the prior year reflect increases related to changes and requests for full time equivalent employees FTEs, additional consulting costs, and expansion of multi-year programs that align spending to the Planning Department’s strategic priorities. These changes are designed to accelerate progress on Strategic Plan priority projects and City Council referrals.

The FY 2022 Proposed Budget requests funding for the following items in the Planning Department:

- \$150,000, FY 2022, General Fund, Comprehensive Fee Analysis of services provided
- \$240,000, FY 2022, General Fund, for an Equity Pilot Program to increase resources to low or moderate income households
- \$62,720, FY 2022, General Fund, to reallocate an Assistant Management Analyst position to create a permanent, full-time Deputy Director of Planning position (\$224,000, 28% General Fund, 72% Permit Service Center Fund)
- \$20,000, FY 2022, General Fund, for an Municipal Building Energy & Green Building Policy Update
- \$100,000, FY 2022, General Fund, to develop a nexus study and feasibility analysis for the establishment of a Transportation Impact Fee on development projects.
- \$20,000, FY 2022, General Fund, to implement 2020 BESO amendments
- \$80,000, FY 2022, General Fund, to support implementation of the Electric Mobility Roadmap
- \$57,206, FY 2022, General Fund, to create a Planning Technician position (1 FTE, \$114,412, 50% General Fund and 50% PSC Fund) to support the Land Use Division
- \$338,520, FY 2022, General Fund, to create a temporary project-based (2 years) Senior Planner position and a temporary project-based (2 years) Associate Planner position to support the Land Use Policy section

The following items are being deferred in FY 2022:

- \$260,350 - FY 2022, General Fund:
- \$47,414 - Office Specialist II
- \$28,223 - Office Specialist II - cost shift
- \$46,373 - Community Services Specialist I - cost shift
- \$43,102 - Hazardous Materials Specialist II - (x3) cost shift
- \$53,967 - Hazardous Materials Manager - cost shift
- \$16,420 - Intern (Toxics)
- \$20,051 - Intern (OESD)
- \$4,800 - travel and training budget

POLICE ACCOUNTABILITY

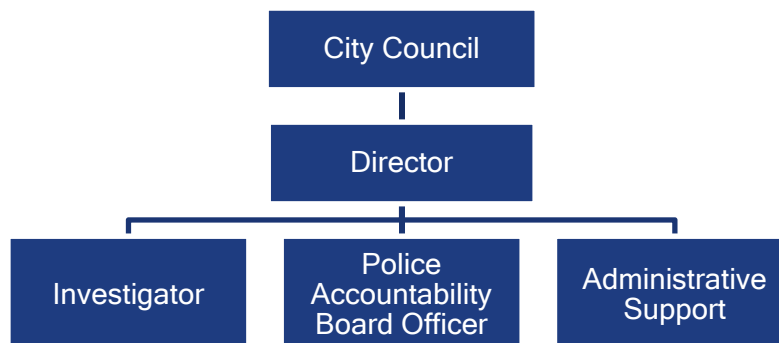


Berkeley Police Review Commission Co-Hosted Oversight Forum, pre-pandemic.

MISSION STATEMENT

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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The Office of the Director of Police Accountability is a newly established Department that is the result of an amendment to the City Charter approved by the voters as Measure II in November 2020. The Office of the Director of Police Accountability replaces the existing Police Review Commission and is anticipated to become operational in July 2021, after the Mayor and City Council approve appointments to the Police Accountability Board, which is scheduled to occur in June 2021.

The Office of the Director of Police Accountability is independent of the City Manager. As such, the Director of Police Accountability will be appointed by, and report directly to, the Mayor and City Council. Before establishing the Office of the Director of Police Accountability, the Police Review Commission and its staff were part of the City Manager's Office. A recruitment is underway for the Director of Police Accountability and it is anticipated that an appointment will be made by the end of 2021. Until that time, an Interim Director of Police Accountability will be appointed and existing Police Review Commission staff will transition to the Office of the Director of Police Accountability.

As a new Department with expanded responsibilities and redefined relationships, the Office of the Director of Police Accountability will spend a large part of FY 2022 establishing the operations and procedures of the Department and providing training to members of the Police Accountability Board.

The following outlines key priorities for the newly established Department:

- **Establishing Board operations:** The groundwork must be laid for the Police Accountability Board members to begin functioning, which includes: receiving an orientation regarding their roles and responsibilities as outlined in Measure II, setting a meeting schedule, and adopting by-laws.
- **Adopting Regulations:** Board members must develop and adopt regulations for handling complaints filed with the Office of the Director of Police Accountability. These regulations must be approved by the City Council.
- **Training Board Members:** The Charter amendment mandates that the Director of Police Accountability develop 40 hours of training for Board members on topics such as constitutional rights and civil liberties and Police Department operations, policies,

practices, and procedures. The Director will work closely with the City Attorney's Office, Human Resources Department, and Police Department to develop and provide required training.

- **Continuing Complaint Investigations and Managing Transition:** Complaint investigations filed before July 1 may be ongoing. Decisions will have to be made regarding what procedures will apply when new regulations are adopted.
- **Conducting Public and Community Outreach:** The public should be informed as to the existence of the new Police Accountability Board and the avenue for filing complaints against sworn officers with the Office of the Director of Police Accountability. Further, the Charter amendment requires the Director of Police Accountability to meet periodically with stakeholders, such as groups promoting civil rights and civil liberties, and organizations representing communities of color, and solicit input regarding the work of the Police Accountability Board and Office of the Director of Police Accountability.
- **Continuing Engagement with the Police Department and Berkeley Police Association:** The existing Police Review Commission Officer is currently beginning conversations with the Police Department and the Berkeley Police Association regarding new mandates, roles, and procedures under the Charter amendment. The Director of Police Accountability will continue work with the Police Department and Berkeley Police Association as implementation occurs in the coming fiscal year, to ensure that any issues that arise under the new structure are handled expeditiously and satisfactorily to all.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Champion and demonstrate social and racial equity	Police	Mayor's Working Group on Fair & Impartial Policing	Help implement recommendations of the Working Group, to decrease racial disparities in vehicle and pedestrian stops.	7/21 - 6/22	New	Staff time
Create a resilient, safe, connected, and prepared City	City Attorney, City Manager's Office, Human Resources, Police	Police Accountability Board Member Training	Develop and implement training in accordance with the Charter Amendment stipulation that each member of the Police Accountability Board must receive 40 hours of training.	7/21 - 1/22	New	Staff time
Create a resilient, safe, connected, and prepared City	City Attorney, City Manager's Office	Police Accountability Board Policy and Regulation Development	Develop, receive Council approval for, and implement policies and regulations for the newly established Board.	7/21 - 2/22	New	Staff time
Champion and demonstrate social and racial equity	City Manager's Office	Building Awareness of New Police Accountability Board	Using various outreach methods to promote awareness of the newly established Police Accountability Board throughout the community.	7/21 - 6/22	New	Approximately \$1,500, plus staff time (funded)

Performance Measures

Because the Department does not yet exist, it is premature to establish performance measures. The Office of the Director of Police Accountability, as well as the Police Accountability Board, will need time to get established, focus on their responsibilities, and set priorities. Performance measures can be incorporated into the next two-year budget cycle.

CHALLENGES

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

- **Participating in Current City Initiatives While Implementing a New Oversight Model:** This Office of the Director of Police Accountability is new. Although some infrastructure, in the form of the current Police Review Commission staff and some of its procedures and operations, will remain in existence to assist in establishing the new procedures and operations mandated by the Charter amendment, a lot remains to be done to establish the Office of the Director of Police Accountability. As a result, it is unknown how deeply the (Interim) Director, its staff, and Board members will be able to engage in the Reimagining Public Safety Initiative and respond to future referrals from the City Council.
- **Reassigning Staff Roles:** The Director of Police Accountability is a new position, although a permanent Director is not expected to be appointed until October or November 2021. The current Police Review Commission Officer position will need to be redefined once the Office of the Director of Police Accountability has been appointed, and new duties and responsibilities delineated.

BUDGET

The FY 2022 Proposed Budget proposes funding for the following items in the Office of the Director of Police Accountability:

- \$1,113,102 allocated for FY 2022 from the General Fund for all operations of the Office of the Director of Police Accountability. This represents an increase of about \$320,000 over the Police Review Commission budget for FY 2021. About \$310,000 of that amount represents increased personnel costs, largely attributable to the new Director of Police Accountability. Board member stipends will increase to reflect adopted Measure II and training will increase to reflect additional staffing, but the new Office of the Director of Police Accountability will realize a significant reduction of an annual amount of approximately \$85,000 in the internal costs allocated for rental of office space at 1947 Center Street.

POLICE



MISSION STATEMENT

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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The Police Department maintains law and order in the City, including laws of the United States, the State of California, and all City ordinances, except 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 or officer. Additionally, the Police Department administers the City jail and the care, custody and control of prisoners. The work of this department at times includes the performance of such other functions as may be assigned by the City Manager or prescribed by ordinance of the Council or by applicable State law.

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

- **Office of the Chief:** The Office of the Chief provides overall leadership and administrative oversight for the Police Department. The Office of the Chief includes the Chief of Police, the Internal Affairs Bureau and the Fiscal Services Unit. The Internal Affairs Bureau supports the Captain of Support Services as a liaison to and in cooperation with the Police Review Commission and upcoming Police Accountability Board.
- **Operations Division:** The Operations Division supports the department's mission by responding to calls for service, conducting initial criminal investigations, making arrests, issuing citations, and providing crime prevention services and proactive problem-solving efforts, all focused on safeguarding our community. The Operations Division includes Patrol Teams, Bicycle Officers, Community Services Bureau (the Area Coordinators, Public Information Officer, Police Reserve Program, and the Special Events Coordinator); the Special Response Team, and the Explosive Ordinance Disposal Team.
- **Investigations Division:** The Investigations Division supports the department's mission through the work of several Bureaus and Units.
 - **Detective Bureau:** 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.

- **Traffic and Parking Enforcement Bureau:** The Traffic and Parking Enforcement Bureau consists of two Units:
 - The Traffic Unit’s Motorcycle Officers focus on community safety through traffic law enforcement, investigation of serious injury traffic collisions including fatalities, driving under the influence (DUI) enforcement, and coordinating grant-funded focused enforcement efforts.
 - The Parking Unit’s Parking Enforcement Officers enforce applicable State and Local codes which regulate parking in the City of Berkeley, and further provide traffic control and support as needed for other department divisions e.g. through working on planned Special Events, or in assisting with major incident scene management.
- **Crime Analysis Unit:** The Crime Analysis Unit provides department personnel with relevant data and analysis skills to inform enforcement and problem-solving efforts.
- **Crime Scene Unit:** The Crime Scene Unit is responsible for properly identifying, collecting and documenting forensic crime scene evidence.
- **Professional Standards Division:** The Professional Standards Division supports the department’s mission through the administration of its hiring and training efforts, policy review and maintenance, and systems review, auditing, and project coordination. The Division includes the Personnel and Training Bureau, as well as Policy, and Audit and Inspections.
- **Support Services Division:** The Support Services Division supports the department’s mission through a variety of essential operational and administrative activities. The Support Services Division comprises the Public Safety Communications Center (which receives and dispatches calls for Police, Fire, and Medical services), the Berkeley City Jail, Records and Front Counter Units, the Police Property Room, Public Safety Technology Unit, Warrant Unit and Court Liaison Officer. The Division provides fundamental structural support across all department divisions.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Attract and retain a talented and diverse City government workforce	City Manager's Office, Human Resources	Develop resources and programs for employee resiliency	Expand Police employee wellness and resiliency programs, including mental health, fitness, and nutrition resources.	7/19 - 6/22	Continuing	\$50,000 (requesting funding)
Be a customer-focused organization that provides excellent, timely, easily-accessible service and information to the community	Information Technology	Improve Open Data Portal Data Sets (Audit Response)	See Police Data audit. Purchase software solutions to improve the sharing of Police data to the community.	7/19 - 6/22	New	\$40,000 plus staff time (requesting funding)
Create a resilient, safe, connected, and prepared City	City Attorney, Human Resources	Comprehensive Police Department Policy Review	Fully implement and update Police Department policies to Lexipol format, ensuring full compliance with current law, case law, and incorporate best practices.	7/19 - 6/22	Continuing	Staff time
Create a resilient, safe, connected, and prepared City	Fire	Community Safety During Demonstrations	Increase Police Department capacity, resources, tools and training, including training a bike-officer	7/19 - 6/22	Continuing	\$50,000 for additional equipment and training

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			response unit, to effectively protect and facilitate free speech and maintain community safety when demonstrations and protests occur.			(requesting funding)
Attract and retain a talented and diverse City government workforce	City Manager, Human Resources	Retaining and Recruiting Personnel	In order to continue to provide excellent service to the community, this project employs a focus on maintaining a relationship with a recruiting firm and partnering with Human Resources to expedite processing, to achieve a “break-even” status vis-à-vis attrition.	7/19 - 6/22	New	Varies based on the quantity and classifications needed
Champion and demonstrate social and racial equity	City Manager	Officer Development Training Programs	Ongoing update and new trainings to be developed/completed in the areas of Fair and Impartial Policing, Procedural Justice, Implicit Bias, and Hate Crimes.	7/21 - 6/22	New	\$150,000 (requesting funding)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Create a resilient, safe, connected, and prepared City	Fire, Public Works	Portable Radio Replacement	Current portable radios are no longer supported by manufacturer, and do not have the current mandated encryption levels. The entire fleet of portables will need to be replaced.	7/21 - 6/22	New	\$600,000 ⁴⁷ (requesting funding)

⁴⁷ The cost each year is approximately \$600,000 over a seven-year lease totaling \$4,200,000.

CHALLENGES

The Police Department's challenges include:

- **Staffing & Recruitment:** Staffing and recruitment remains a challenge. There is a tight labor market for police recruits. Additionally, the City of Berkeley has stringent 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 spans over twelve months.
- **Officer Development Training Programs:** The nature of policing is rapidly transforming. To ensure Berkeley stays in step with our community, the department needs to update existing and develop/complete new trainings in the areas of Fair and Impartial Policing, Procedural Justice, Implicit Bias, and Hate Crimes. This important work requires \$150,000 in funding to support the training costs for both course instruction and staff attendance.
- **Traffic Substation Project:** Moving the Traffic Substation to a new location at the Marina is a huge undertaking in terms of logistics, coordination and funding. While this move will support investment in a city-owned building and have a deterrent effect on crime in the area, there are unfunded necessary tenant improvements and moving costs. The tenant improvements include some minor interior construction, security improvements, and, for the vehicle fleet, additions of vehicle charging stations and a motorcycle parking container to protect vehicles from the effects of the moisture/weather in the Marina.
- **Portable Radio Replacement:** The Department's current portable radios are no longer supported by the manufacturer, and do not meet current DOJ mandated encryption levels. The replacement cost, currently unfunded, is estimated at approximately \$4.2 million over a seven year lease period (i.e., approximately \$600,000 annually).

ACCOMPLISHMENTS

Highlights of recent Police Department accomplishments include:

- **Racial Identity and Profiling:** Assembly Bill 953 from 2015 required standardized stop data for all California Law Enforcement Agencies. The California Department of Justice (DOJ) approved Berkeley as an early adopter. The department began collecting stop

data on October 1, 2020, over a year before the state deadline to begin reporting. As an early adopter, the department developed, tested, trained, and implemented new software. Data is published on the Open Data Portal on a monthly basis. The department will begin reporting 2021 data to the DOJ on April 1, 2022.

- **Revise Use-of-Force Policy and Implement Software:** The department worked collaboratively on the development and implementation of a revised use-of-force policy which involved numerous stakeholders including the Berkeley City Council, Police Review Commission, and Berkeley Police Association. This effort has resulted in training on de-escalation, policy application, and critical decision-making. Sworn officers received 21 hours of training, including nine hours which are scenario-based. The department also implemented a software system to document and review use of force incidents.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The FY 2022 Adopted Budget approved the extension of some budget deferrals from FY 2021. The department has continued \$6,467,020 in personnel deferrals into FY 2022. The department will continue to hold 23 sworn and 7 nonsworn vacancies pending results of Reimagining efforts. These deferrals will allow full staffing levels for Public Safety Dispatchers and add Police Officer positions as necessary to maintain 157 sworn positions to address attrition. These adjustments represent an 8.5% reduction in the department's General Fund budget.

The FY 2022 Proposed Budget considers funding for the following items in the Police Department:

- \$50,000, FY 2022, General Fund, to expand employee resiliency and wellness programs
- \$40,000, FY 2022, General Fund, to improve the Open Data Portal
- \$50,000, FY 2022, General Fund, to capacity, resources, tools and training during demonstrations
- \$150,000, FY 2022, General Fund, to update and provide new officer training programs
- \$600,000, FY 2022, General Fund, to replace the department's antiquated portable radios

The following items are being deferred in FY 2022:

- \$6,699,464, FY 2022, General Fund - extend the reduction of sworn and non-sworn positions to allow space for the Reimagining Public Safety Process
 - \$5,821,973 - 23 vacant Sworn positions. These deferrals will allow full staffing and add Police Officer positions as necessary to maintain 157 sworn positions to address attrition
 - \$216,131 - Communications Manager
 - \$330,393 - Community Service Officer (x3 vacant positions)
 - \$104,240 - Office Specialist II
 - \$119,973 - Office Specialist III
 - \$106,754 - Parking Enforcement Officer

PUBLIC WORKS

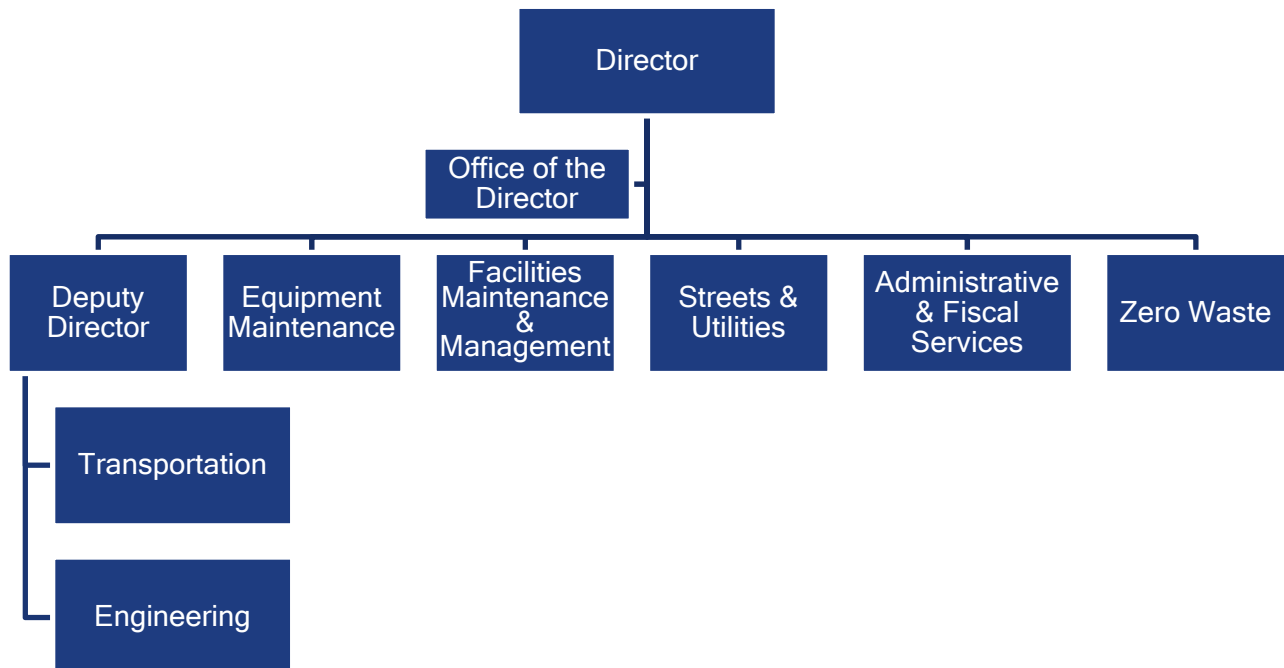


Adeline Corridor Improvements

MISSION STATEMENT

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

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The Department of Public Works is organized into eight divisions to deliver the following services:

- **Office of the Director:** The Director's Office provides department-wide leadership, management oversight, and policy direction to Public Works divisions for overall operations and implementation; information technology projects; audits and accreditation management; and employee labor relations, training and development. The Deputy Director assists the Director in these efforts and is responsible for management of the Engineering and Transportation Divisions and the capital infrastructure program.
- **Administrative & Fiscal Services Division:** The Administrative & Fiscal Services Division is responsible for the Department's budget and fiscal oversight, regulatory compliance and reporting, and analytical support for routine and special projects in all Public Works operating divisions. Division functions include: budget development; implementation and oversight for the annual operating and capital budgets; fund management; fiscal and administrative policy development and process improvements; contract administration and grants compliance; and purchasing, payroll & accounting services for approximately 303 staff.
- **Engineering Division:** The Engineering Division comprises the following programs and responsibilities:
 - Street Pavement Infrastructure Management;
 - Sanitary Sewer Capital and Regulatory Compliance Programs;
 - Storm Water Capital and Regulatory Compliance Programs;
 - Creeks/Watershed Management;
 - Sidewalk Capital Program;
 - Buildings/Facilities Capital Program;
 - Disability Compliance and Program Coordination;
 - Construction Management and Inspection;
 - Land Development and Plan Review;
 - Land Surveying; and
 - Drafting/Geographic Information System (GIS) services.

Engineering is also responsible for coordination of utility service markings, issuance of permits, and coordination and inspection for outside utility agency projects.

- **Zero Waste Division:** The Zero Waste Division (ZWD) is an enterprise funded operation within the Department of Public Works with an operations staff of more than 90, 80+ fleet of vehicles and funds another 13.05 FTEs throughout other City departments. The ZWD provides the weekly curbside collection service of refuse and compost for over 23,000 single family residential customers and multi-day per week collection service of refuse, dual-stream recyclables (fiber and containers collected separately) and compost for over 5,000 multi-family and commercial customers. ZWD manages several third-party non-profit organizations for:
 - Collection of residential dual-stream recyclables,
 - Operation of Berkeley Recycling for the sorting, processing and marketing of residential, multi-family and commercial recyclables (16,000 tons annually),
 - A Recycling Buyback and Drop Off program, and
 - Collection of reusable materials dropped off at the Transfer Station (1,000 tons annually).
- **Transportation Division:** The Transportation Division provides traffic engineering, transportation planning, bicycle and pedestrian planning, project development, and parking management services that support safe and effective movement of people and goods in and through Berkeley. The Division also provides transportation review of private development projects and interagency coordination on regional transportation projects. Key division and department values include safety, equitable mobility, and environmental and financial sustainability.
- **Facilities Management Division:** The Facilities Management Division includes:
 - Electrical maintenance and the Radio Shop;
 - Building maintenance and janitorial services; and
 - Property management support.

This division maintains 900,000 square feet of public service facilities; installs and maintains traffic signals and pedestrian control devices at approximately 140 intersections; maintains approximately 8,000 LED (light emitting diode) streetlights; and installs and maintains Police and Fire Department vehicle radios, sirens, lighting, and radio system infrastructure, including interface with the regional public safety radio

system. The Division also maintains sound systems for the Council meetings and special events and radio alarms at sewage lift stations.

- **Streets & Utilities Division:** The Streets and Utilities Division maintains and repairs the City's:
 - 653 miles of streets, curbs, sidewalks and pathways,
 - 388 miles of sanitary sewers, and
 - 78 miles of storm water piping, including approximately 5,800 storm structures and 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 parking meters.

- **Equipment Maintenance Division:** The Equipment Maintenance Division operates facilities at both the Corporation Yard and Transfer Station. Staff in this division manage the maintenance as well as purchase and replacement of the City's 730 fleet vehicles, heavy duty trucks and large equipment, including public safety, fire, and alternative fuel vehicles and equipment.

Strategic Plan Priority Projects and Programs

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office, Finance, Health Housing & Community Services, Human Resource, Information Technology, Parks Recreation & Waterfront, Planning & Development	Transfer Station - Master Plan	Phase 1 - Feasibility Study for replacement of Transfer Station & Recycling Center (completed), Phase 2 - consultant retained to conduct CEQA Compliance for Initial Study and Migrated Negative Declaration or Environmental, Phase 3 - Final Eng. Design & Planning & Development permitting, and Phase 4 - RFB for construction.	4/20 - 12/22 Phase 2	Continuing	\$1,000,000 Phase 2 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office, Finance, Health Housing & Community Services, Human Resource, Information Technology, Parks Recreation	North Berkeley Senior Center Seismic Upgrades and Renovations	Seismic improvements to meet immediate occupancy rating and general upgrades including electrification.	7/19 - 9/21	Continuing	\$10,000,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
	& Waterfront, Planning & Development					
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Information Technology, Parks Recreation & Waterfront, Planning & Development	Major Improvements to Downtown Berkeley Infrastructure and Amenities (Milvia Bikeway Project)	Providing a protected bikeway between Hearst Ave and Blake Street.	7/19 - 6/22	Continuing	\$2,800,000 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Attorney, City Manager's Office, Parks Recreation & Waterfront	Gilman Street Interchange Project	Improve the mobility and safety of the Gilman Street Corridor by reconstructing the Gilman Street Interchange and creating a new gateway into North Berkeley.	10/18 - 12/23	Continuing	\$65,000,000 (funded) ⁴⁸
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	City Manager's Office, Information Technology, Planning & Development	Long-Term Waste Operations Strategy	Develop long term Zero Waste Strategic Plan - a comprehensive road map to reduce land filled waste.	2/19 - 9/21	Continuing	\$200,000 (funded)

⁴⁸ Funded primarily through the Alameda County Transportation Commission (ACTC). The City contribution includes staff time and \$1 million in Measure BB fund.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide an efficient and financially-healthy City government	Parks Recreation & Waterfront	Berkeley Police Department (BPD) Substation Relocation Project	Relocation of the BPD Traffic Substation to a City of Berkeley-owned facility.	2/19 - 9/21	Continuing	\$600,000 (funded)
Provide an efficient and financially-healthy City government	Office of Economic Development	The Single Use Foodware and Litter Reduction Ordinance (Compostable or Recyclable Foodware)	Implementation: Phase 2 - All take out foodware must be certified compostable & vendor charges \$0.25 per disposal cup; Phase 3 - Only reusable foodware for onsite dining provided.	7/21 - 7/24	Continuing	\$1,300,000 (funded)
Provide an efficient and financially-healthy City government	Parks Recreation & Waterfront	50/50 Sidewalk Program	Reduce 50/50 sidewalk backlog to improve mobility.	7/19 - 12/21	Continuing	\$3,000,000 (funded)
Provide an efficient and financially-healthy City government	Fire, Health Housing & Community Services, Parks Recreation & Waterfront, Police	Bicycle Plan FY 2022 Update	Update the Bicycle Plan to identify and prioritize bikeway projects and programs to make Berkeley a model bicycle-friendly city where bicycling is a safe, comfortable,	1/21 - 6/22	Continuing	To be determined ⁴⁹

⁴⁹ This will be paid out of Measure BB Bicycle and Pedestrian funds.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
			and convenient form of transportation and recreation for people of all ages and abilities.			
Provide an efficient and financially-healthy City government	Planning & Development	Update Watershed Management and Storm Drain Master Plans	Updating the citywide watershed management and storm drain master plans.	3/21 - 1/23	Continuing	\$1,500,000 (funded)
Provide an efficient and financially-healthy City government	Finance	Zero Waste Rate Evaluation	Developing a study that provides for a new five-year rate structure that sets rates through the Proposition 218 process.	7/19 - 12/21 ⁵⁰	Continuing	\$100,000 (funded)
Provide an efficient and financially-healthy City government	City Manager's Office, Finance	Undergrounding Utility Wires	Construction of Underground Utility District #48 (Grizzly Peak) including installation of decorative solar street lighting in support of this Undergrounding District.	7/20 - 7/24	Continuing	\$12,000,000 (funded) ⁵¹
Provide an efficient and financially-	None	Sewer Master Plan	The plan will assess condition and	10/19 - 12/21	Continuing	\$1,200,000 (funded)

⁵⁰ Rates to be effective July 2022.

⁵¹ PG&E administered Rule 20A funds.

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
healthy City government			capacity of the sewer system. It will provide prioritization of capital sewer improvements and a basis for a sanitary sewer rate study.			
Champion and demonstrate social and racial equity	All City Departments	American Disabilities Act Transition Plan	Work with DAC (Disability Access Consultants) to survey accessibility and ADA compliance for City facilities, public right of way, and parks, as well as programs and services.	6/18 - 3/23	Continuing	\$494,200 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	None	Hopkins Corridor Study	Work with consultants and the community to develop concepts for bike and pedestrian facilities and placemaking opportunities to be incorporated in repaving of Hopkins or future projects.	10/20 - 11/23	New	\$200,000
Provide state-of-the-art, well-maintained infrastructure,	City Manager's Office, Fire, Health Housing & Community Services, Parks	Vision Zero Implementation	Collaborate with partners, build staff and funding capacity, establish transparency and	3/20 - 6/28	New	To be determined

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
amenities, and facilities	Recreation & Waterfront, Police		equity, prioritize high injury streets for projects, design for vulnerable users, deliver reactive and proactive improvements, develop public awareness, and use data to focus enforcement on violations most likely to cause severe injuries or death.			
Provide an efficient and financially-healthy City government	City Attorney, City Manager's Office, Finance, Police	BerkDot	Develop plans for establishing a Berkeley Department of Transportation to ensure racial justice and equity in Transportation policies, programs, services, capital projects, maintenance, and enforcement. Coordinate this with the Reimagining Public Safety effort.	7/20 - 6/22	New	\$75,000 (funded)
Provide state-of-the-art, well-	Information Technology,	Streetlight Master Plan	Plan to establish operations,	1/21 - 12/21	New	\$200,000 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
maintained infrastructure, amenities, and facilities	Parks Recreation & Waterfront, Planning & Development		recommended maintenance, future system needs, and related funding needs of the City's current street lighting infrastructure.			
Be a global leader in addressing climate change, advancing environmental justice, and protecting the environment	City Attorney	Shared Dockless Mobility Permit Program	Establish a program to allow permitting of shared electric bikes, scooters, and other mobility devices provided to the public by third party operators.	1/21 - 6/22	New	Staff time
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Finance	Long-term Paving Plan (Response to Audit)	Plan to determine funding, operations, and recommended maintenance of the City's streets.	1/21 - 12/21	New	\$100,000 (requesting funding)
Provide an efficient and financially-healthy City government	City Auditor	Fleet Audit Response	Implement new Assetworks fleet management software to improve fiscal and records management of equipment replacement funds and fleet assets.	1/21 - 12/21	New	\$487,249 (funded)

Goal	Supporting Departments	Title	Description	Planned Start/End	New or Continuing?	Estimated Budget
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Office of Economic Development	Southside Complete Streets	Install bikeways, transit lanes, and pedestrian safety improvements on various streets in Berkeley's Southside of campus area.	1/21 - 11/23	New	\$9,719,926 (funded)
Provide state-of-the-art, well-maintained infrastructure, amenities, and facilities	City Manager's Office, Finance, Parks Recreation & Waterfront	Measure T1 Infrastructure Bond Measure, Phase 2A	Design and construct approved projects for Phase 2 adopted by City Council on 12/15/20. FY 2022 efforts will focus on conceptual design and design development of Phase 2A projects.	4/21 - 6/25	New	\$30,000 (funded, Measure T1)
Provide an efficient and financially-healthy City government	City Manager's Office	Equitable Clean Streets	Purchase of new rear-end loader and hiring of two-person crew to facilitate increased cleaning of areas, including encampments. Add clean up services by non-profit organization.	2/21 - 2/22	New	\$415,000 (funded)

Performance Measures

The below table summarizes the Public Works Department's performance measures. More detailed information is available in the PERFORMANCE MEASURES chapter of this document.

Measure	Description	Target	Actual	Tracking
Average days to abate illegal dumping on private property	Average Lagan (service request system) case closed date ⁵²	↓	311 days	n/a ⁵³
Percent of commute trips by solo occupant vehicle	Calculated as part of the US Census Bureau's American Community Survey	↓	33% of commute trips	●
Three year average of fatalities/severe injuries on City streets	Calculated with Statewide Integrated Traffic Records System	↓	4.7 fatalities 43.3 severe injuries	●
Pavement condition index (PCI)	Numerical rating of pavement condition based on type and severity of distress observed	↑	56 PCI	●
Percent of waste diverted from landfill	Calculated using CalRecycle's online calculator	↑	69% diverted	●

- Meeting/exceeding target
 - Near target
 - Not meeting target
- ↑ Target is to increase numbers/percentages
 ↓ Target is to decrease numbers/percentages

Curious about the data and targets? Learn about our strategy moving forward on pages 342, 355 & 365.

⁵² Resident requests are reported to 311 and then once a work order is generated it is given to the crew to respond. Data is based on Lagan Case Closed date during 2020, representing 3,138 requests for service. These are not encampment cleanups, which instead, occur twice per week and serve several locations.

⁵³ No reference point, first period tracking this data.

CHALLENGES

The Public Works Department's challenges include:

- **Vacancy Rate:** Throughout all of FY 2021, Public Works has experienced a vacancy rate among career positions above 15%. With so many vacant positions, work gets delayed, remaining staff already at capacity absorb more work, and morale decreases. The high vacancy rate has been in part caused by hiring and recruitment restrictions driven by COVID-19. Staff is working on expediting internal processes and coordinating with Human Resources to reduce the vacancy rate.
- **Revenue Impacts/Deferrals:** In late FY 2020 and throughout FY 2021, Public Works experienced major revenue related impacts in the On-Street Parking Fund (Meters) and Off-Street Parking Fund (Garages), driven by COVID-19 policies from local agencies restricting activity but also customer/resident behavior. Decreased demand drove massive operating deficits, the depletion of fund balances in both funds, and required a contribution from the General Fund to make the Center Street Garage bond debt service payment and offset operating expenditures. The PW Equipment Replacement Fund was used to help bridge the FY 2021 General Fund Budget Gap, with a temporary coverage of the Fire Truck Lease payments in relief of the General Fund, and the deferral of Police Department payments into the PW Equipment Replacement Fund for the replacement of their vehicles. If these funds are not restored, the PW Equipment Replacement Fund likely will not have adequate resources to address long-term need.
- **Equity:** Given limited funding resources for infrastructure improvements and maintenance, staff has had to make cost-benefit driven decisions on how to stretch available funding for infrastructure improvements and to determine where to make those repairs and improvements, while attempting to apply a geographic driven cycle/rotation to allocation projects throughout the city. Staff recognizes the need to apply a more rigorous approach distributing the benefits of improved infrastructure throughout the entire community. Equity should mean that disadvantaged residents with more pressing needs experience benefits sooner than others and receive benefits particularly tailored to their unique needs. Public Works is committed to developing a framework for applying an equity lens to infrastructure resulting in an allocation of existing baseline resources as well as potential future funding.

- **Critical Unfunded Needs:** Public Works is charged with the maintenance of city facilities and public right-of-way infrastructure. Currently these assets have accumulated over \$1.0 Billion in deferred maintenance costs and needed improvements. The longer the asset's maintenance is deferred, the greater the future costs are to repair or replace. Identifying funding streams to close the infrastructure funding gap is a priority for Public Works in FY 2022 and beyond.

ACCOMPLISHMENTS

Highlights of recent Public Works accomplishments include:

- **Completion of Measure T1 Bond Phase 1 Construction Projects and Beginning Phase 2:** Public Works, along with the Parks, Recreation and Waterfront Department, met the 85% expenditure milestone for Phase 1 bond funds, and completed a community process for developing the Phase 2 project list. Public Works completed most construction on major projects such as the Adult Mental Health Clinic Renovation, North Berkeley Senior Center Seismic Upgrade and Renovation, and Streets paving projects at Adeline/Hearst and Monterey/Ward.
- **Sidewalk Safety Improvements:** Public Works made significant gains towards addressing the 50/50 sidewalk repair program list backlog. 3,600 repairs were completed at 725 addresses, which reduced the backlog by 25%. Projects are underway to continue this work over the next two years, with 6,000 sidewalk repairs at 1,800 addresses projected, reducing the 50/50 program backlog repair list by 75%.
- **Implementing Technology Upgrades to Improve Department Service/Efficiency:** Public Works has completed installation or begun to implement several key software and technology improvements to replace aging and obsolete software with modern systems to increase operational efficiency throughout the department. Major efforts include the launch of NexGen Work Order management software (in conjunction with other City Departments), Zonar Vehicle GPS systems, Assetworks Fleet Management software, and AMCS for Zero Waste Customer Management and Billing.
- **Vision Zero & Healthy Streets:** Accomplishments included:
 - Completing construction of the Shattuck Reconfiguration Pedestrian Safety Project,

- Continuing construction on the final phase of the 9th Street Bicycle Boulevard Pathway,
- Initiating construction on the Sacramento Complete Streets Project,
- Preparing to break ground on the Milvia Bikeway Project,
- Applying for and gaining grant awards for pedestrian and bicycle crossing safety improvements on various high-injury streets,
- Initiating development of a “quick-build” program to formalize the accelerated use of less expensive, less permanent materials to deliver Vision Zero traffic safety projects more quickly and affordably, and
- Standing up Healthy Streets during the public health emergency response to create more opportunity for Berkeleyans to safely get exercise, sunshine, and fresh air during the pandemic.

SIGNIFICANT CHANGES FROM PRIOR YEAR’S BUDGET

The FY 2022 Proposed Budget requests funding for the following items in the Public Works Department:

- Senior Public Works Supervisor (Traffic Maintenance and Parking Maintenance) - this limited duration position is needed will help transition these Transportation Operations/Maintenance functions until the final BerkDOT re-organization is established. Initial funding will come from street operations funds, parking funds will be added pending the improvement of revenue in the parking funds. Position will begin in FY 2022, cost: \$176,035.
- Homeless Response Team: 2.0 FTE, 1 Skilled Laborer, 1 Laborer. Approximately \$247,000. Funding was approved by the City Council in December 2020 from Measure P with adoption of AAO1, along with funding for a Rear Loader Truck. The recruitment for these positions will begin in FY 2021.
- Capital Improvement Projects Manager: 1.0 FTE (Reclass of Transportation Planner vacancy). Position will function as lead in capital improvement program planning for Public Works Vision 2050 initiatives. Position will be funded by a 25% split from Sewer, Storm, Streetlight and CIP Funds, net fiscal impact is between \$98,000-\$154,000 in total compensation. Position will begin in FY 2022.

- Grant Funding: Public Works will manage over \$4.0 million in state Affordable Housing and Sustainable Communities grant funds applied toward several transportation infrastructure related projects in support of the Berkeley Way HOPE Center project, including: Milvia Street Bikeway Improvements, Addison Street Bicycle Blvd., and University Avenue/Grant Street Bus Bulb and Pedestrian Crossing Improvements as well as other bike boulevard and bus stop projects.
- Public Works managed Internal Service Fund updates to methodology and rates: In FY 2021, Public Works hired a consultant to help evaluate Building Maintenance Fund, Building Purchases and Management Fund (1947 Center St.), Equipment Replacement and Equipment Maintenance and develop recommendations on how to improve how our rates and internal service costs are allocated, communicated and sustainably recovered, as well as consider setting up an internal service fund to invest in Facilities capital replacement. The study is complete but implementation will carry into development of the FY 2023-2024 Budget. In FY 2022, Public Works will develop how to align its Internal Services charge processes with the new Assetworks Fleet Management Software and NexGen Work Order Software, and its response to the Fleet Audit by the City Auditor. Impacts to other city department budgets and fund sources are being developed and will be presented to the Budget Office and client departments in preparation for the next biennial budget.
- Vision 2050 Master Planning and Infrastructure Investment: \$400,000, FY 2022, requesting General Fund/CIP fund. Devote resources to the planning and rollout of a potential major infrastructure bond, tentatively for voter approval in November 2022. \$350,000 would be allocated to Public Works for program planning, research, and outreach, and \$50,000 to Finance for bond/financing planning and management.
- EV Charging Station Infrastructure project: \$1.15 million (Restoration of \$0.3M deferral and additional \$0.85 million). This is a FY 2022 proposed General Fund/CIP Fund funding request.
- EBMUD Administered Low Income Discount for Sanitary Sewer Customers: \$55k, FY 2022 proposed General Fund/CIP Fund funding request.

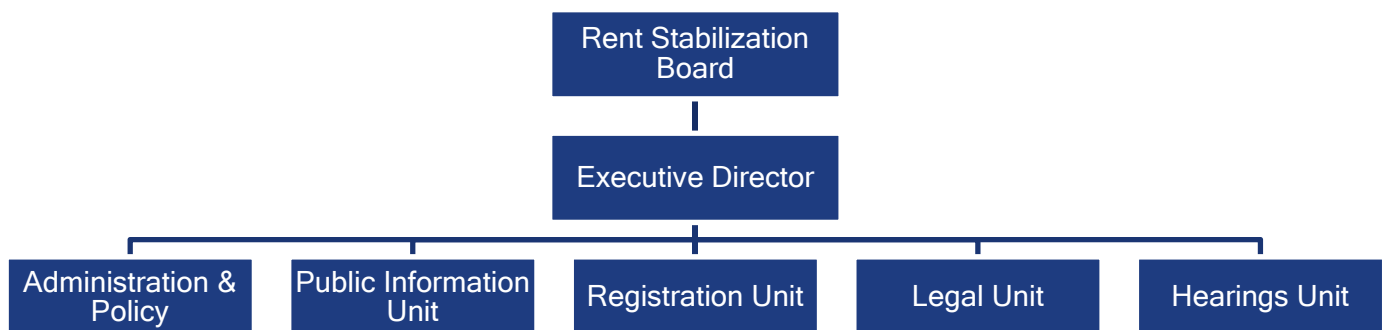
RENT STABILIZATION BOARD



MISSION STATEMENT

The mission of the Rent Stabilization Board is to regulate residential rent increases in the City of Berkeley, protect against unwarranted rent increases and evictions, and provide a fair return to property owners. The Board works to ensure compliance with legal obligations relating to rental housing; and to advance the housing policies of the City with regard to low- and fixed-income persons, minorities, students, disabled, and the aged.

ORGANIZATION CHART



DEPARTMENT OVERVIEW

The nine elected commissioners of the Rent Stabilization Board enact regulations, hear petition appeals, and administer a program to implement the Rent Stabilization and Eviction for Good Cause Ordinance that regulates most residential rents in Berkeley, provides tenants with increased protection against unwarranted evictions and is intended to maintain affordable housing and preserve community diversity. (BMC Chapter 13.76.)

The Rent Stabilization Program provides information and counseling to over 10,000 landlords and tenants annually, calculates and certifies individual rent ceilings, maintains a database of registered rental units, collects registration fees, and conducts administrative hearings and issues decisions on landlord and tenant rent adjustment petitions. Owners of rental property fully covered by the Ordinance and most partially covered properties are required to register their units and pay annual registration fees, which cover the program's cost.

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

- **Administration & Policy:** This unit provides Rent Board and Committee meeting support to ensure compliance with the Brown Act, public access and transparency, and the coordination of agendas, minutes and related documents, and assists with electronic outreach including email and helps maintain the agency's website. It also provides office administration, payroll, purchasing, finance and accounting support; and prepares, executes, monitors and reports on the budget and contracts. The unit develops and Implements administrative polices and operational processes, and works with City Council and other departments to develop and implement a coordinated housing policy consistent with the Ordinance, including monitoring legislation and conducting surveys and studies to help guide the formulation of sound public policy.
- **Public Information Unit:** This unit provides active outreach and education to owners and tenants regarding their rights and obligations by publishing newsletters, postcards, maintaining an up-to-date website and Facebook page, attending events in the community, and conducting workshops and webinars. Housing Counselors provide in-office, offsite, phone and e-mail counseling on the Ordinance and applicable state housing laws to over 10,000 clients per year, and assist landlords and tenants with

filing petitions. During the COVID-19 pandemic, staff also provides outreach and counseling on complex and rapidly-changing state and local anti-displacement laws.

- **Registration Unit:** This unit assists property owners and tenants with understanding unit and tenancy registration requirements under the Ordinance and Rent Board Regulations, bills and collects registration fees, processes and tracks changes in rental status, maintains the Rent Board's electronic property database, collects penalties and processes requests to waive penalties, issues the Annual General Adjustment, provides rent ceiling notices, and communicates with new tenants and owners.
- **Legal Unit:** This unit represents the Board in litigation; analyzes housing-related legislation and public policy and advises the Director and Board; advises the Board on appeals from administrative hearing decisions; drafts regulations, resolutions, and contracts; and provides legal advice to the Director on matters related to the Ordinance and its administration. Legal staff also conduct mediations to help landlords and tenants voluntarily resolve disputes, and processes and gathers responses to Public Information Act requests.
- **Hearings Unit:** This unit conducts administrative hearings under standard due process procedures for a variety of claims, including rent reductions due to habitability/code violations, rent increases for additional occupants or capital improvements, and determinations of a property's exempt status. Upon conclusion of the hearing a written decision is issued, which can be appealed to the Board and/or the courts. Hearings examiners focus on conflict resolution by holding informal settlement conferences before formal hearings, and conducting voluntary mediations.

Strategic Plan & Performance Measures

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

CHALLENGES

The Rent Stabilization Board's challenges include:

- **COVID-19 Pandemic:** Like all departments, the Rent Board was challenged to adjust how staff provide services due to the COVID-19 pandemic. This meant quickly implementing operational changes to transition to remote registration, counseling/outreach, and Board and Committee meetings. The Rent Board is the only city department providing counseling on complex and rapidly changing state and local anti-displacement laws, and our number of client contacts has increased significantly. The Rent Board is continually evaluating and adjusting its operations in order to provide high level services in the midst of a stressful time for Berkeley tenants and property owners.
- **Executive Transition:** In the spring of 2020 the Rent Board's Executive Director of almost 19 years unexpectedly retired. This marked a vast loss of institutional knowledge and history, and came at a time when staff were still adjusting to remote work. While this has been challenging, transitions are also opportunities. The Rent Board is conducting an agency assessment to guide the recruitment of a new Executive Director, and staff are looking to the future and the agency's evolution as it continues to provides services to the Berkeley community.
- **Replacing the Agency's Rent Tracking and Case Management Systems:** The Rent Board is working with a vendor to develop a new software system that integrates the tracking of rental unit registration and the agency's case management system. Replacing and integrating the agency's outdated rent tracking system and case management systems with an integrated software solution will create greater efficiencies for staff. The Rent Board anticipate the new software platform to launch early in FY 2021/22.
- **Collecting a New Registration Fee:** In November 2020, Berkeley voters passed Measure MM which, amongst other things, created new registration requirements for most rental units partially covered by Berkeley's Rent Ordinance. The new Measure MM fee will be due on July 1st, 2021 and the collection of fees and registration information for these new units is an important new priority for the agency.

ACCOMPLISHMENTS

Highlights of recent Rent Stabilization Board accomplishments include:

- **Implementing New Registration Requirements Passed by Berkeley Voters:** Passage of Measure MM required the agency to coordinate the development of a new online registration system with the creation of a multi-phase registration plan. Staff also developed a multidisciplinary outreach plan to provide the public with clear and consistent information on the new registration requirements.
- **New Online Registration System for Measure MM Registration:** The Rent Board successfully developed a new online registration system and property database for rental units subject to Measure MM's new registration requirements. This is the first phase of a project that will result in a new, fully integrated online registration system, property database, and case management system for all units required to register under Berkeley's Rent Ordinance.
- **Providing High Quality Counseling and Outreach During the COVID-19 Pandemic:** The demand for Rent Board counseling services has increased as tenants and property owners struggle with the financial impacts of COVID-19. In response, the Rent Board quickly pivoted to providing remote counseling and outreach by phone, email, and webinars. Staff have gotten quickly up-to-speed on a constant stream of changes to state and local anti-displacement laws—including Berkeley's Emergency Ordinance, Assembly Bill 3088, and Senate Bill 91—and have provided counseling and created outreach materials designed to help tenants stay in their homes, and property owners understand their rights and obligations under these complex laws.
- **Implementing a New Mid-Fiscal Year Budget Review Process in Order to Assess the COVID-19 Pandemic's Impact on the Agency:** The Rent Board's FY 2020/21 budget process took place during the beginning of the COVID-19 Pandemic and the Board adopted the current budget at a time of extreme uncertainty. The Board adopted a mid-year review process as part of the FY 2020/21 budget in order to allow for a formal review of COVID-19's impact to registration revenue. This formal process gave staff and the Board time to complete an in depth review on how the agency's budget was impacted by the pandemic. Additionally, it gave the Board time to adjust the FY 2020/21 Budget to account for the additional requirements and services associated with the implementation of Measure MM.

SIGNIFICANT CHANGES FROM PRIOR YEAR'S BUDGET

The Rent Stabilization Board adopted the FY 2021 staffing model and budget on June 18, 2020. The Rent Board's Budget and Personnel Committee meets regularly between January and June of each year to discuss the agency's financial status and to consider possible revisions to the budget for the following fiscal year. This process typically results in a joint budget recommendation from both the committee and the Board's Executive Director.

The Rent Stabilization Board's FY 2022 budget will be published on the board's webpage (<https://www.cityofberkeley.info/rent/>) after it is adopted by the Board in June of 2021.

PERFORMANCE MEASURES

This section provides detailed data and contextual information on many of the City's performance measures. The data is organized by Strategic Plan Goal, as shown in the table below. Please note, abbreviations are used for each Strategic Plan Goal. Additionally, throughout this section, Calendar Year (CY) denotes January through December and Fiscal Year (FY) denotes July through June.

STRATEGIC PLAN GOAL	PERFORMANCE MEASURES
AFFORDABLE HOUSING	<ul style="list-style-type: none"> Percentage of STAIR⁵⁴ clients exiting to permanent housing
ENVIRONMENT	<ul style="list-style-type: none"> Average days to abate illegal dumping on private property Percent of commute trips by solo occupant vehicle Percentage of waste diverted from landfill
EQUITY	<ul style="list-style-type: none"> Number of meals provided (Aging Services) Average days to close a complaint; number of complaints (Equal Employment Opportunity) Citywide workforce demographics parity comparison with community Department (police) demographics compared to community Use of (police) force in comparison to calls for service and in comparison to arrests Complaints (relating to police) in comparison to calls for service Access overall and specifically to technology (Library)
FISCAL HEALTH	<ul style="list-style-type: none"> Not exceeding annual appropriations; achieving a balanced budget; reporting on unfunded liabilities Meeting target contributions for OPBEB (other post-employment benefits), workers' compensation, General Fund Reserves, and Section 115 trust Dollar amount of cash and investments; rate of return; meeting safety, liquidity, reasonable return requirements Meeting state statutory publication date for Comprehensive Annual Financial Report; receiving no audit findings Number and dollar amount of purchase orders; percent returned as noncompliant; percent requiring review

⁵⁴ STAIR (stability, navigation, and respite) is Berkeley's housing navigation center.

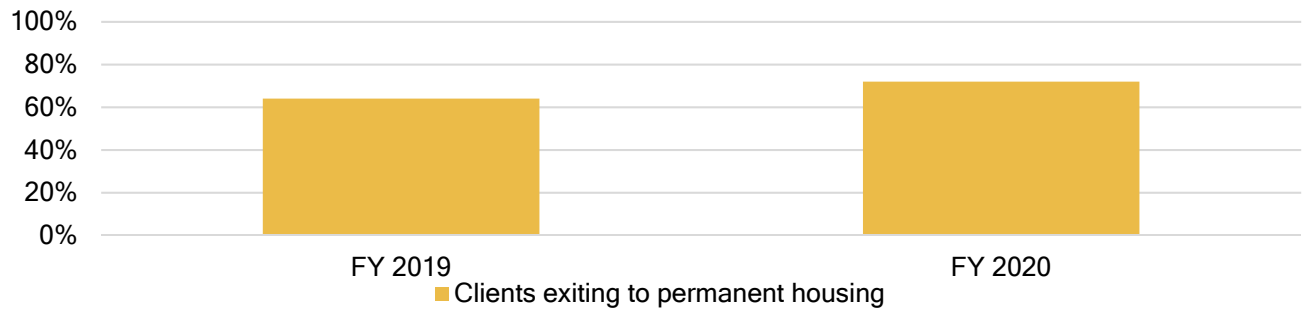
STRATEGIC PLAN GOAL	PERFORMANCE MEASURES
INFRASTRUCTURE	<ul style="list-style-type: none"> • Pavement condition index (i.e., roads/streets) • Uptime for City data and phone servers • Percentage first call resolution; call abandonment rate (City departments-serving Help Desk; public-serving 311) • Progress on projects in Digital Strategic Plan
LOCAL ECONOMY	<ul style="list-style-type: none"> • Number of arts and culture grant applications received; count of arts and culture grants awarded; total dollar amount distributed • Number of active Revolving Loan Fund (RLF) loans; number of private sector jobs saved with RLF loans; number of jobs created with RLF loans; total RLF dollars collected • Number of Office of Economic Development newsletter subscribers; number of newsletter views; average number of newsletters published • Number and dollar amount of payments processed; percent noncompliant or requiring additional review
RESILIENT	<ul style="list-style-type: none"> • Three year average of fatalities/severe injuries on City streets • Deaths and accidents relating to vehicles or bicycles • Average and median call response time (Fire and Emergency Services) • Percentage of scheduled fire prevention inspections completed annually • Amount (in tons) of fire fuel debris removed • Vaccines provided (Animal Services) • Sick and injured animals provided rehab (Animal Services) • Volunteering (Animal Services) <p>(Table continues on following page)</p>

STRATEGIC PLAN GOAL	PERFORMANCE MEASURES
SERVICE	<ul style="list-style-type: none"> • Percent of COVID-19 cases and contacts with outreach initiated (e.g., for case investigation and contact tracing) • Number of information and assistance sessions provided (Aging Services) • Percent reduction days spent in psychiatric hospital among clients in Full Service Partnership Program (Mental Health Division) • Percent live release rate; number of spays and neuters provided (Animal Services) • Number of community contacts; time spent during community meetings (Parks, Recreation and Waterfront) • Number of (police) commendations, annually; commonly occurring words/themes in commendations • Customer satisfaction (Permit Service Center) • Time from land use permit application completion to staff approval • Average building permit plan check review time • Tons of trash abated each month • Average days to resolve complaints; percent closed/completed complaints; ratio total complaints to resolved complaints (Neighborhood Services) • Number of vector services requests received • Number of items circulated; amount of information services provided, number provided and amount of participation in cultural and educational programs (Library) • Number of records indexed online; number of City Council and Policy Committee meetings administered; number of communications received; number of legislative items collated and tracked; number of disclosures processed (City Clerk) • Number held and percent attendance in Budget and Finance Policy Committee meetings (Budget Office) • Number of lawsuits currently pending; number of claims resolved; number of Public Records Act (PRA) claims responded to; amount of legal advice provided; number of legislative items reviewed (City Attorney's Office)
WORKFORCE	<ul style="list-style-type: none"> • Time to hire (from requisition approval to hired status) • Employee training attendance; number of trainings available; number of requests for tuition reimbursement • Number of appointments; number of cases and grievances (Labor Relations Coordinating Committee)



AFFORDABLE HOUSING

Percentage of STAIR¹ Clients that Exit to Permanent Housing



¹STAIR (stability, navigation, and respite) is Berkeley's housing navigation center.

Factors Contributing to Current Performance

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

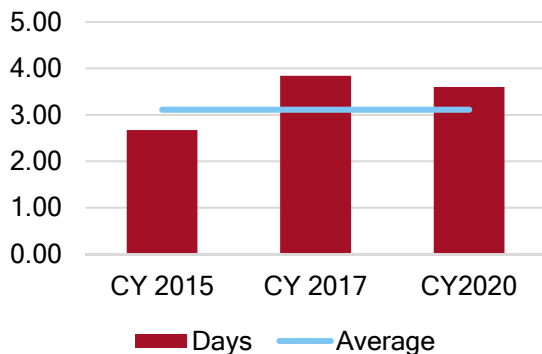
Factors Restricting Performance Improvement

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



ENVIRONMENT

Average Days to Abate
Illegal Dumping on Public
Property



Note: Resident requests are reported to 311 and then once a work order is generated it is given to the crew to respond. Data is based on LAGAN (service request software) Case Closed date during 2020 representing 3,138 requests for service. These are not encampment cleanups, which are scheduled and serve several locations. Customer service goal is three days.

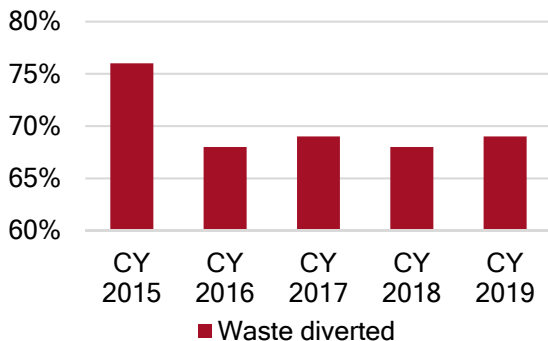
Factors Contributing to Current Performance

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

Factors Restricting Performance Improvement

- There has been a 46% increase in the number of requests for service over the last 5 years. Cases for repeat (third call within year) illegal dumping locations remain open longer to ensure they are processed with Code Enforcement.

Percentage of Waste Diverted
from Landfill



Factors Contributing to Current Performance

- The City continues long term partnerships with Community Reuse and Recycling companies.
- In 2019, the City adopted the Berkeley Single Use Foodware and Litter Reduction Ordinance.
- The Zero Waste Division expanded collection service to 400+ commercial accounts previously serviced by non-exclusive haulers. This contributed to an increase in commercial recycling diversion from 2018 to 2019.

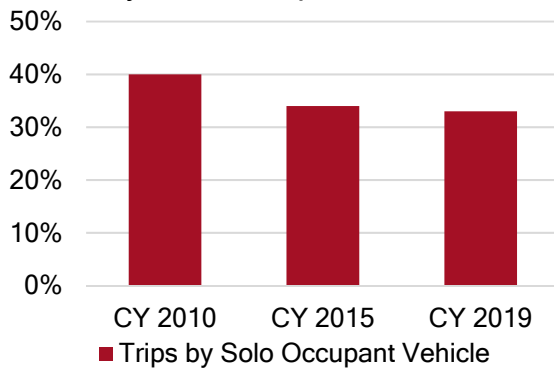
Factors Restricting Performance Improvement

- The City opted in to a phased Alameda County Mandatory Recycling/Composting Ordinance in 2012 and 2014 with associated outreach/education campaigns. This likely increased recycle/compost participation through 2015. The City has limited staff available to conduct continued outreach and education to Berkeley residents and businesses. Currently, residents divert 65% of their waste into their curbside recycle and compost bins. Businesses and large multifamily properties recycle/compost only 35% of their waste.
- State-wide closures of biomass plants led to stricter requirements on material eligible for Construction & Demolition Debris Recycling. This contributed to a significant decline in construction & demolition diversion from 2015 to 2016.
- The closure of Pacific Steel Castings eliminated thousands of tons of slag. This material had previously been included as "regional diversion" in the City's diversion rate.
- In future years, StopWaste will replace this metric with disposal pounds per person per day.
- The current Transfer Station Facility is not optimized to support reuse and recycling.



ENVIRONMENT

Percent of Commute Trips
by Solo Occupant Vehicle



Factors Contributing to Current Performance

- Increased availability of shared mobility options has improved the viability of active transportation for many people.
- With the City's off-street bike path network nearly complete, the recent addition of protected on street bikeways and low stress facilities has increased the comfort of people to use bikes instead of driving.
- Demand responsive parking policies have provided incentive for some people to shift away from drive alone commuting.

Factors Restricting Performance Improvement

- Changes in Transit service sometimes reduce coverage of areas, particularly in the hills, making it harder for people to choose transit instead of driving.
- The data predates the Pandemic and resultant increase in work from home. However, this has also led to an avoidance of transit and likely shift to driving alone for more of the remaining commute trips.

Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Waste diverted from landfill	The Zero Waste Division continues to support source reduction, recycling, and composting through existing and the implementation of new programs, including a recent carpet recycling program and expanded mattress recycling options. However, the City faces many of the same challenges as the rest of the State as outlined in the 2019 State of Disposal and Recycling in California . ⁵⁵ Due to the plateau in diversion rates and the increase of landfill tonnage countywide, Alameda County StopWaste is considering a change from diversion rate goals to landfill obsolescence . ⁵⁶	As required by State legislation SB1383, staff is developing a new ordinance to be adopted by City Council prior to January 1, 2022 to reduce organic waste sent to landfill.

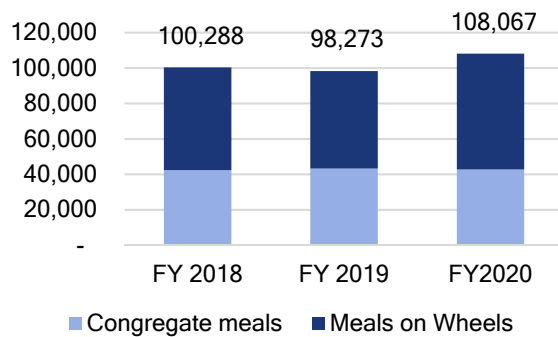
⁵⁵ <https://www2.calrecycle.ca.gov/Publications/Details/1697>

⁵⁶ http://www.acgov.org/board/bos_calendar/documents/DocsAgendaReg_10_5_20/GENERAL%20ADMINISTRATION/Regular%20Calendar/Beyond_75_stopwaste_10_5_20.pdf



EQUITY

Meals Provided by Aging Services Division



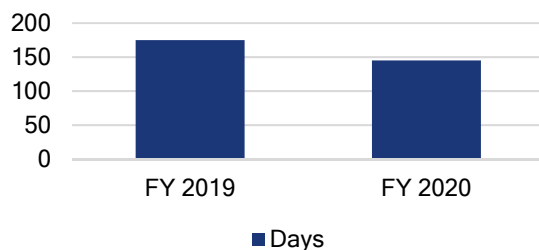
Factors Contributing to Current Performance

- COVID-19 has contributed to a slight decrease in congregate meals being served to older adults due to closure of senior centers.
- The dramatic increase in Meals on Wheels numbers are due to greater numbers of older adults sheltering in place due to pandemic.

Factors Restricting Performance Improvement

- The provision of meals is limited by County funding and Aging Services staffing to pack and deliver meals.

Average Days to Close an Equal Employment Opportunity (EEO) Complaint



Factors Contributing to Current Performance

- The Equal Employment Opportunity (EEO) Division is staffed with one professional staff person and the duties are highly technical in nature.
- The division has increased efficiency through implementation of a new case management system centralizing complaint documentation and processing functions.
- The implementation of the new Analytics Center and Dashboard helps identify case trends, provides case level reporting and investigation analytics, and manages productivity.

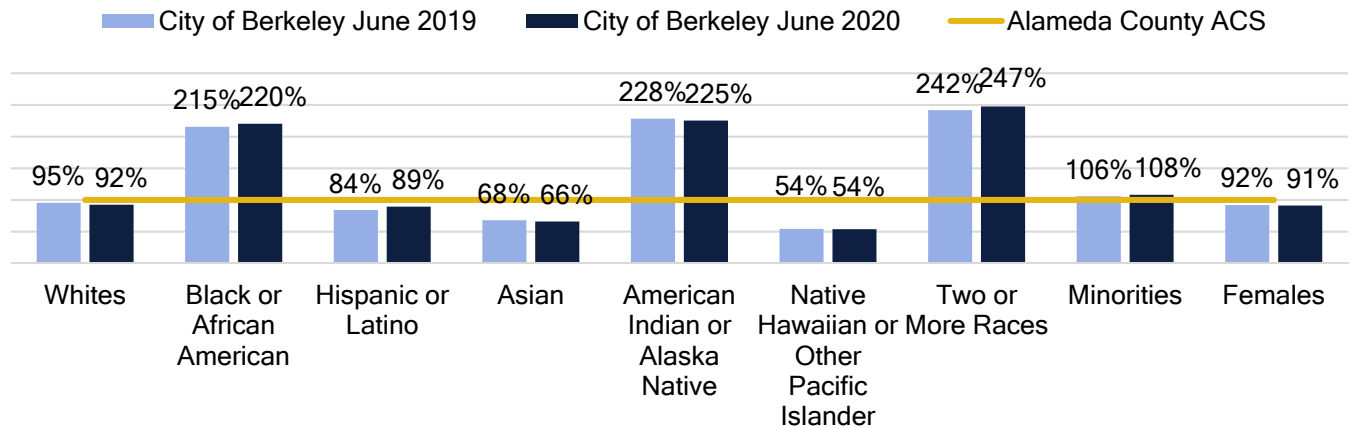
Factors Restricting Performance Improvement

- The nature of EEO work requires regular contact with high stress, emotionally charged situations, and increased sensitivity during interactions with involved parties may be necessary.
- Recent significant changes to federal and state law, promulgation of new administrative guidance, and other policy changes can add complexity and delay the complaint process.
- Discrimination, harassment, and retaliation investigations are complex and are time-intensive in order to ensure investigation is thorough and fair to all parties.
- Investigations can lead to corrective action and safeguarding due process rights of parties can extend investigative timeframes.



EQUITY

Work Force Parity Comparison¹



¹ City of Berkeley June 2019 & June 2020 vs. Alameda County American Community Survey (ACS)

Factors Contributing to Current Performance

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

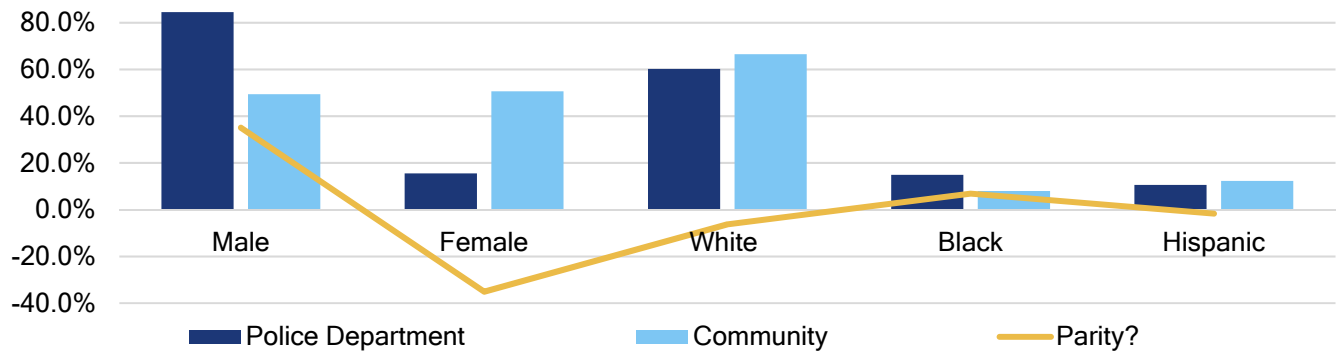
Factors Restricting Performance Improvement

- The merit system limits the ability to promote and hire government employees based on ability to perform a job over the individual growth potential of any particular candidate.
- There are historical trends resulting in overrepresentation or underrepresentation in certain jobs or fields of work based on race, ethnicity, and/or gender stalling full integration of certain groups across occupations.
- Proposition 209 amended the state constitution to prohibit governmental institutions from considering race, sex, or ethnicity, specifically in the area of public employment.



EQUITY

Police Department Demographics
Compared to Community¹



¹ Berkeley community demographic data is from US Census 2019 American Community Survey (ACS) 1-year estimates data profiles: sex and age, race alone or in combination with one or more other races, and Hispanic or Latino (of any race). Police department data is from an internal report including hire data through January 18, 2021.

Factors Contributing to Current Performance

- The Police Department has improved outreach to potential applicants through social media presence.
- Streamlined hiring/background practices allowed us to hire the best candidates.
- The addition of a Recruiting/Retention team put more focus on hiring and retaining the strong candidates and employees that we have.

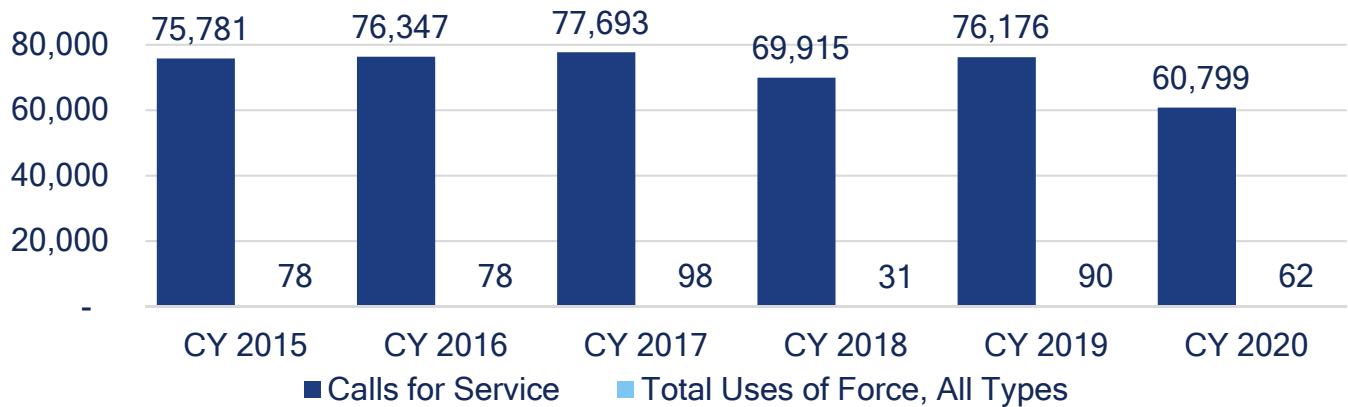
Factors Restricting Performance Improvement

- Police departments overall are predominately made up of men and it is challenging to find women candidates interested in the profession.
- A reduction in the Police Department's authorized staffing numbers and a Citywide hiring freeze have affected hiring.
- The law enforcement profession has seen a significant decrease in applications.

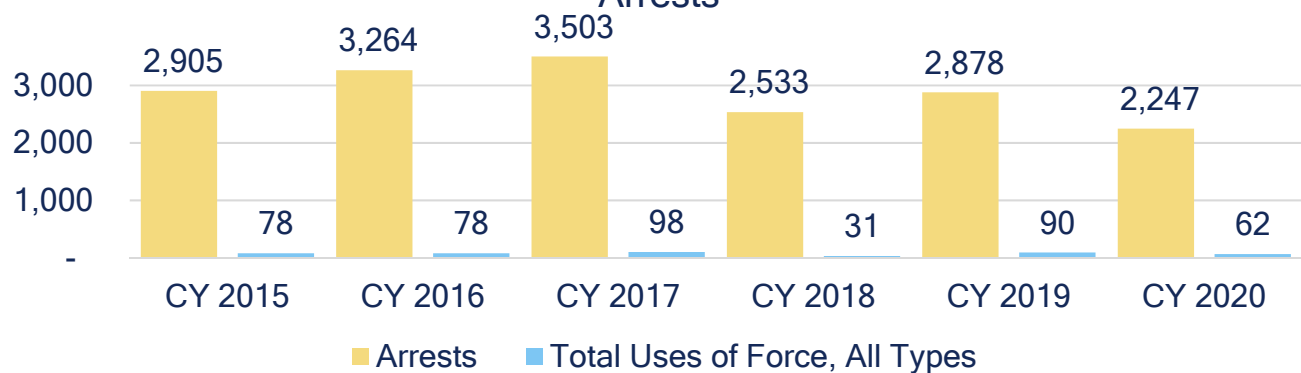


EQUITY

Uses of Force in Comparison to
Calls for Service



Uses of Force in Comparison to
Arrests



Factors Contributing to Current Performance

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

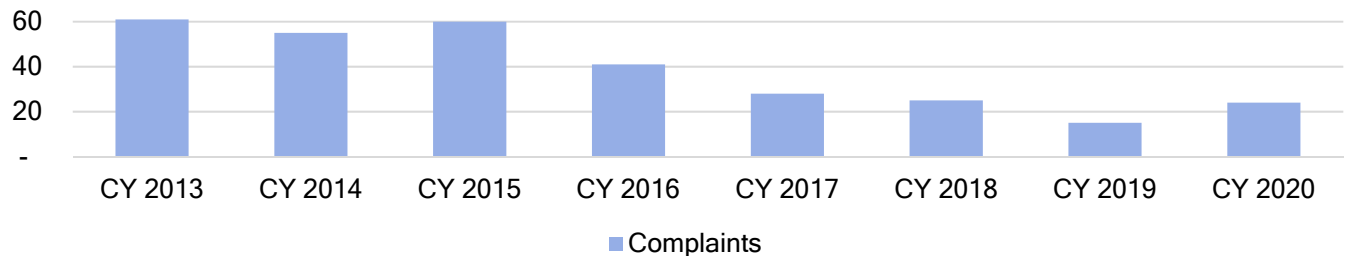
Factors Restricting Performance Improvement

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

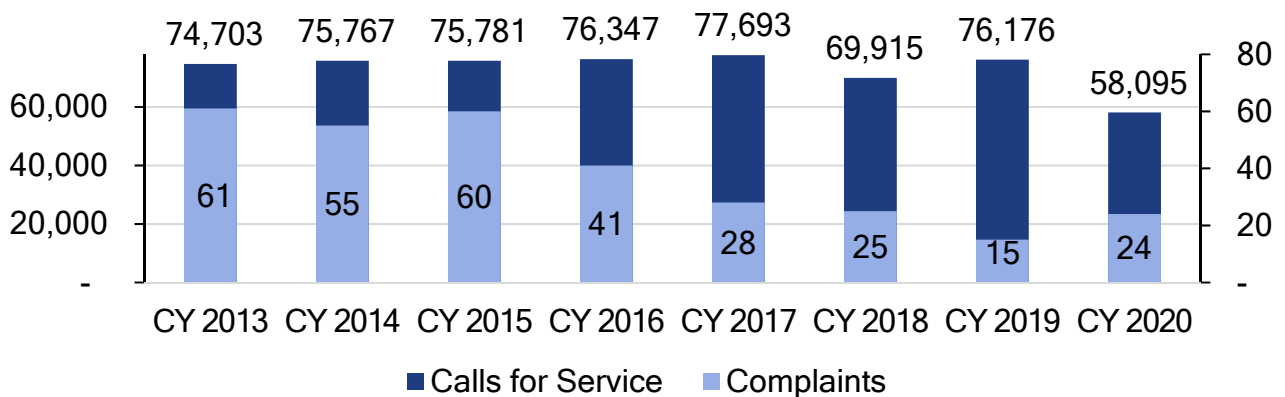


EQUITY

Complaints



Complaints in Comparison to Calls for Service



Factors Contributing to Current Performance

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

Factors Restricting Performance Improvement

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



EQUITY

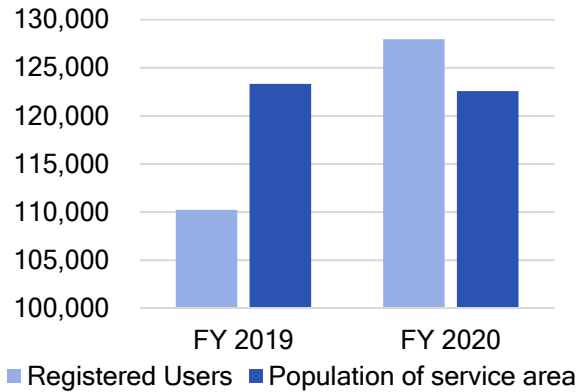
Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Police Department demographics	The decrease is likely related to the numbers of applications and restrictions on hiring.	The Police Department will continue to focus hiring efforts towards groups or parts of the community not typically represented within the department.
Incidents of use of force	Use of force has generally stayed the same for the last five years with the exception of 2018, where the Police Department saw a significant decrease. In 2019, the Police Department saw the overall numbers return to the department's average. One of the apparent effects of the pandemic and shelter in place orders in 2020 was a reduction of overall calls for service. Use of force was proportionate with yearly averages over the last six years.	Use of force to resolve situations is never the preference, and continued training on de-escalation, and exploration and acquisition of additional less-than-lethal options and tools provide an opportunity for a reduction in applications of force.
External personnel complaints	The Police Department's complaints in comparison to calls for service was the lowest since 2013. The Department's calls for service were also the lowest since 2013, due to COVID-19.	The Police Department will continue its efforts to engage with the community through organized events and focus on providing good customer service.



EQUITY

Registered Users



Factors Contributing to Current Performance

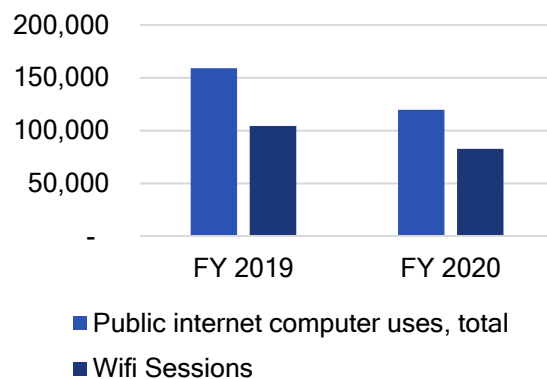
- The significant increase in registered users can be attributed to the heightened interest in electronic materials inspired by the public health crisis.
- The Library launched a temporary eCard program in response to the pandemic that made it easier for people to access electronic and physical materials.
- The Library partnered with Berkeley Unified School District (BUSD) to facilitate easier access by students to some kinds of digital materials. This might have inspired interest in new library card registration.

Note: The percentage of registered users as percentage of the population is over 100% because Berkeley Public Library cards are free to all California residents.

Factors Restricting Performance Improvement

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

Access to Technology/Internet



Factors Contributing to Current Performance

- During part of the period measured, library and city services were temporarily closed. On-site computer services could not be accessed, with the exception of public wifi, which remained available and is accessed frequently from outside the facility.

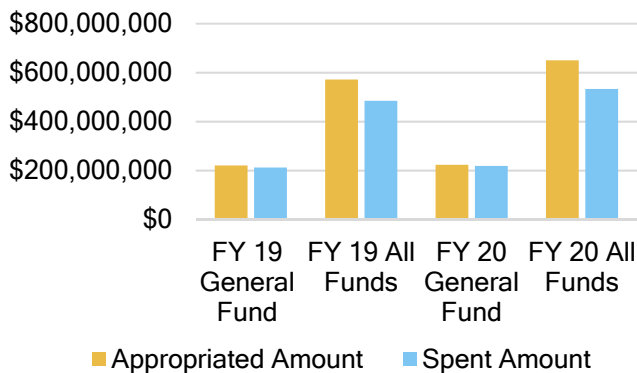
Factors Restricting Performance Improvement

- As long as libraries are not open to the public, people will not be able to access public access computers or wifi from inside the building.
- The Library will be launching a pilot program to lend laptops/hotspots during the library closure.



FISCAL HEALTH

Not Exceeding Annual Appropriations



Factors Contributing to Current Performance

- The Budget Office consistently monitors General Fund and All Fund budget amounts spent and ensure the City is staying within budget and keeping to the appropriation amounts.

Factors Restricting Performance Improvement

- Unplanned events and expenditures that are not budgeted for can sometimes occur.

- ✓ \$596,640,057 total cash and investments
- ✓ 4.5% rate of return
- ✓ meeting all safety, liquidity, reasonable return requirements
- ✓ receiving no audit findings
- ✗ missed State statutory publication date for annual financial report, FY 20

Factors Contributing to Current Performance

- In terms of cash and investments and meeting safety, liquidity and reasonable return requirements, several factors contribute to current performance: macro-economic activity, interest rates, inflationary pressures and investment confidence.
- For financial reporting (i.e., audits, annual financial report) the implementation of a new financial system and a lack of resources both contribute to current performance.

Factors Restricting Performance Improvement

- Cash and investments are subject to City Council restrictions and statutory limitations.
- The inadequate functionality of financial system reporting affects the City's financial reporting.



FISCAL HEALTH

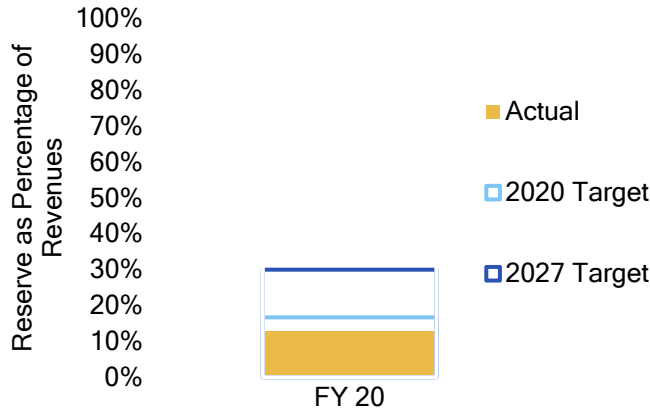
Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Meeting publication date	<p>The City recently implemented two financial systems. An enterprise resource planning (ERP) system and a Comprehensive Annual Financial Report software program. The City had to produce its financial reports from two systems for the first time. The City was operating two financial systems because the ERP was a phased implementation in which some transactions were migrated to the new system while some remained in the old one. The compilation of the financial reports was more complicated because the two systems had to be reconciled both individually and then consolidated for the final report. Also, the Comprehensive Annual Financial Report program implementation was a bit complicated because of the two financial systems that needed to be consolidated in the new Comprehensive Annual Financial Report program that was implemented. Also, the external Auditors had to audit two financial systems as well. This was to be expected due to an ERP implementation. The Finance Department considers this a huge accomplishment because the department managed two implementations and did not receive a single audit finding.</p>	<p>Staff will review available resources and the scheduling process to determine how to meet the deadline.</p>



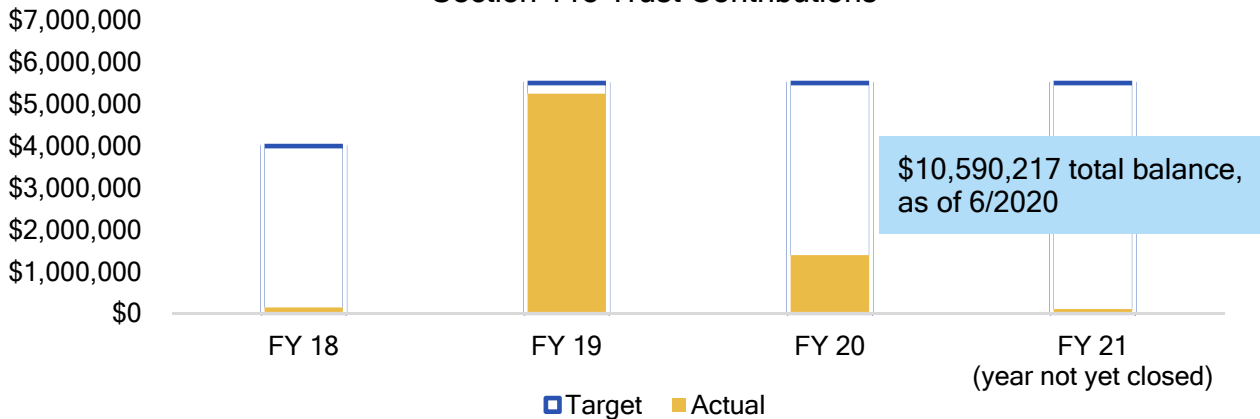
FISCAL HEALTH

Health of General Fund Reserves



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

Section 115 Trust Contributions



Factors Contributing to Current Performance

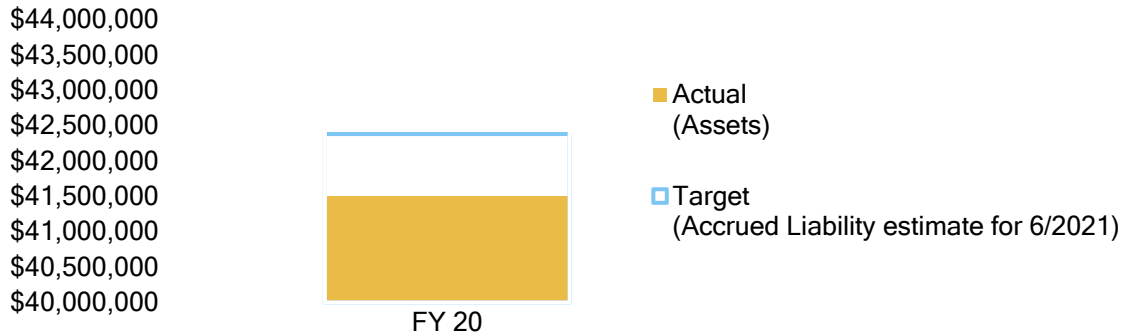
- The ongoing COVID-19 pandemic impacts on the economy as well as the additional services and funding needs triggered by the City’s response required the use of the General Fund Reserves to balance the City’s General Fund.
- The City was able to refinance some of its debt and the savings from that refinancing were used as the original seed money for the Section 115 trust.
- The City found an innovative way to contribute to this trust. The City Manager approved the pre-funding of the City’s Unfunded Liability piece of the premium. By pre-funding, the City made a 7% rate of return on the investment and the savings was added to the trust.

See follow page for more data points, and “Factors Restricting Performance Improvement”.



FISCAL HEALTH

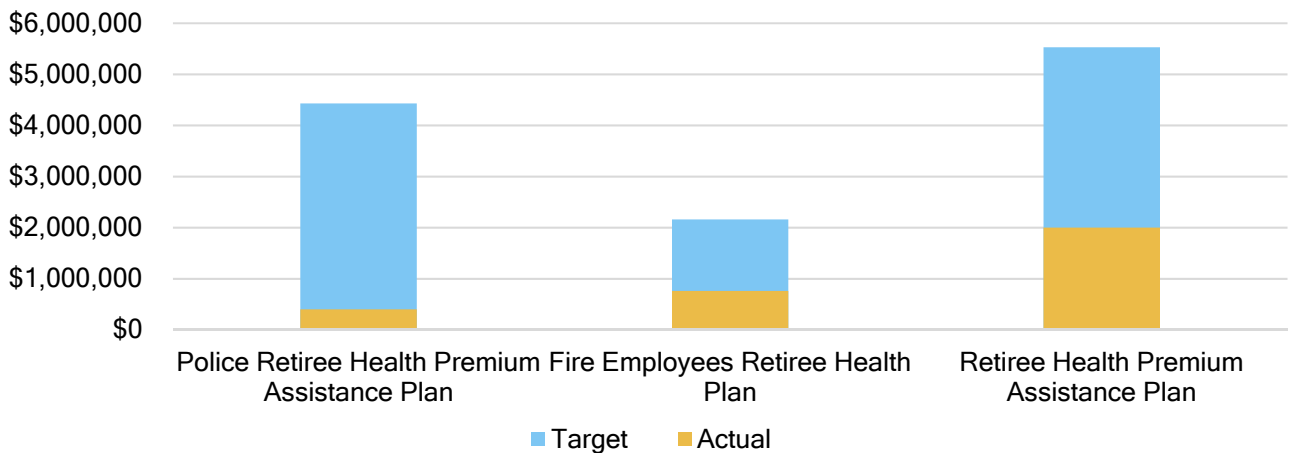
Ability to Fund Estimated Workers' Compensation Liabilities



Factors Restricting Performance Improvement

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

Ability to Fund Other Post-Employment Benefits (OPEB)



Note: Funded status based on most recent valuation date of July 1, 2019.



FISCAL HEALTH



PURCHASE ORDERS

Noncompliant, returned	approximately 10 percent
Partially compliant, require review	approximately 20 percent
Total Purchase Orders, count	4,968
Total Purchase Orders, amount	\$206,961,915.57

Factors Contributing to Current Performance

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

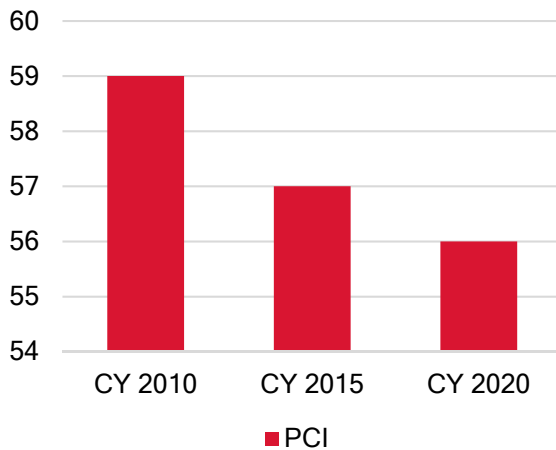
Factors Restricting Performance Improvement

- Requisitions requiring special handling.
- Staff turnover in requisitioning departments.



INFRASTRUCTURE

Pavement Condition Index (PCI)



Factors Contributing to Current Performance

- Between FY 19-21, Public Works paved 13.7 miles, including T1 segments at Ward Street, Monterey Avenue, Adeline Street, Hearst Avenue, and Milvia Street. Due to the infusion of T1, Public Works was able to more than double the prior average of 3.2 miles paved per year.

Factors Restricting Performance Improvement

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

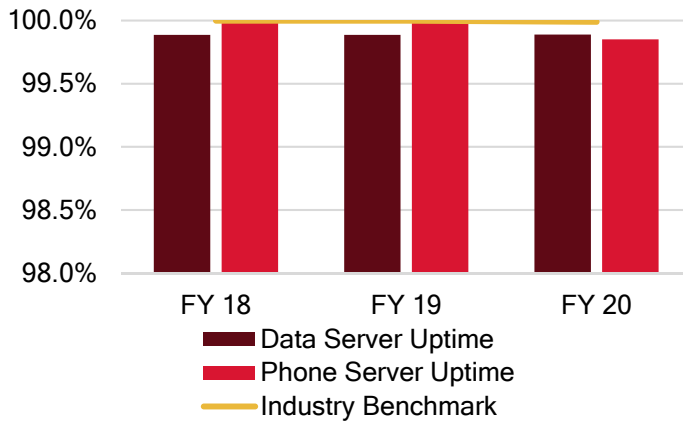
Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Pavement Condition Index (PIC)	The Paving Condition Index (PCI) is utilized throughout the nation to indicate the condition of the pavement of the streets. The City's current PCI of 59 means the condition is in "at risk" requiring immediate attention, including rehabilitative work.	<p>In the next two years, Public Works will invest \$14 million in annual repaving funds, along with the first \$3.75 million in Measure T1 Phase 2 funds. This will enable paving of the first two years of the recently adopted Five Year Paving Plan, plus more. Elements included in paving include installation and/or upgrades of curb ramps and addition of transportation elements, such as a concrete island, bicycle crossings, bicycle lanes, painted bulbouts, high visibility crosswalks, and bus board islands, and sidewalk repair among others.</p> <p>The Public Works Commission and staff are currently developing the first update to the street rehabilitation and maintenance policy in over a decade and incorporating equity directly into the updated policy.</p>



INFRASTRUCTURE

Data and Phone Servers' Uptime



Factors Contributing to Current Performance

- Data Center Upgrade project was completed in FY 19 which resulted in improved performance.
- The new hardware has resulted in onsite redundancy and both onsite and offsite disaster recovery and business continuity capabilities.
- The new hardware resulted in 50% reduced rack space in server room resulting in additional energy efficiencies.

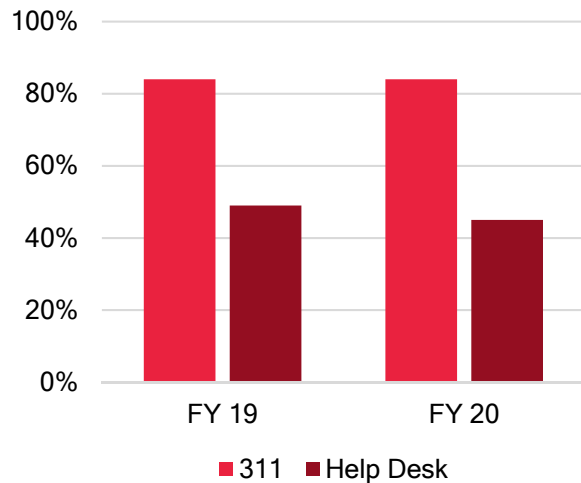
Factors Restricting Performance Improvement

- The Phone System Hardware and software upgrades were behind schedule resulting in the reduced performance.
- The Phone System upgrade is currently in progress resulting in both hardware and software upgrade.
- The project is expected to improve the onsite redundancy capabilities and overall performance.

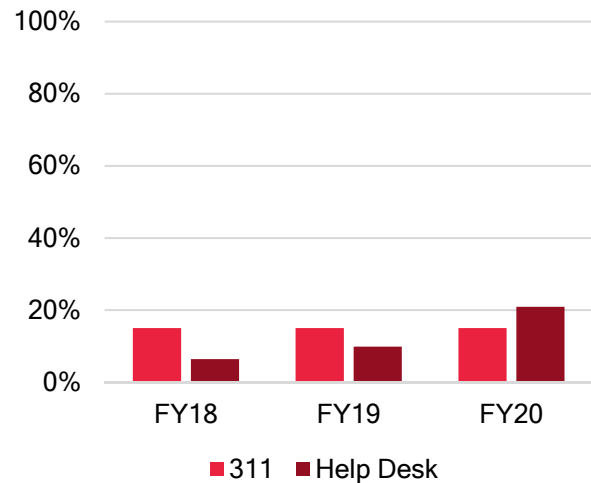


INFRASTRUCTURE

First Call Resolution



Abandonment Rate



Factors Contributing to Current Performance

- 311 upgraded the Lagan Customer Relationship Management (CRM) system in January 2019, and gained many logistical efficiencies.
- Helpdesk focus shifted to the remote work setup resulting in delays in helpdesk call resolution. More than 700 employees are now successfully working from home.

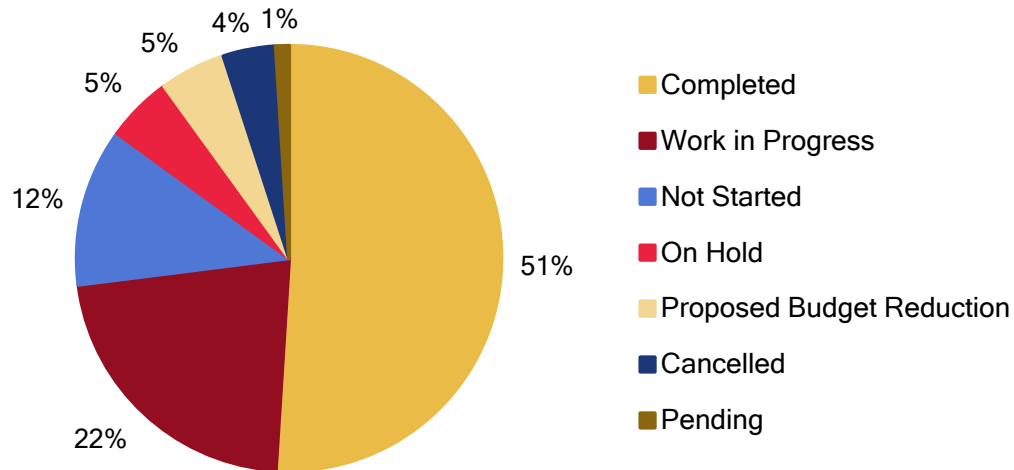
Factors Restricting Performance Improvement

- Due to lack of system integration, 311 works in nine different computer software systems to research, log and process service requests.
- The City's online 311 portal does not provide the Community with status of their service requests which requires them to call into the City for status.
- With the COVID-19 SIP order, 311 has implemented rotating schedules. Staff working at home, are managing side work office duties (i.e., 311 Online Service Center Service (OLSC) requests, Customer Service email, 311 voice mail, SeeClickFix mobile cases and responding to Direct Line answering service calls for service). 311 is acting as the main Customer Service Center for the City as most service center counters are closed to the public. On average, the five person in-office team receives 1,500 calls a week, and the in-home staff responds to a weekly average of 300 on-line cases, 290 emails, and 100 plus voicemails.



INFRASTRUCTURE

Five Year Digital Strategic Plan Projects' Progress
November 2016-February 2020



Factors Contributing to Current Performance

- The IT Department has streamlined project processes to improve the project success rate.
- Staff was trained and 5 out of 14 Applications Programmer/Analyst IIs have now achieved Project Management Professional (PMP) certification, a well-known industry standard.
- Increased focus on developing business requirements in detail may result in the slow start of a project but has resulted in improved project performance to be completed within budget and on time.

Factors Restricting Performance Improvement

- Many projects were cancelled or put on hold due to COVID and proposed budget reductions.
- Staff resources and number of projects result in constant prioritization of projects to accommodate immediate or regulatory needs.
- Increased Cyber Security threats have resulted in many projects to be put ON HOLD as the vendors were targeted and the IT Department needed to conduct additional security tests and approval process before continuing with the projects.
- Resource allocation is constantly reprioritized on projects where IT is serving as a supporting department.



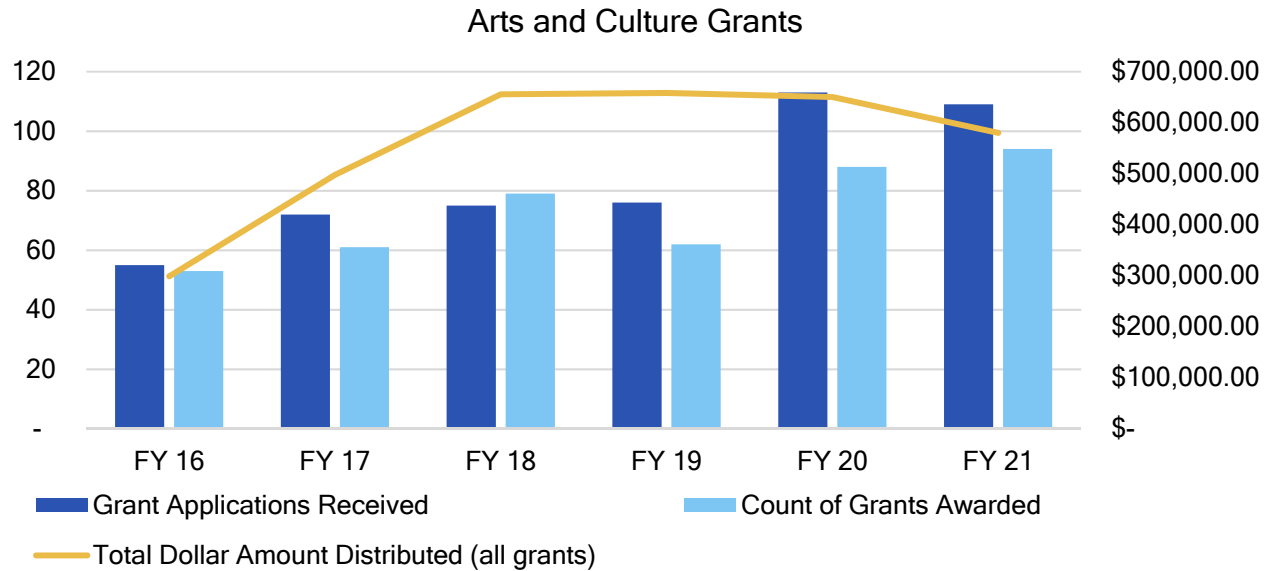
INFRASTRUCTURE

Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Call resolution	The Help Desk pivoted substantially with the advent of COVID-19. They were focused on moving to remote work, establishing significant shift changes (i.e., on-site, off-site). This translated into less time and availability to focus on internal calls. Additionally Help Desk staffing ratios are far below the industry standard of 70:1 (total employees: Help Desk staff) at approximately 266:1.	As the pandemic eases, Help Desk expects to return to pre-pandemic service levels. Additionally, the department is looking to increase staffing levels in FY 23-24, as funding allows.
Abandon rate	See above.	See above.



LOCAL ECONOMY



Factors Contributing to Current Performance

- This is a professionalized grant review program with transparent scoring, professional grant review panelists, and a streamlined application program.
- The program is moving towards a two year grant cycle, which will allow applicants to plan budgets and design programs with more longevity and efficiency.

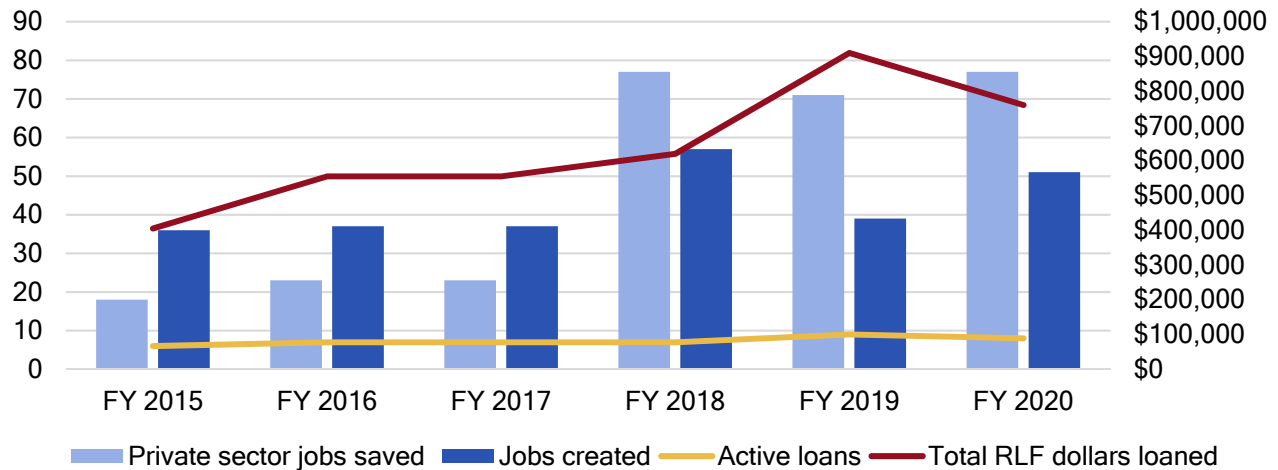
Factors Restricting Performance Improvement

- COVID-19's impact on the arts and cultural sector will mean that demand will likely far outstrip supply of grant monies.
- Limitations of the current contracting and invoicing/payment systems, can make processing grant payments cumbersome to staff, and not as timely to recipients.



LOCAL ECONOMY

Revolving Loan Fund (RLF)



Factors Contributing to Current Performance

- Changes to the Revolving Loan Fund's (RLF) Administrative plan allowed for larger loans to be offered, with corresponding impact to jobs retained and created.
- Active marketing of RLF loans, and a dedicated Loan Administration Board, and a professionalized underwriting system have increased efficiencies.
- Transitioning to an online application intake process has made the program more attractive to many potential Berkeley RLF program applicants.

Factors Restricting Performance Improvement

- COVID-19's impact on the small business sector will mean that demand for financial support will likely far outstrip supply of loan monies.
- Limitations of the current contracting and loan servicing and payment systems, can make processing loan payments cumbersome to staff, and loan disbursement not as timely to recipients.



LOCAL ECONOMY



NEWSLETTER UPDATES TO BUSINESS, ARTS AND COMMUNITY ORGANIZATIONS

Subscribers to OED ¹ Newsletter.....	1,000+
OED Newsletter views.....	33,623
Newsletters published from Aug 2020 – Jan 2021.....	11
Average number of newsletters published, monthly, 2020.....	2
Average number of newsletters published, annually, previous years.....	2

¹ Office of Economic Development (OED)

Factors Contributing to Current Performance

- OED is committed to increasing communications to the business and arts community in general, but particularly since the onset of COVID-19. The newsletter has pivoted to include explanations of changing protocols affecting the business and arts community, opportunities for grants and funding during this difficult period, options for innovating to adjust to new circumstances, answering questions, and much more. OED is committed to increasing communications to the business and arts community in general, but particularly since the onset of COVID-19. The newsletter has pivoted to include explanations of changing protocols affecting the business and arts community, opportunities for grants and funding during this difficult period, options for innovating to adjust to new circumstances, answering questions, and much more..

Factors Restricting Performance Improvement

- OED has had 1 unfilled FTE position since July 2020.



LOCAL ECONOMY



PAYMENT REQUESTS

Noncompliant, returned/require additional review.....approximately 10 percent

Total payments.....91,428

Factors Contributing to Current Performance

- The city implemented a new financial system in 2018 which streamlined procure-to-pay processes. The system provides accounts payable staff with visibility of required documentation, and the ability to reject and return non-compliant payment requests, and to communicate efficiently with the departments submitting payment requests.
- Reporting capabilities in the new system are enhanced compared to the old system, and provide for easy access to the count, amount, and status of payment requests.

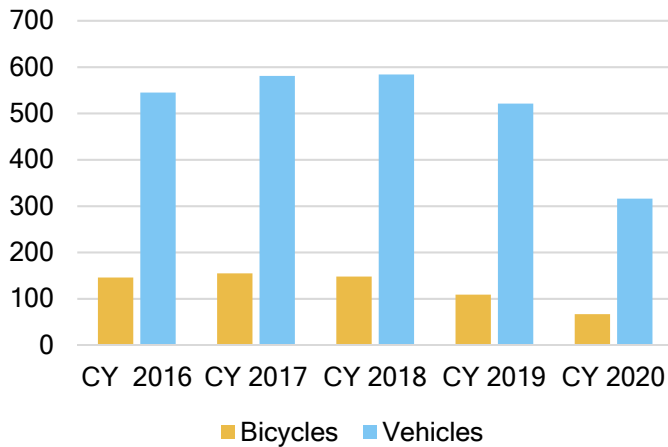
Factors Restricting Performance Improvement

- There are certain payment requests that require special handling.
- Staff turnover in requesting departments can affect performance improvement.

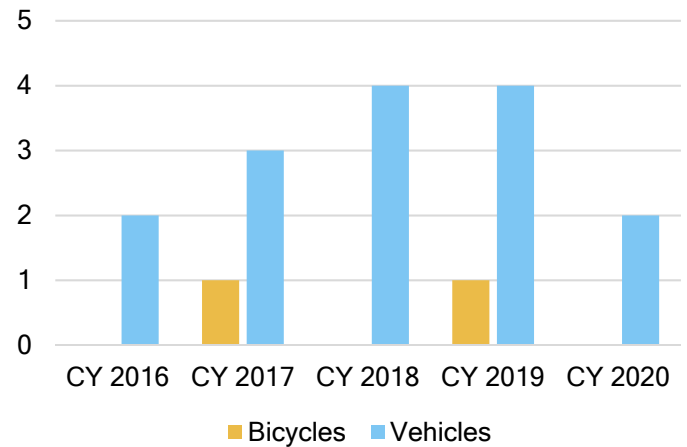


RESILIENT

Accidents Relating to Bicycles or Vehicles



Deaths Relating to Bicycles or Vehicles



Factors Contributing to Current Performance

- COVID contributed to less overall vehicle and bicycle traffic in our City.
- The city has had less overall commute traffic as a result of the stay at home orders.
- Within the city there are a total of 18 schools and all were closed for the majority of CY 2020.
- Less traffic and less people on our streets results in less opportunity for accidents to occur.

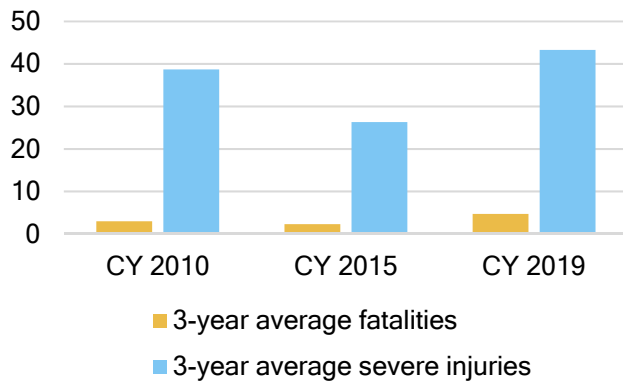
Factors Restricting Performance Improvement

- In the Police Department, COVID related absences, injuries and staffing shortages have reduced the number of available personnel to conduct traffic enforcement and community awareness operations.



RESILIENT

Three Year Average of Fatalities and Severe Injuries on City Streets



Factors Contributing to Current Performance

- There has been an ongoing effort to improve traffic safety, leading to the March 2020 adoption of the Vision Zero Implementation Plan to reduce severe and fatal traffic injuries to zero by 2028.
- The annual Traffic Calming program was temporarily replaced with the Healthy Streets program in 2020.

Factors Restricting Performance Improvement

- Increased freeway congestion continues to drive more regional traffic onto City Streets, increasing the potential for traffic conflicts and collisions.
- The increased use of mobile navigation devices and apps like Waze and Google has diverted an increased volume of commute traffic off regional roadways and onto City streets, particularly local residential streets in order to bypass congestion on major roadways.
- During the pandemic traffic volumes temporarily decreased, but traffic speeds were observed to increase in some cases.

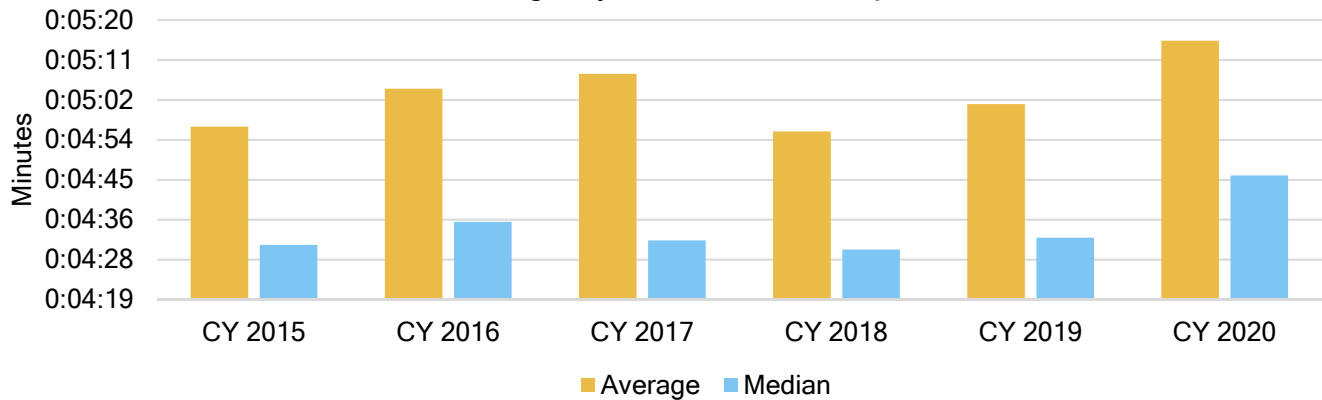
Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Traffic injuries	In March of 2020 the Berkeley City Council adopted a Vision Zero Action Plan to eliminate all traffic fatalities and severe injuries by 2028.	Implementation of the 2020 Vision Zero Action Plan by establishing a standing Vision Zero Coordinating Committee and conducting a citywide Vision Zero Action Plan evaluation of existing staffing and funding capacity. Continue the construction of quick-build safety projects on all Vision Zero High Injury Streets by 2028. Transportation will continue to evaluate collision data to identify and the primary causes and potential countermeasures to address severe and fatal injuries following the principles of the Vision Zero Action Plan.



RESILIENT

Fire & Emergency Services Call Response Time



Note: Response time is the time interval from the first unit assigned to the first unit arrived.

Factors Contributing to Current Performance

- Berkeley has 7 fire stations located throughout the City to minimize response time, as determined in the early 1980s.
- The additional challenges of staff responding to COVID-19 emergency medical calls impacted current performance.

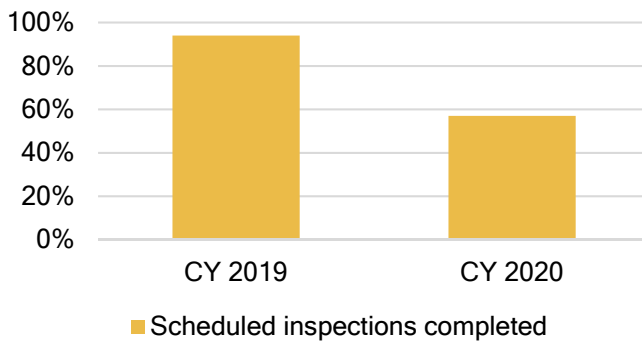
Factors Restricting Performance Improvement

- The need for staff to redirect their focus from daily operations to pandemic support restricts performance improvement.
- Due to COVID-19, emergency medical calls require staff spend more time at calls (e.g., pre-screen questions, extra precautions taken, additional Personal Protective Equipment required), resulting in less staff being available to respond quickly to calls.
- Multiple response time metrics and standards lead to inconsistent performance expectations.
- Closure of services at Alta Bates as well as extended wait times at hospitals has caused an increase in medical emergency response times.



RESILIENT

Scheduled Fire Prevention Inspections, Percent Completed



Factors Contributing to Current Performance

- In FY 20, the COVID-19 pandemic led to the suspension of the program; thereby reducing inspections.

Factors Restricting Performance Improvement

- One factor is balancing the benefits of a fire inspection program in addition to difficulty with access to businesses during the pandemic, as well as pandemic-related hazards and workloads when considering the resumption of fire inspection activity.
- Performance improvement can be restricted when encountering properties with difficult access, changes in property ownership or contact addresses being inconsistently updated from County and City records, and inconsistent communication with property owners make follow up on inspections difficult to ensure correction of violations.
- Fire Suppression companies are necessary to complete the majority of inspections throughout the City. Demands on their time (e.g., emergency calls for service, training, etc.) are ongoing factors that impede 100% completion of scheduled inspection.



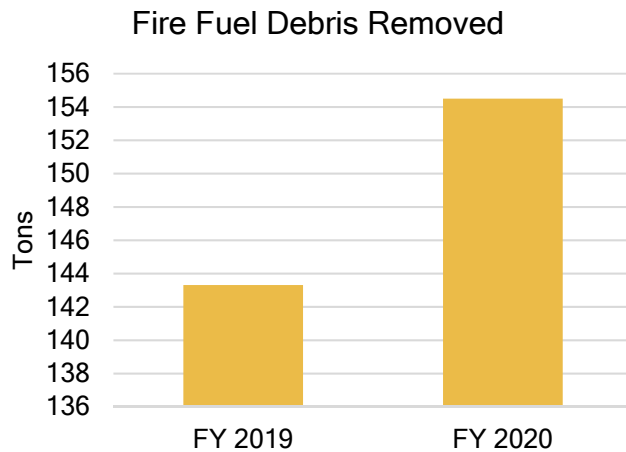
RESILIENT

Addressing Measures Not Meeting Target

Measure	Outcome and Analysis	Next Steps
Call response time	The time it takes for fire staff to respond to emergency medical and fire calls is important to both staff and community partners. Looking at the average time it takes to respond to calls helps the department to make an informed decision on how to recognize and address the demands on staff. By clearly defining these demands, the department can determine realistic benchmarks for not only rapid responses to all calls, but also deliberate and safe responses to calls.	The review of whether the current benchmark for the department's response time is attainable is an involved project that requires careful planning. The department will engage in further review of the myriad applicable response time goals (e.g., relevant professional bodies and authorities set differing response time goals). Additionally, the department is engaged in an Emergency Medical Services (EMS) Redesign to increase efficacy of response.
Percent Completion, scheduled Fire prevention inspections	The Fire Department reviewed data on the percent of fire inspections completed of those scheduled for FY 19 and FY 20. One goal was to determine the efficiency of the Inspection Program and to highlight both ongoing and current challenges that impact completing 100 percent of scheduled inspections. By examining these challenges, the department can develop the framework for a more efficient and safer Inspection Program when it resumes.	The Fire Department will consider implementing the use of electronic tablets to complete inspections. Tablet-based inspections would increase inspection efficiency by allowing staff to send inspection results and exchange data with property representatives from the field. As COVID-19 cases decrease in California, and COVID-related conditions improve, the Fire Department will take a closer look at the Inspection Program and reassess best practices in order to resume the program without risk of harm to community partners and staff. Until said time, the program will be on hold.



RESILIENT



Factors Contributing to Current Performance

- Fire fuel budget allocations from the General Fund over the last 3 years have enabled Parks staff to remove fire fuel and reduce fire risk in the hills in parks, pathways and near private property.

Factors Restricting Performance Improvement

- Annual allocations are needed to mitigate fire risk to remove hazardous trees and ladder fuels (i.e., brush/vegetation), which require annual maintenance and clearing.



RESILIENT



ANIMAL SERVICES

Vaccines provided.....	1,365
Sick and injured animals provided medical rehab.....	60
Volunteers:	
Total number.....	397
Total hours volunteered.....	20,020
Percent fostering animals in their homes.....	14%

Factors Contributing to Current Performance

- Animal Services staff are trained to affectively administer vaccines. All animals entering the animal the shelter are vaccinated upon intake. All animals entering the animal shelter receive flea and tick control medication.
- Animal Services staff are well trained to determine treatable/rehabilitatable medical conditions from untreatable ones. Animal Services has strong collaborative relationships with local wildlife rescue organizations.
- Animal Services has user friendly policies for volunteers including no scheduling requirement of volunteer shifts. Animal Services accepts volunteers at 10 years of age with parent accompaniment. Volunteers are ushered through training to working directly with animals which are the most desired volunteer duties. Foster volunteers are given a great deal of support including 24 hour phone access to a staff for behavioral and medical guidance. Foster volunteers are provided with all essential supplies.

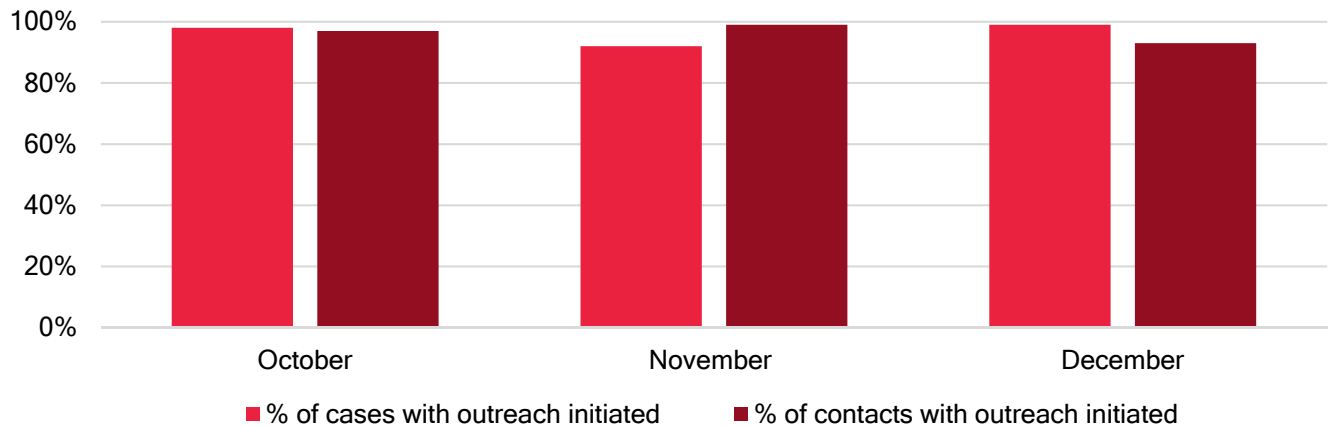
Factors Restricting Performance Improvement

- Some animals are too fractious to restrain as necessary to administer vaccines.
- Local wildlife rescue organizations have limited capacity to accept wildlife.
- Animal Services does not have a Foster Coordinator position and temporarily uses an Animal Services Assistant for this role.



SERVICE

COVID-19 Cases and Contacts
with Outreach Initiated



Factors Contributing to Current Performance

- The City of Berkeley worked in partnership with UC Berkeley and the California Department of Public Health (CDPH) to expand staffing of case investigators and contact tracers (CICT).
- The City of Berkeley provided continuous training, support, and resources to CICT staff at UC Berkeley and CDPH to support effective contact tracing and case investigation.
- Bilingual and bi-cultural CICT staff members were recruited to serve all members of the Berkeley community.

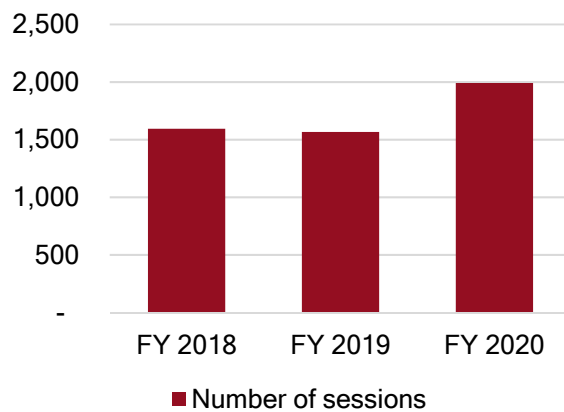
Factors Restricting Performance Improvement

- Cases do not always provide correct contact information or are unwilling to provide any contact information of those they have come in contact with making it difficult to initiate outreach.
- In December, the City of Berkeley experienced a surge of cases due to holidays which coincided with other large outbreaks and required intensive support and follow up.
- Over the holidays, cases and contacts were less responsive to CICT staff outreach.



SERVICE

Information and Assistance Sessions Provided by Aging Services Division



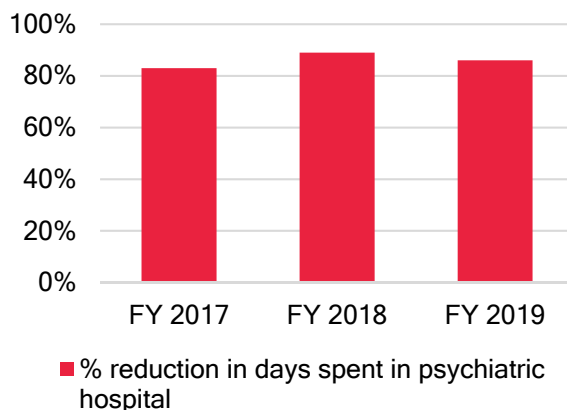
Factors Contributing to Current Performance

- The COVID-19 pandemic and closure of senior centers have contributed to increased demand in the older adult community for information and assistance on various resources such as food, housing, medical care, and legal assistance.

Factors Restricting Performance Improvement

- Due to the shelter-in-place order, face-to-face information and assistance sessions are not being conducted, but are being provided virtually by phone.

Days Spent in Psychiatric Hospital Among Clients in Full Service Partnership Program



Factors Contributing to Current Performance

- The Full Service Partnership (FSP) program utilizes the Assertive Community Treatment model, an evidence based practice, which has been shown to support the population it serves.
- The FSP program provides the vast majority of its services in the field, allowing for engagement of clients who previously have been unengaged.
- The FSP program utilizes motivational interviewing and harm reduction strategies, allowing the team to support clients who have not done well with mental health care in past.
- The FSP program quickly responds to crisis events, finding solutions to issues that led to hospitalization in past.

Factors Restricting Performance Improvement

- There are sometimes shortages in sub-acute treatment placements, reducing ability to avoid hospitalization.
- There are not enough housing options available, leading to increased stress on clients.



SERVICE



ANIMAL SERVICES

Live release rate.....	94 percent
Spays and neuters provided.....	399

Factors Contributing to Current Performance

- In terms of live release rate, this includes having strong collaborative relationships with rescue groups and user-friendly adoption policies and procedures. Also, Animal Services is open to the public seven days a week for adoption and redemption of lost animals; engages in aggressive networking of available animals on adoption websites and social media; and has a large number of active volunteers who socialize shelter animals making them more adoptable.
- The veterinarian under contract to provide on-site services (e.g., spays and neuters) is an experienced sterilization surgeon and is highly efficient. Additionally, the staff Registered Veterinary Assistant is experienced and efficient. This work is supported by using interns to assist with lay task in the clinic. The Berkeley Municipal Code requires that all dogs at large who are impounded in the animal shelter be spayed or neutered upon release.

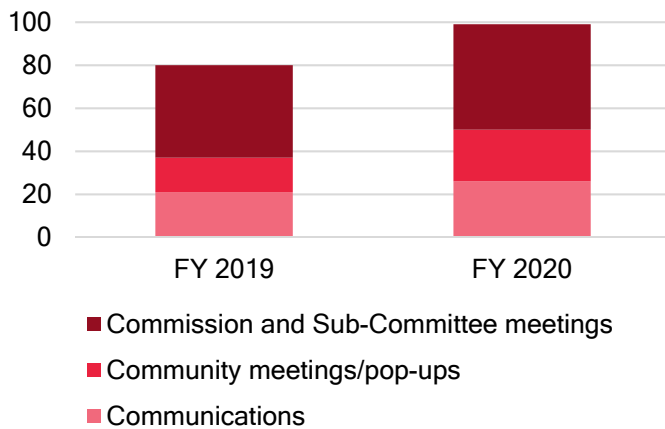
Factors Restricting Performance Improvement

- Some animals that enter the shelter are too sick, injured or aggressive and euthanasia is the most humane option.
- The contract for a veterinarian to provide on-site services restricts the doctor's hours to 16 per week.

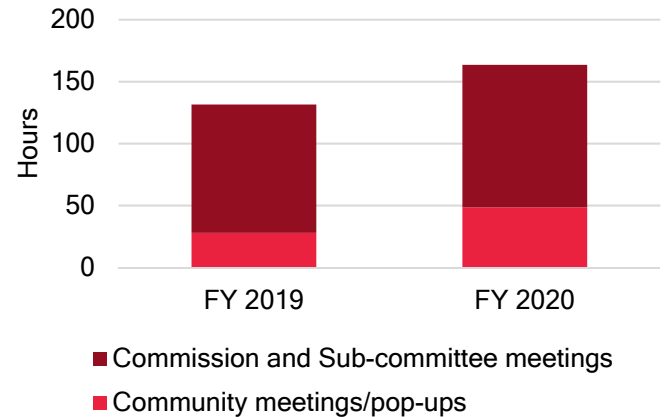


SERVICE

Number of Parks, Recreation & Waterfront Community Contacts



Parks, Recreation & Waterfront Time Spent During Community Meetings



Factors Contributing to Current Performance

- Hosting community meetings on Zoom may have increased participation in public meetings held by the Parks, Recreation and Waterfront Department. Additionally, advertising, use of graphic design, and publicizing meetings and events helped increase community contacts.

Factors Restricting Performance Improvement

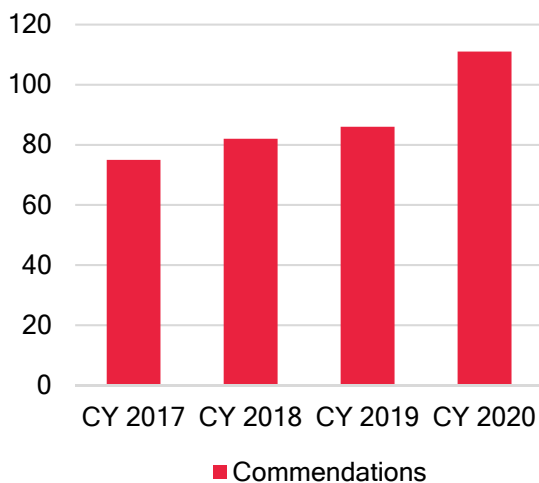
- Pandemic restrictions limit Parks, Recreation and Waterfront Department staff's ability to hold in-person meetings and special events. The number of community contacts also may be limited by available budget and staff resources (e.g., to plan, facilitate, hold, and advertise meetings, events, etc).



SERVICE



Police Commendations



Factors Contributing to Current Performance

- The Berkeley Police Department (BPD) prides itself on the service they provide the community through law enforcement activities as well as routine community interaction and engagement. Officers are occasionally stopped on the street and thanked for their service, or receive positive feedback at the end of a call for service. Sometimes the level of service or engagement efforts of the officers prompt people to independently contact BPD to share their praise. These commendations are shared with the Police Review Commission and within the department where they become part of the involved officer's personnel file.

Factors Restricting Performance Improvement

- While commendations often speak directly to high levels of trust and happiness with police service, it is challenging to use the number of commendations to speak to overall levels of community trust and satisfaction.
- Many positive interactions and good performances may not be recognized by a member of the public taking the time to write about the experience.



SERVICE



PERMITTING CUSTOMER SATISFACTION

City website:

Visit prior to visiting Permit Service Center in-person.....	94%
Felt website adequately prepared them for in-person visit.....	43%
Received professional and courteous service.....	63%

Factors Contributing to Current Performance

- After the Permit Service Center (PSC) closed to the public in March 2020, all permitting services remained open online to customers without interruption.
- Renovated in 2016, the modern Permit Service Center at 1947 Center Street is more welcoming and informative for clients from all ranges of building experience levels.
- Staff received new and continuing tailored training in delivering quality customer service and handling difficult situations.
- There are improved, clear informational materials, guides, and submittal checklists to help potential applicants be better prepared for their initial visits.
- The new PSC queueing software includes new tools for clients to manage their PSC visit time, and better data for management of staff resources.

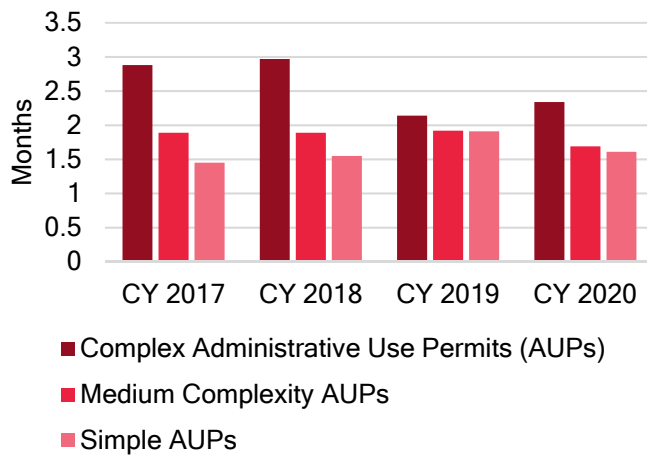
Factors Restricting Performance Improvement

- Review and approval of digital permitting documents through remote access exclusively can be cumbersome and subject to technical limitations.
- Without physical proximity, effectively referring customers for other required City reviews is slower.
- The nature of being a regulatory agency means there are always instances when staff must inform clients that proposed projects are not allowable, or are more difficult or complex than the clients may have expected.
- There are limitations to the current Digital Permitting System and a new replacement system is over a year away.
- The survey results (as reported above) trail improvements made to information and service delivery until customers fully experience the customer service improvements that are implemented or underway..

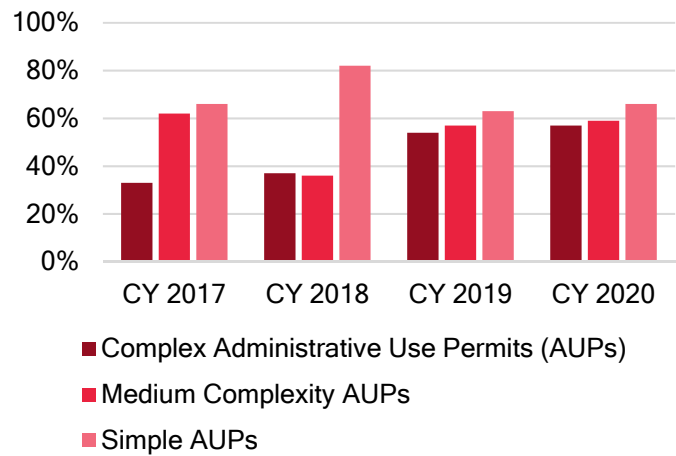


SERVICE

Time from Application Completion to Staff Approval



Application Completion to Staff Approval in Under Two Months



Factors Contributing to Current Performance

- The City is now accepting new Land Use project applications electronically for the first time ever.
- There is a new staff position dedicated to enforcing Use Permit conditions in coordination with other Code Enforcement teams across city.
- There are improved application forms and how-to guides for common development project types.
- New ADU regulations and guidelines allow more types of projects without discretionary review.
- There were revisions to the Zoning Ordinance, including amendments to streamline processes for small businesses.

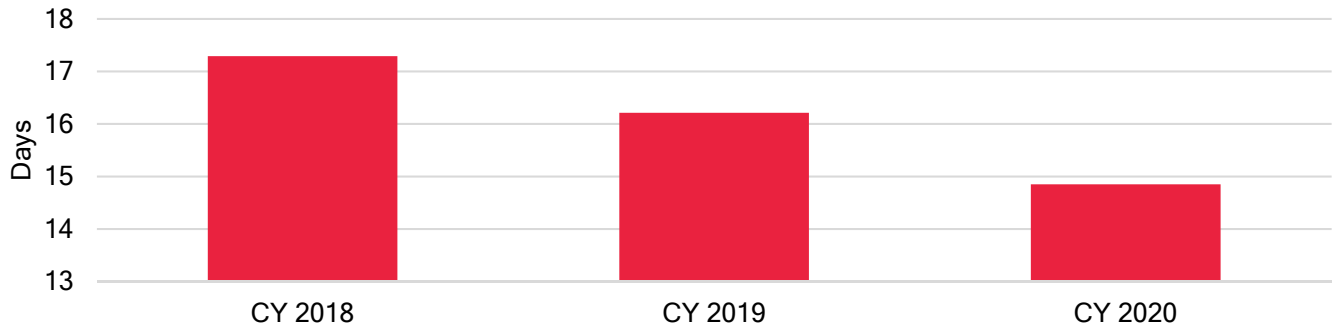
Factors Restricting Performance Improvement

- Review and approval of digital permitting documents through remote access exclusively can be cumbersome and subject to technical limitations.
- The Zoning Ordinance is complex and can be time-intensive to enforce and implement; however, an ordinance revision project is underway.
- Training is required for new development review staff to learn and administer Berkeley's particular requirements.
- There has been a surge in accessory dwelling unit (ADU) and other home improvement/expansion applications.
- Multiple appeals can lead to delays for pending projects and backlogs for new projects.



SERVICE

Average City Plan Check Review Time



Factors Contributing to Current Performance

- There is increased efficiency through improved electronic plan check tools and hardware; Plan Check meets dues dates over 90% of the time.
- Elimination of previous plan check queue backlog has improved employee morale and reduced inquiries regarding plan check status.
- Plan Check established a performance dashboard and daily plan check queue review to identify and correct processing issues.
- There is better education of applicants through how-to guides and submittal checklists, resulting in higher quality submittal requiring fewer plan check corrections.

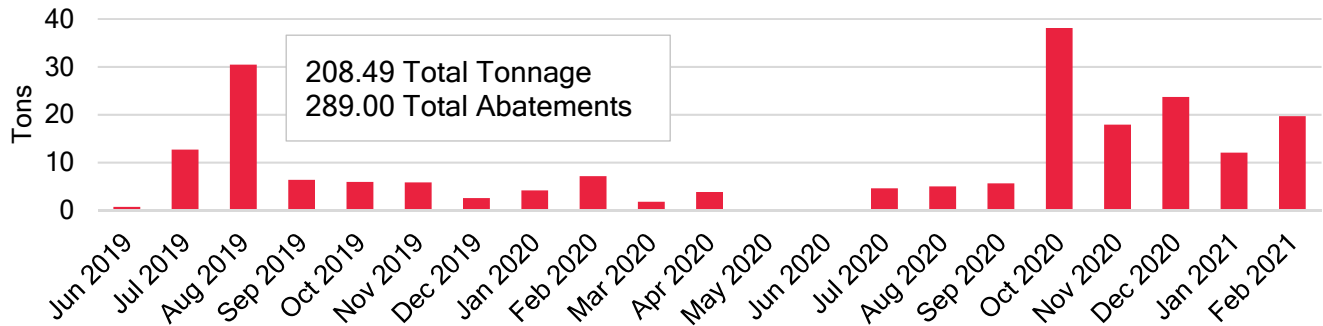
Factors Restricting Performance Improvement

- This metric has limited utility for the public, as it aggregates all project types from bathroom remodels to large residential and commercial projects.
- This metric has limited utility for staff, as different types of reviews are not segregated by reviewing agency.
- Large parts of the time a client experiences—preparation before the initial submittal, and the speed and completeness of responses to City comments—are not within City control and thus are not reflected in this data.



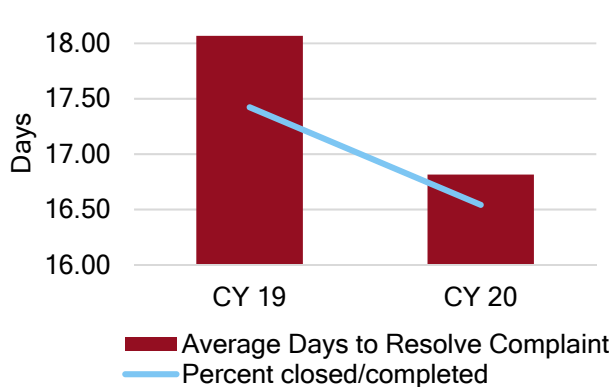
SERVICE

Trash Abatement

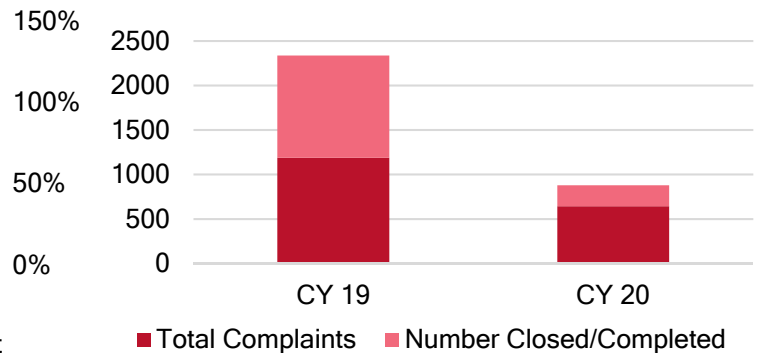


Note: There is no data for May and June 2020 due to the fact that this division's staff was fully committed to the COVID-19 response and integral to multiple jobs in the Emergency Operations Center.

Response to Complaints



Ratio Total to Resolved Complaints



Factors Contributing to Current Performance

- Neighborhood Services staff have been operating outside of their normal roles/tasks.
- Senior staff have been handling most of the reported issues in this realm, which would have faltered under less experienced staff.
- Increased cooperation with other departments has resulted in an increase in a higher rate of trash removed from the public right-of-way.

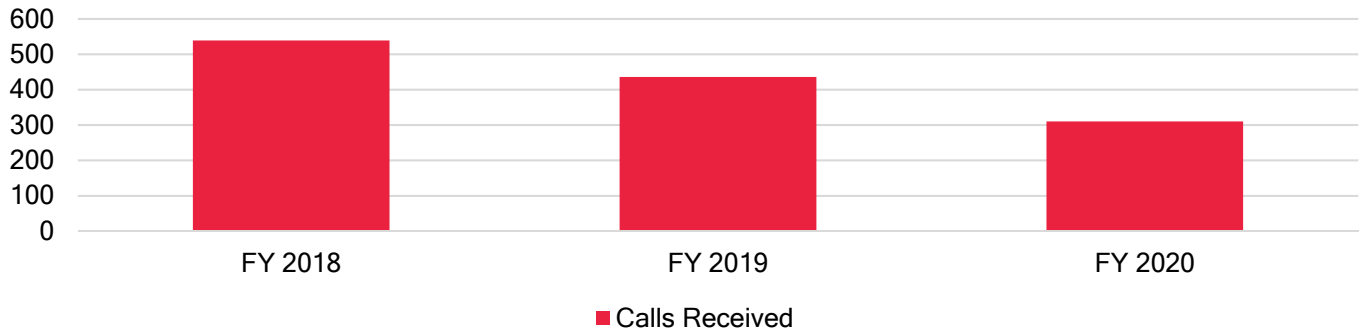
Factors Restricting Performance Improvement

- Neighborhood Services is understaffed and dealing with competing priorities.
- Staff have been reduced through attrition.
- COVID-19 response has necessitated a great deal of staff time (i.e., while assigned to the Emergency Operations Center).
- Working from home is not conducive to addressing/resolving complaints received through LAGAN (customer relations management software).
- Fewer calls for service did not result in a higher rate of closure of complaints due to lack of staff to follow through on calls.



SERVICE

Vector Service Requests Received by Environmental Health Vector Program



Factors Contributing to Current Performance

- The Environmental Health Division staff address community complaints regarding vectors such as rats, bedbugs, and yellow jackets effectively reducing overall vectors calls.

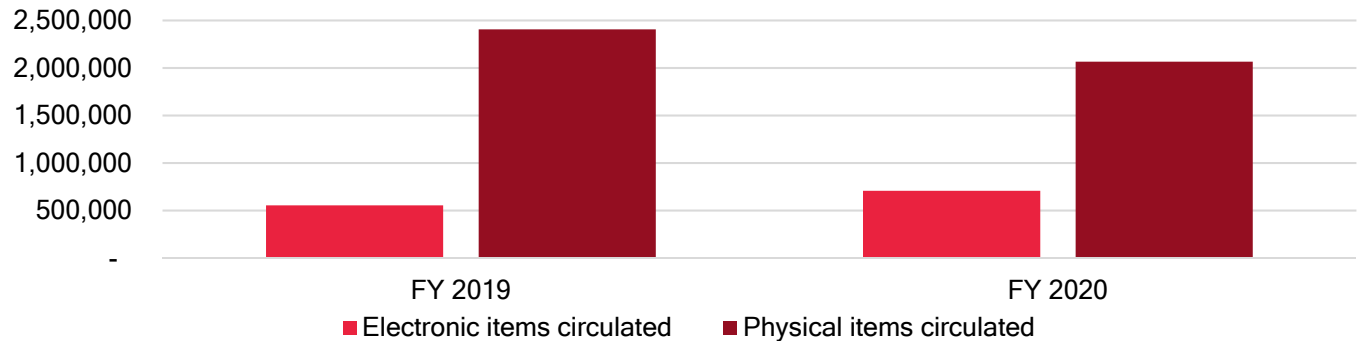
Factors Restricting Performance Improvement

- Reduced staffing among field and support staff has caused some community vector calls to be transferred to the county in FY 2020.
- Field staff outreach has been temporarily suspended during the shelter in place. In the past, staff provided education, especially on how to reduce the rat population, among homeowners in highly impacted neighborhoods and communities.
- The Alameda County Agriculture Department restricted the use of a common pesticide used to control the yellow jacket population which impacted city staff's ability to respond to community complaints. The hold has recently been lifted.



SERVICE

Circulation of Books and Electronic Materials



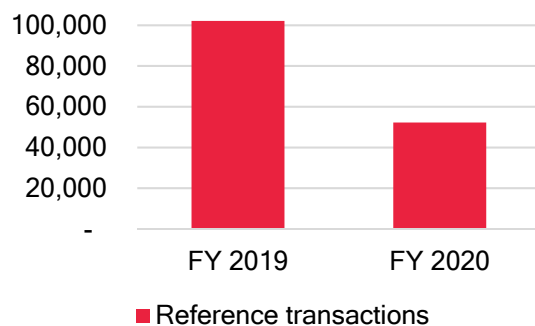
Factors Contributing to Current Performance

- During part of the period measured, library and city services were temporarily closed. The Library did not initiate Outdoor Pickup service until July 2020. Electronic materials circulation continued. This meant that physical items did not circulate for several months.
- Demand for electronic materials continues to increase, mirroring a national trend. This demand was heightened during the closure as some additional users opted for electronic books.

Factors Restricting Performance Improvement

- As long as libraries are not open to the public, a lower percentage of materials will be circulated. The numbers will adjust to standard levels when browsing and other aspects of access are once again available.

Provision of Information Services



Factors Contributing to Current Performance

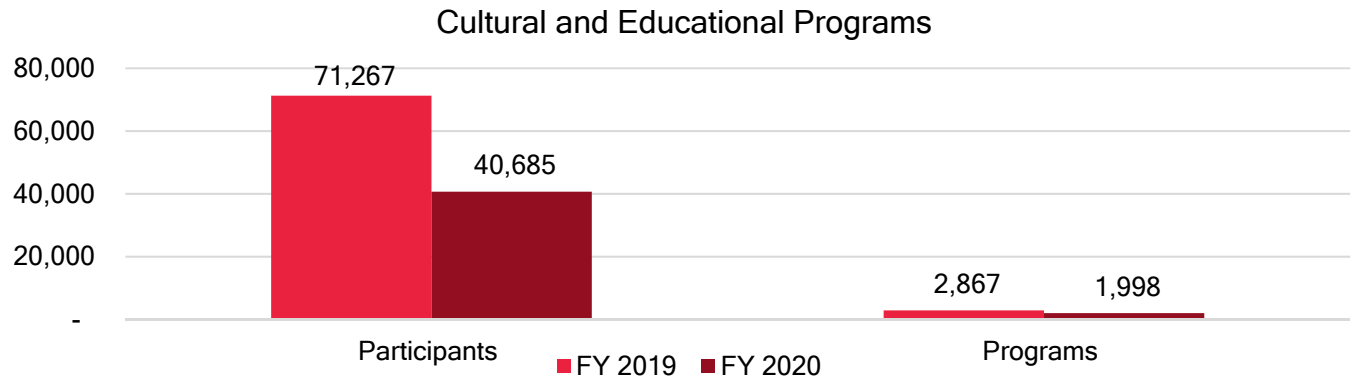
- As mentioned above, the Library temporarily closed during the period measured. It did not initiate its centralized information line until June, when staff began responding to inquiries from the public again. This impacted the estimate for the total number of questions asked.
- The Library responded to pandemic conditions by reducing the total number of public phone lines (e.g., direct lines to branch libraries). This was due to limited staffing levels and the need for branch staff to focus on onsite service.

Factors Restricting Performance Improvement

- A lower number of public inquiries are supported while libraries are closed to the public. People traditionally make inquiries in person, over the phone, and online. While they can still do all three in the current service model, opportunities for in-person inquiries are more restricted.
- This is likely a temporary situation until pandemic conditions improve.



SERVICE



Factors Contributing to Current Performance

- As mentioned elsewhere, during part of the period measured, library and city services were temporarily closed. The library did not initiate online programming for several weeks after the initial closure.
- Fewer overall programs were being counted because in-person programs were not taking place for several months, and fewer virtual programs were produced compared to the number of in-person programs.

Factors Restricting Performance Improvement

- As long as libraries are not open to the public, a lower number of programs compared to previous years will be offered. At the same time, online programs are important because they enhance and facilitate access on the part of some community members to programs that they may have before not been able to attend in person.



SERVICE



RECORDS & COMMUNICATIONS

Records indexed into the public portal, total.....	2,360
City Council Legislative Items.....	962
Contracts.....	497
Resolutions.....	441
Minutes.....	195
City Council Communications Packets.....	145
Ordinances.....	65
Contract extension letters.....	47
Certificates of liability insurance.....	4
Acceptance of work orders.....	2
Election results, Voter information pamphlet.....	1 each
City Council Communications received by City Clerk.....	4,685

Factors Contributing to Current Performance

- The City Clerk Department's use of Electronic Document Management System (OnBase) for records repository to enhance access to records contributes to current performance.
- In terms of communications received, the City Clerk Department's staffing levels are adequate to meet the level of service required.

Factors Restricting Performance Improvement

- The expansion of the digital records program is dependent on staffing, funding, and technology capacity.
- Implementation of an electronic records management policy and certification of a Trusted Environment to store electronic records would improve efficiency and recordkeeping throughout the City, but would require additional funding for both implementation costs and staffing needs.
- Regarding communications received, the current process is primarily manual and time intensive. However, this process accommodates all types of communication, including handwritten and hard copy. Additionally, the City Clerk Department is meeting all mandates for the compilation and distribution of communications from the public.



SERVICE

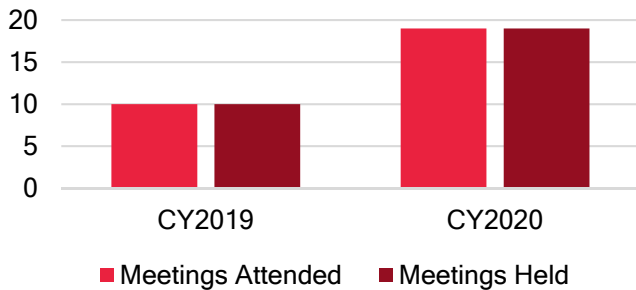


MEETINGS

City Clerk Department Administered Meetings:

City Council & Policy Committee, total.....	159
City Council.....	81
Agenda & Rules.....	25
Budget & Finance.....	19
FITES ¹	11
Health, Life Enrichment, Equity, & Community.....	10
Public Safety.....	7
Land Use, Housing & Economic Development.....	6

Budget Office Participation in Budget & Finance Policy Committee Meetings



Factors Contributing to Current Performance

- Use of Zoom videoconference platform has allowed the City’s legislative process to continue and provided for public engagement in meetings during the pandemic.
- For the Budget Office, having adequate staff to attend meetings contributes to their ability to participate in Budget & Finance Policy Committee meetings.

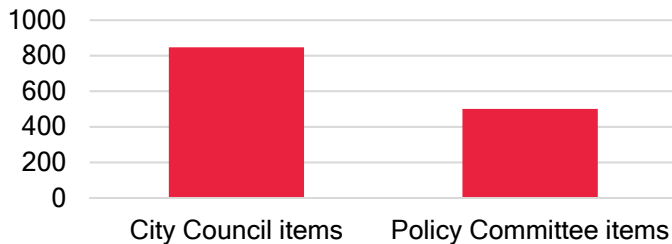
Factors Restricting Performance Improvement

- The City Clerk Department is currently meeting all mandates and levels of service for meetings of City legislative bodies.
- For the Budget Office, having multiple priorities occurring at the same time could prevent staff from participating in Budget & Finance Policy Committee meetings.



SERVICE

Legislative Items Collated and Tracked, CY 2020



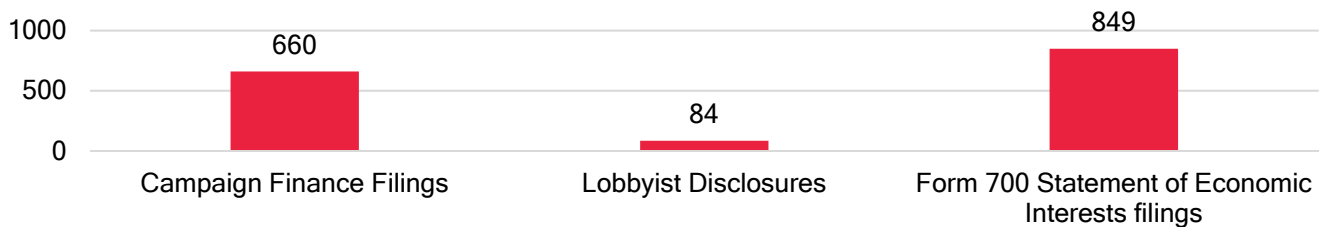
Factors Contributing to Current Performance

- The high quality and capacity of the staff managing the legislative bodies is a key factor in administering the high volume of items.
- The OnBase Agenda Manager software is essential to tracking, reviewing, and publishing the items for the legislative body agenda packets.

Factors Restricting Performance Improvement

- Frequent amendment and modification of the Rules of Procedure related to the legislative process creates a moving target for success that requires additional time to make adjustments and modify procedures; and, the increasing complexity of the legislative process results in a corresponding increase in required staff time into this area and away from others.
- A significant number of new items and revisions submitted late in the process require an inordinate amount of time to process as compared to complete items submitted in accordance with established deadlines.

Disclosures, CY 2020



Factors Contributing to Current Performance

- The NetFile online filing system assists both filers and staff with the submission, processing, and public availability of the disclosure documents.
- The implementation of online Form 700 filing for city commissioners has reduced vehicle trips to the Civic Center, reduced late filings, reduced the amount of hard copy notices mailed from the City Clerk, improved accuracy of filed statements, and reduced terminations from commissions for non-filing.

Factors Restricting Performance Improvement

- New Programs in this area (e.g., Lobbyist, Public Financing) have hindered staff's ability to deliver the level of service and assistance to filers that was previously available.
- Lack of a Trusted Environment repository for electronic records requires staff to spend considerable time printing and maintaining documents that were filed electronically.
- The complexity of the Lobbyist Ordinance and the high registration fee (\$500) has caused some difficulty in staff's administration of the ordinance as well as compliance difficulties for filers.



SERVICE



LEGAL SERVICES

Pending lawsuits	58
Claims resolved	179
Public Records Act claims responded to by City Attorney's Office	132



LEGAL ADVICE & REVIEW

City Council & Policy Committee meetings, attended/advised at/for, total	159
City Council	81
Agenda & Rules	25
Budget & Finance	19
FITES	11
Health, Life Enrichment, Equity & Community	10
Public Safety	7
Land Use, Housing & Economic Development	6
Legislative items reviewed, total	1,347
City Council	847
Policy Committee	500

Factors Contributing to Current Performance

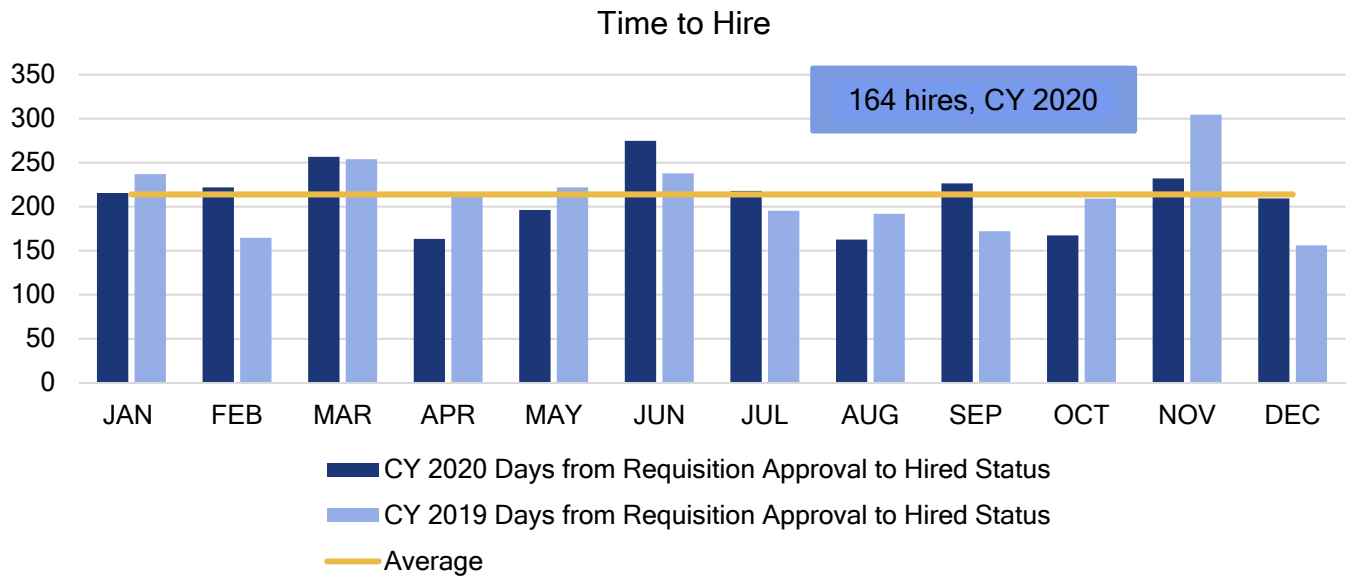
- The number of lawsuits filed by or against the City is driven by factors that include City Council policy decisions, personnel actions and other decisions by City departments and the City Manager, and the condition of public property throughout the City.
- The number of claims submitted is driven by factors that include workplace safety practices and the condition of public property.
- The City Attorney's Office responds to Public Records Act requests received by the City Council, City Manager's Office, and our own office, as well as multi-departmental requests. The number of requests received depends on public interest.
- The City Attorney's Office recognizes the specialized nature of certain legal matters and engages outside experts appropriately.

Factors Restricting Performance Improvement

- Maintenance of public property and implementation of safe work practices can help reduce public liability claims.
- The efficiency of the City's litigation staff is limited by the lack of modern case management and electronic discovery software.
- While the City has recently implemented new software for Public Records Act request management (NextRequest), the City still lacks modern e-discovery software that would allow for efficient processing of requests seeking voluminous electronic records.



WORKFORCE



Note: Hire activity includes promotions and transfers into positions.

Factors Contributing to Current Performance

- The pandemic resulted in a Citywide hiring freeze, which resulted in a reduction in the number of days from requisition approval to hired status. The Examinations Division was fully staffed with technical and professional staff to support prospective applicants and customer Departments. In addition, strategies were implemented to optimize existing recruitment software to improve use of automated screening and notification functions.

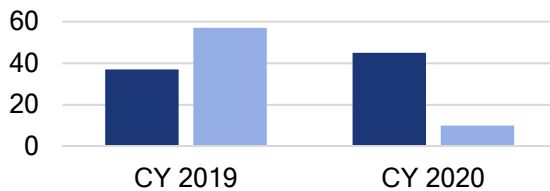
Factors Restricting Performance Improvement

- Despite a Citywide COVID-19-related hiring freeze for positions not critical for continuity of essential functions, the Examinations Division received a higher than anticipated number of hiring freeze exceptions from Departments. There are elements of hiring outside the control of the Human Resources Department that may result in delays such as requisition approval, candidate selection, Live Scan, pre-employment medical screening, and offer acceptance. Additionally, Departments secured more grant monies, which will result in increased hiring of grant funded positions, while HR implemented strategies to optimize existing recruitment software to improve use of automated screening and notification functions.



WORKFORCE

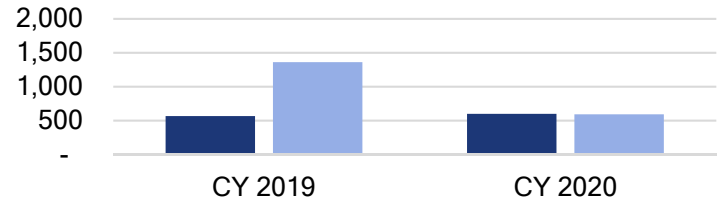
Trainings Available



■ Citywide trainings available

■ EEO facilitated harassment trainings available

Employee Attendance at Trainings

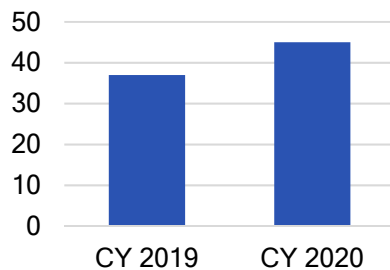


■ Employees attending Citywide trainings

■ Employees attending EEO facilitated harassment training

Note: The Equal Employment Opportunity (EEO) Division facilitated training 1,417 employees between 2019 to 2020 during 67 predominantly in-person trainings in the City's effort to timely comply with passage of SB 1343 mandating one hour of harassment prevention training for all employees including youth interns, seasonal, temporary, and intermittent employees.

Requests for Tuition Reimbursement



Factors Contributing to Current Performance

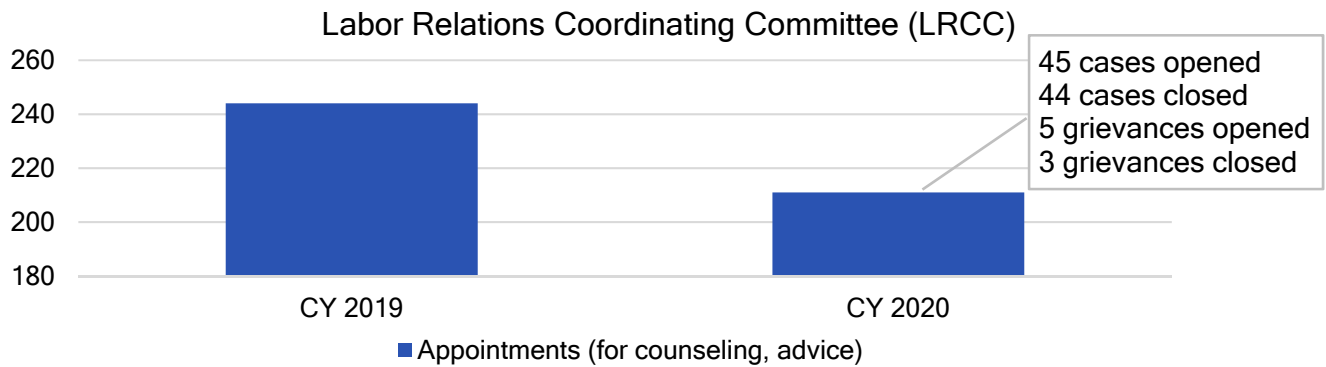
- Due to a recent change in the law (SB1343), Harassment Training became mandatory for all employees.
- The City is anchored by 3 core values: One City Team, Continuous Learning and Customer Service. Trainings are coordinated in alignment with these values. In response to the COVID-19 crisis, a suite of uniquely designed Citywide trainings were calibrated to meet city need.
- The City has two Tuition Reimbursement programs: Service Employees International Union (SEIU) Tuition Reimbursement program, limited to certain staff classifications only. The Standard Citywide Tuition Reimbursement program is open to all City staff.

Factors Restricting Performance Improvement

- Competing interests and workload demands impacted participants' ability to complete mandatory harassment training. Some of these demands included the impact of COVID and fire season, resulting in increasing the number of cancellations.
- Systemic and structural inequities and technological challenges have traditionally constrained capacity and restricted full and equitable consumption of Citywide training. Plans are in place to build structures to increase access for all valuable city staff.
- The Training Division does not have control over applications submitted to the Tuition Reimbursement program, interested employees apply to the Program directly. The City has two programs; a Standard Tuition Reimbursement program and an SEIU Tuition Reimbursement Program limited to specific staff classifications only. With regards to the Standard program, because of limited utility, applications for this program have historically been low, as staff are compelled to utilize an "in person" modality (not reflective of current conditions) and classes are limited to specific and delineated subjects only.
- Applications for SEIU Tuition Reimbursement in 2020 have been lower than expected due to the impact of COVID.



WORKFORCE



Factors Contributing to Current Performance

- The reduced number of appointments is on target. The reduction is due to the impact of the pandemic shifting focus at the department level to emergency operations from performance management. LRCC is staffed with two professional staff persons to address duties that are complex and highly technical in nature, and a reduction in hiring, specifically seasonal, temporary, intermittent, and non-emergency personnel resulting in less need for LRCC appointments.
- The reduction in cases and grievances is due to increased efficiency through implementation of new Human Resources (HR) case management system centralizing grievance documentation and processing functions, increased collaboration between HR divisions and individual departments aimed at identifying and addressing personnel matters at lower steps in the grievance process. Organizational priorities shifted to customer focused emergency operations from early detection of memoranda of understanding (MOU) compliance, and City-wide commitment to the Strategic Plan goal of attracting and retaining a talented city government workforce resulting in most suitable applicant selection.

Factors Restricting Performance Improvement

- The reasons supervisors/managers schedule appointments are outside the control of the Employee Relations division. Supervisor/managers may schedule multiple appointments related to the same or similar personnel matters, and may need to schedule more than one appointment on the same matter in order to receive advice to ensure due process.
- The reasons why grievances are filed are often outside the control of the Employee Relations division. Employee Relations may not be notified of a grievance until later in the grievance handling process. Additionally, organizational priorities shifted to customer focused emergency operations from early detection of MOU compliance.

CAPITAL IMPROVEMENT PROGRAM

This section of the budget contains the City of Berkeley's Capital Improvement Program (CIP). It provides the following information:

- Capital Improvement Program Overview
- Program Category Narratives
 - City Facilities
 - Information Technology
 - Parks, Recreation, and Waterfront
 - Sanitary Sewer
 - Storm Water System
 - Sidewalk Repairs
 - Streets
 - Transportation
 - Other Infrastructure
 - Equipment & Fleet



Corporation Yard Gates by Eric Powell

- Summary of FY 2022 Capital Budget by Department, Category, and Project
- Summary table and chart by category, All Funds
- Summary table and chart by funding source, All Funds
- Summary table by program and project, General Fund
- Summary table by fund sources by department
- Unfunded Capital
 - Narrative
 - Summary Table

WHAT IS A CAPITAL PROJECT?

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

WHAT IS A CAPITAL IMPROVEMENT PROGRAM AND CAPITAL BUDGET?

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

The first year of the CIP is known as the Capital Budget. It is intended to closely reflect that year's projected appropriation for capital projects and is usually adopted in conjunction with the City's annual operating budget. It is important to point out that this does not include projects in which capital funding has previously been appropriated and/or encumbered that will need to be reflected in future budgets via an amendment to the annual appropriations ordinance (AAO) from the previous fiscal year.

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

A CIP is necessary as the City has an extensive portfolio of capital assets and infrastructure, which includes:

- 95 public buildings of various ages,

- Approximately 216 centerline miles of improved streets,
- Over 300 miles of concrete sidewalk,
- A storm drain system that consists of approximately 78 miles of underground pipes, maintenance holes, catch basins, and cross-drains (corner inlets and outlets),
- A sewer system consisting of 254 miles of public sanitary sewer mains and 130 miles of public sewer laterals,
- 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.

CHANGES TO THE CIP IN FY 2022

Due to unprecedented global and national events, the City has had to maneuver in rapidly changing and uncertain economic conditions, public health orders, social and value-based considerations, and evolving priorities. This has shortened the usual budget development process and makes reasonably forecasting expenditures and revenues beyond a shorter-term time horizon difficult and of limited value. For these reasons, there are some proposed changes to this CIP, as shown in the following table.

PREVIOUS CIP	FY 2022 CIP
City develops a five-year CIP	City proposes a three-year CIP
City adopts a two-year budget	City proposes a one-year budget
CIP issued as separate book from Budget Book, with: <ul style="list-style-type: none"> • Individual capital project detail pages • Financial summaries 	CIP incorporated into FY 2022 Budget Book, with: <ul style="list-style-type: none"> • Capital Budget Year Focus pages (new) • Financial summaries

The actions outlined in the Table above are prudent and fiscally responsible while still allowing Council to allocate available funding in FY 2022 and consider project priorities for two future years. City staff hopes for a return to normal and expects to produce a robust CIP book for the FY 2023 and FY 2024 Biennial Budget Process beginning in the Fall 2021.

The Proposed FY 2022 CIP includes the City’s capital spending plan for the three-year period beginning with FY 2022 through FY 2024.

FUNDING SOURCES

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

The three-year CIP total is \$ 195,453,883. For FY 2022, the total Baseline and One-time CIP allocations are proposed at \$76,813,059. Future years FY 2023 is planned at \$57,194,038 and FY 2024 is planned at \$ 61,446,785.

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

(special allocations, grants, loans), and Unfunded or Requesting Funding (funding source has yet to be identified).

Funding sources include:

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

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

- **General Fund:** A baseline transfer in the amount of \$4,950,905 from the General Fund to the Capital Improvement Fund is made annually. In FY 2022, the proposed General Fund (including the CIP fund) contribution to the capital program is \$7.28 million. This amount includes the annual baseline allocation plus one-time funding requests that do not have other funding sources available. The total General Fund resources proposed for FY 2022 is \$ 10,889,438 and includes transfer out from the Capital Improvement fund to pay for debt service payments, as well as a one-time General Fund Catastrophic Reserve draw down for the Berkeley Tuolumne Camp Rebuild.
- **Measure T1:** Measure T1 was approved by Berkeley voters in November 2016. It consists of General Obligation Bonds not-to-exceed \$100 million, for use to repair, renovate, replace, or reconstruct the City's aging infrastructure and facilities, including sidewalks, storm drains, parks, streets senior and recreation centers and other important City facilities and buildings. Council approved 45 projects to be completed in Phase 1. The [majority of these projects are now complete](#), with the rest to be completed in 2021.⁵⁷ On December 15, 2020, Council approved more than 30 additional projects to be completed in Phase 2, between 2021 and 2026 and on April 27, 2021, City Council authorized the City to raise an additional \$45 million to complete

⁵⁷ <https://www.cityofberkeley.info/MeasureT1Updates.aspx>.

Phase 2 projects. It is anticipated that the full \$100 million of Measure T1 funds will be expended by 2026.

- **Measure F:** Measure F was approved by Berkeley voters in November 2014. It benefits the Parks, Recreation & Waterfront Department in terms of additional annual funding for major maintenance and capital expenses for parks facilities. Measure F funds will provide the majority of funding for major renovations and upgrades to the Rose Garden Trellis.
- **Measure BB:** Measure BB was approved by Alameda County voters in November 2014. It implements a 30-year Transportation Expenditure Plan by renewing the 0.5 percent transportation sales tax approved in 2000 and increasing the tax by 0.5 percent. Measure BB benefits the City's streets and roads, as well as pedestrian and bicycle infrastructure. This one percent sales tax is managed by the Alameda County Transportation Commission and Berkeley will receive over \$3 million a year in additional funding, as well as capital funding for the Gilman interchange project.
- **Measure FF (Public Safety):** Measure FF was approved by Berkeley voters in November 2020. It is a parcel tax that is expected to generate \$8.5 million annually. The funds are intended to be used to support firefighting and emergency medical response, upgrade the 911 dispatch system and increase wildfire prevention activities.

The City has a number of major infrastructure project needs that are not addressed in the capital plan. The City needs to identify funding sources, which may include grants, fee increases, and revenue generated from possible ballot measures. If additional funding is not identified, the City's infrastructure condition will worsen and the unfunded capital project needs will grow in number and cost.

Factors to consider in relation to funding capital projects, include:

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

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

UNFUNDED CITYWIDE CAPITAL INFRASTRUCTURE NEEDS

The City has a number of major infrastructure project needs that are not addressed in the capital plan. Included in the [Projections of Future Liabilities report](#)⁵⁸ that went to Council on March 16, 2021, is a summary of the City's capital assets and infrastructure needs including an overview of the City's long-term expenditure obligations.

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

⁵⁸ Projections of Future Liabilities:
https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_02a_Unfunded_Liability_Obligations_pdf.aspx

Despite support from a variety of City funds, City facilities and infrastructure needs continue to exceed available funds. The City's **unfunded capital needs** have increased over the years and is anticipated to reach a five-year total of **around \$1.07 billion** from FY 2022 to FY 2026.

PROJECT CATEGORIES

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

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

The resources that the City will commit to its priority capital projects are identified within these program categories. While the budget adopts appropriated funds for capital projects in FY 2022, 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 three-year plan are subject to the availability of resources.

CITY FACILITIES



Solar panels at the newly renovated North Berkeley Senior Center

SUMMARY

Many City buildings have significant deferred maintenance needs, which can decrease the value of the assets and diminish the utility of the buildings for City programs. To partially address this problem, Measure T1 bonds have been used recently to upgrade a number of City buildings, including the Public Safety Building, North Berkeley Senior Center, Mental Health Facility, and the City's Corporation Yard Maintenance Building. However, many outdated structures remain that require considerable improvements. Projects are selected and prioritized each fiscal year based on facility condition assessments, life-safety deficiencies, facility maintenance staff recommendations, and department needs.

ACCOMPLISHMENTS

Over the last two years, Public Works has delivered several major facilities projects:

- **Health Housing & Community Services Adult Mental Health Clinic:** The Adult Mental Health Clinic project consisted of a comprehensive renovation of the facility to provide a safe, secure, and accessible building for community-based mental health services for City residents that facilitates the mission and goals of the Mental Health Division.
- **North Berkeley Senior Center:** The Senior Center was built in 1977, and required seismic upgrades to improve the care and shelter facility, as well as general restoration. The seismic upgrades have been built so the building can remain

operational after an earthquake (immediate occupancy). The project also includes improvements to the heating, ventilation, and cooling system, office spaces, lighting, the electrical system to make the building compliant with current codes (i.e., Americans with Disabilities Act [ADA], Fire, California Building Code [CBC]) and energy efficient.

- **Transfer Station Feasibility and Conceptual Design:** Over the past two years, Public Works' Zero Waste Division has completed Phase 1 of Transfer Station Redesign and Rebuild project, for feasibility, conceptual design and planning, and began Phase 2 that consists of environmental review.

FY 2022 CIP PROJECTS

In terms of City Facilities, the following are the FY 2022 CIP projects:

- **Transfer Station Redesign & Replacement:** From FY 2021 - 2023, the Zero Waste Transfer Station Redesign and Rebuild project will be in the Environmental Review Phase (CEQA). More refined Design/Engineering Plans, Geotechnical Site Investigation, and actual construction are anticipated to occur over the course of the next 5 years.
- **Measure T1 Phase 2 Facilities:** From FY 2022 - 2024, the CIP consists of \$8.7 million in facilities upgrade projects, including upgrades of public restrooms, seismic upgrades to the South Berkeley Senior Center care and shelter facility, upgrades at Fire Stations 2, 3, 4, 5 and 6, and a seismic analysis and energy efficiency upgrades at the 1947 Center Street building.
- **Deferred Maintenance:** Public Works will use its baseline facilities capital funding over the next three years on building assessments to identify priority projects, carpet replacements and roof replacements at selected facilities, and Public Safety building upgrades. Some project funds will be held in reserve for emerging projects.

FUNDING

Deferred facilities maintenance and repair for City buildings continues to be at a critical point. The baseline General Fund budget allocation for emergency building maintenance, deferred maintenance and ADA Compliance remain at the same levels as FY 2013 (\$900,000). Measure T1 Phase 2 will provide \$8.7 million towards citywide facilities through 2024, however after T1 Funds are exhausted, additional resources will need to be identified and allocated to capital facilities to decrease the growing deferred maintenance burden.

INFORMATION TECHNOLOGY



Community Open House, Pre-Pandemic

SUMMARY

Currently, the City's asset inventory comprises approximately 1,300 desktops, 530 laptops, 100 tablets, and 100 Public Safety Mobile Data Computers (MDCs), which is an increase of 20% compared to Fiscal Year (FY) 2019 due to the expansion of remote work. City staff currently use and maintain a vast technology infrastructure to provide services to the community each day. Current information technology infrastructure will expand as the City uses more technology tools to gain efficiencies.

ACCOMPLISHMENTS

Highlights of Information Technology (IT) CIP accomplishments include:

- **Server and Storage Replacement - Nutanix:** The Server and Storage Replacement project was completed in November 2020. The City's previous server and storage environment had limited redundancy and disaster recovery (DR) capabilities, leaving daily operations and services vulnerable to a total outage or a significant interruption

after a local disaster, such as an earthquake. In contrast, Nutanix's Hyper Converged Infrastructure (HCI) storage and disaster recovery solution provides a simple infrastructure that significantly reduces internal staff overhead. The new HCI solution, Xi Leap, provides full redundancy between the data centers at City Hall and the Public Safety Building. Xi Leap also provides a secure offsite DR location so that, in the event of a major local disaster, the City will be able to maintain uninterrupted daily operations. Data encryption and other cyber security controls are provided by default, and its security is incident-tested. This is one of the core goals of the City's Cyber Resilience Plan.

- **Data Backup Solution - Cohesity:** The Department of Information Technology completed the Data Backup Solution project in March 2020. The City's previous data backup solution provides data backups, redundancy, and encryption for approximately 18 terabytes (TB) of data required to support the City's file, email, website, and database servers. The new backup solution, Cohesity, offers a modern, scalable backup solution geared towards supporting modern technology and future needs of the City. The Cohesity solution scans the City's new virtual server technology for ransomware, and detects ransomware in backups, in addition to backing up Office 365 email and OneDrive data. Replacing the City's previous data backup solution with Cohesity meets the City's Strategic Plan goal of providing state-of-the-art, well-maintained infrastructure, amenities, and facilities.
- **Voice-over-Internet Protocol (VoIP) Upgrade:** The VoIP upgrade to the City's phone system is scheduled to be completed Summer 2021. In December 2019, the City issued a Request for Proposal (RFP) to upgrade the City's VoIP hardware and software with Avaya, Inc. These hardware and software upgrades are critical to advancing our City's Strategic Plan goal to provide state-of-the-art, well-maintained infrastructure, amenities, and facilities. This hardware and software upgrade improved call center services to meet current "e911" law and regulations in accordance with Kari's Law and FCC regulations. This upgrade also included increased vendor support, documentation, administrator training, and annual disaster recovery planning and testing.

FY 2022 CIP PROJECTS

After the VoIP upgrade and hardware replacement is completed, IT has completed their infrastructure replacement projects for the next two fiscal years. IT will continue to support other departments who are participating in their own capital infrastructure projects.

FUNDING

The Information Technology capital program is funded by the IT Cost Allocation Fund, FUND\$ Replacement Fund, General Fund, and the CIP Fund.

PARKS, RECREATION & WATERFRONT



Renovated Live Oak Community Center

SUMMARY

The Parks, Recreation and Waterfront Department maintains:

- 250 park acres,
- 11.5 miles of medians, including 152 landscaped areas between streets and numerous landscaped triangles adjacent to streets,
- 263 irrigation systems,
- 175 acres in the Waterfront, and
- 3 resident camps outside of the City.

The City of Berkeley's non-resident camps include Cazadero Camp located off the Russian River, Echo Lake Camp located just above South Lake Tahoe, and Berkeley Tuolumne Camp located just east of Yosemite Park. These camps include hundreds of facilities, amphitheaters, bridges, pathways, water systems, and swimming pools.

The City has 54 parks that contain:

- 15 athletic fields,
- 49 sports courts,
- 63 play areas,
- 36 picnic areas,
- 4 community centers,
- 2 clubhouses,

- 29 restrooms and outbuildings, and
- 2 swimming pools.

The Waterfront is the largest public Marina in the Bay Area located on 125 acres of land and 50 acres of water, and maintains approximately 1,000 berths, public access docks, pilings, channels, streets, pathways, parking lots, buildings, restrooms, buildings, and small boat launch ramps.

ACCOMPLISHMENTS

Highlights of Parks, Recreation and Waterfront CIP accomplishments include:

- **Live Oak Renovation:** Of the **23 completed projects over the last 2 fiscal years**, the renovation of the Live Oak Community Center was the single largest project. This \$7M project includes seismic, electrification, HVAC, accessibility, office space, theatre area and many more interior and exterior improvements. This building is well equipped for another 50 years of service to the community.
- **Park Play Areas:** Ten play areas at five different west Berkeley parks, including San Pablo, James Kenney, Strawberry Creek, George Florence and Becky Temko, have been renovated. These play areas feature elements such as large slides, rope climbers, sand and water areas and swings. Additionally, thanks to staff and volunteers, 4 of 5 parks feature pollinator gardens.
- **Aquatic Park Tide Tubes:** The 5 main Aquatic Park tide tubes have been cleaned out and the tubes connecting the Bay to the lagoon are now working as originally designed in 1920's. This project required 6 different agency permits and significant dredging in front of the main tubes. Frequent users of the lagoon have seen rays and jellyfish since the conclusion of the cleanout.
- **Berkeley Tuolumne Camp:** One of the largest construction projects ever undertaken by the City is the rebuild of Berkeley Tuolumne Camp. This project, which is 12 months into a 24-month construction timeline, has completed the staff housing and the shells of the reimagined dining and recreation halls. There is much more work to be done, but the camp has begun to rise out of the ashes produced by the 2013 Rim Fire.
- **Marina Streets:** Lastly, after a year of delay due to COVID -19, the Marina Streets project remedying the infamous University Avenue bumps will commence in late May

of 2021. This project will help rejuvenate the Berkeley Waterfront and access to the Cesar Chavez Park and the Bay.

FY 2022 CIP PROJECTS

In terms of Parks, Recreation and Waterfront, the following comprise the FY 2022 CIP projects:

- **Parks Projects:** In FY 2022, park projects include:
 - Pathway and parking area improvements at Aquatic Park;
 - Structural improvements to the scout hut at John Hinkel Park;
 - Design for a new pickleball area and a new bicycle park (exact location to be determined); and
 - Tree plantings in south and west Berkeley.

Also, in FY 2022, several major Measure T1 funded park projects will begin design, such as:

- Cesar Chavez Park - New Restroom (on Spinnaker Way);
- Civic Center Park – Turtle Garden;
- Grove Park Ages 2-5 and 5-12 Play Structures;
- Harrison Park - Restroom Renovation;
- John Hinkel Lower Ages 2-12 Play Structures, picnic areas, parking;
- Martin Luther King Jr. Youth Services Center renovation;
- Ohlone Park Lighting;
- Ohlone Park New Restroom;
- Tom Bates Sports Complex Restroom and Community Space;
- Willard Clubhouse and Restroom Replacement; and
- Ohlone Park (Milvia) Ages 2-5 and 5-12 Play Structures, Garden Mural, and Exercise Equipment.

Work on all of these Measure T1 projects will begin in FY 2022 and continue over the next several years. With Measure T1 funding, there will be up to six new public restrooms built citywide in parks and right-of-way, including in Ohlone Park and Cesar Chavez Park, and an additional four public restrooms will be renovated. Measure T1 Phase 2 funding will also fund five new play structures in Ohlone Park, John Hinkel Park, and Grove Park.

- **Public Swimming Pools:** There are several improvement projects proposed at the City's public swimming pools:
 - **King Pool:** With Measure T1 funding, the tile and plaster will be replaced at King Pool, which is under a long-term lease between the City and Berkeley Unified School District.⁵⁹
 - **West Campus Pool:** The West Campus Pool is not under a long term agreement and Measure T1 funds cannot be used to complete needed repairs to its pool filters and plaster. These projects, estimated to cost \$510,000 are currently two of Parks, Recreation and Waterfront's highest need unfunded projects, along with Echo Lake ADA (Americans With Disabilities Act) Improvements.
- **Waterfront Projects:** At the Waterfront, proposed projects focus on the most urgent repair needs, and those that prevent the further loss of revenue from customers leaving the Marina. These include dock repairs and improvements and restroom upgrades. Several major Measure T1 projects will begin design, such as:
 - **Dock Replacement:** The D and E Dock Replacement project is funded by both Measure T1 funds for design and State loan funds for construction. The project will rebuild the oldest and most deteriorated docks at the Marina.
 - **Tide Tubes Phase 1B:** The Aquatic Park Central Tide Tubes project has resulted in the successful establishment of good tidal flow between the bay and the lagoon. The operating capacity of the tide tubes has been fully restored. The Phase 1B consists of sediment off haul.
 - **Dock Restroom Renovation:** This project will renovate the K Dock public restroom.
 - **Piling Replacements:** This project would replace selective pilings, enhancing Marina safety.

There is approximately \$600,000 in immediate but unfunded Waterfront needs in FY 2022. Of this, \$300,000 is needed for dredging design and permitting, to address the increasing siltation at the entrance to the Marina, threatening to run boats aground at

⁵⁹ See the joint use agreement approved by Council on December 15, 2020:
https://www.cityofberkeley.info/Clerk/City_Council/2020/12_Dec/Documents/2020-12-15_Item_13_Joint_Use_Agreement_Between_the_City.aspx
https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_02a_Unfunded_Liability_Obligations_pdf.aspx

low tide. An additional \$300,000 is needed to complete needed piling replacements throughout the Marina.

- **Camp Projects:** There are three significant camp projects:
 - **Berkeley Tuolomne Rebuild:** The \$54 million rebuild of Berkeley Tuolomne Camp has been under construction for the past year and is scheduled for completion Spring 2022. The camp is scheduled to reopen Summer 2022.
 - **Cazadero Dining Hall & ADA Improvements:** This Measure T1 funded project will renovate the Cazadero Camp dining hall including the foundation, flooring, roof and ADA improvements.
 - **Echo Lake ADA Improvements:** The Echo Lake ADA Improvements Phase 1 project is a needed, but unfunded camp project. It was planned for FY 2021 but deferred as part of citywide reductions to balance the budget following the COVID-19 pandemic. This work still needs to be completed and cost estimates are currently at \$705,000 to complete the project.

FUNDING

The recurring funding available for capital and major maintenance is \$1.75 million, as shown in the table below.

Funding Source	Annual Capital & Major Maintenance Funding
Parks Tax Fund	\$1,000,000
Capital Improvement Fund	\$400,000
Marina Fund	\$350,000
Camps Fund ⁶⁰	\$0
Total Funding Available	\$1,750,000

The Parks, Recreation and Waterfront Department relies on other one-time funding to supplement these sources, including bond measures and grants, to address critical unfunded needs. The passage of Measure T1 by voters in 2016 provided \$100 million in funding for existing facilities and infrastructure.⁶¹ Phase 1 (\$35 million) began in 2017 and is nearly complete, funding more than 15 park and Waterfront projects. Phase 2 was approved by

⁶⁰ Due to the loss of Berkeley Tuolomne Camp, the Camps Fund does not have sufficient funds at this time to cover any annual investment in capital or major maintenance.

⁶¹ See <https://www.cityofberkeley.info/MeasureT1/>

Council in [December 2020](#)⁶², authorizing work on an additional 17 projects in parks, camps and the Waterfront. All Measure T1 projects are projected to be completed in the next 5 years. For the \$54 million Berkeley Tuolumne Camp rebuild, the primary funding sources are:

- Insurance,
- Federal Emergency Management Agency (FEMA) Public Assistance grant,
- City of Berkeley, and
- Donations from the Friends of Berkeley of Tuolumne Camp.

An additional \$600,000 is set aside for minor maintenance in Parks and the Waterfront, as shown in the table below.

Funding Source	Annual Minor Maintenance Funding
Parks Tax Fund	\$450,000
Capital Improvement Fund	\$150,000
Total Funding Available	\$600,000

These funds are critical to address the minor maintenance repairs that are required annually, from painting to playground surfacing to stone work to facility repairs.⁶³ In the past, when there was not this dedicated set aside, these more minor repairs often cut into capital budgets, exacerbating the problem of under-investment in capital and major maintenance.

While the FY 2022 CIP addresses a number of important capital properties there remains a large unfunded need in parks, pools, camps, and waterfront facilities. As of [March 2021](#), the unfunded need is estimated to exceed \$180 million.⁶⁴

Unfunded Capital Needs	
Needed Improvements ⁶⁵	Cost Estimate
Resident Camps	\$5,885,000
Waterfront	\$113,167,000
Pools	\$7,500,000
Park Buildings/Facilities	\$3,710,000
Parks (General)	\$9,900,000

⁶² https://www.cityofberkeley.info/Clerk/City_Council/2020/12_Dec/Documents/2020-12-15_Item_14_Recommendations_for_Implementing_Phase.aspx

⁶³ See [https://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Capital_Improvements_Program_\(CIP\).aspx](https://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Capital_Improvements_Program_(CIP).aspx) for a list of Minor Maintenance projects over the past several years.

⁶⁴ See https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_02a_Unfunded_Liability_Obligations_pdf.aspx

⁶⁵ See Unfunded Capital Projects: [https://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Capital_Improvements_Program_\(CIP\).aspx](https://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Capital_Improvements_Program_(CIP).aspx)

Unfunded Capital Needs	
Needed Improvements ⁶⁵	Cost Estimate
Parks (Specific)	\$37,402,000
Park Restrooms	\$4,450,000
Total Need	\$182,014,000

The majority of these unfunded needs are at the Waterfront, where many of the docks, pilings, buildings, parking lots and streets have reached the end of their useful life. A three-year planning project, the Berkeley Marina Area Specific Plan (BMASP) project, is now underway and will develop a plan for addressing these unfunded needs and setting the Waterfront on a more sustainable fiscal path. This has become especially urgent, as COVID-related impacts have pushed the Marina Fund more rapidly towards insolvency, now projected within the next year. More broadly, there is a need to increase annual infrastructure funding so these unfunded needs do not continue to grow.

SANITARY SEWER SYSTEM



SUMMARY

There are 254 miles of public sanitary sewer mains and 130 miles of public sewer laterals serving an area of approximately 6,300 acres. Approximately 91% (231 miles of sewer main and associated sewer laterals) have been replaced since the current program started in 1987. The remaining sewer mains and laterals range in age from 30 to 100 years with the average age around 60 years old. The sewer pipes are beyond or near the end of normal life expectancy, and need rehabilitation or repair.

In September 2014, the Consent Decree with the East Bay Municipal Utilities District (EBMUD) and its seven satellite collection system agencies⁶⁶, including the City of Berkeley, was finalized. The Consent Decree addressed the EPA's concerns regarding excess wet weather flows and facility discharges. The settlement reached required each agency to:

- Develop plans and programs to reduce inflow and infiltration (I&I),

⁶⁶ Satellite collection agencies are those agencies to which EBMUD provides sewage treatment. The seven agencies are the cities of Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont and the Stege Sanitary District, which serves parts of El Cerrito and Kensington.

- Reduce sanitary sewer overflows, and
- Repair and replace aging sewer pipelines.

Under the final Consent Decree requirements, Berkeley agreed to replace an average of 4.2 miles of sewer pipeline annually over a 10-year timeframe; replace noncompliant manholes; perform regular condition assessment, spot repairs, and increase required maintenance activities.

Prior to the Consent Decree, a total of approximately \$4.5 million per year was budgeted for sewer capital. In 2016, a sewer rate study and Proposition 218 process led to the adoption of a series of rate adjustments for the City to be able to generate the resources to comply with Consent Decree requirements. Based on current construction costs, a total of approximately \$17 -21 million in annual capital expenditures is necessary to cover increased costs of compliance.

There are also approximately 31,600 private sewer laterals (130 miles), many of which are expected to need repair or replacement. Private portions of the collection system are believed to be a major cause of ongoing inflow and infiltration problems. In 2006, Berkeley began a private sewer lateral program to address this issue. To date, approximately 36% of City private sewer laterals have been tested or replaced.

ACCOMPLISHMENTS

Highlights of Sanitary Sewer System accomplishments include:

- **Sewer Main Rehabilitation:** Sanitary Sewer CIP projects completed the rehabilitation of approximately 12.7 miles of sewer mains from FY 2019 - 2021 at a collective project cost of \$47.8 million.
- **Pipeline Segments:** FY 2021 construction projects include pipeline segments on Shattuck Avenue, Parker Street, Martin Luther King Jr. Way, Cedar Street and Walnut Street.

FY 2022 CIP PROJECTS

In terms of Sanitary Sewer System, the following comprise the FY 2022 CIP projects:

- **Sanitary Sewer Rehabilitations and Replacements:** Currently, staff is working on the design for FY 2022 sanitary sewer rehabilitations and replacements including major segments on Shattuck Avenue (Vine Street to Parker Street), Euclid Street, Grizzly Peak, El Camino Real, and many challenging, small repairs that lie within private property. The estimated construction cost of the FY 2022 projects is \$22.8M. Construction is scheduled to start in Fall 2021 and projected to be completed by June 30, 2022.
- **Sewer Master Plan:** Public Works will complete a Sewer Master Plan in FY 2022. The plan will help inform capital planning in future CIP plans for sewer infrastructure and include a sewer rate study to identify future adjustments to sewer service fee.

FUNDING

The capital program is funded entirely by sewer fees, which are adopted by Council on an annual basis. A five-year phased-in approach to rate adjustments for single family residential customers was implemented in FY 2016. A final rate increase of 3.6% was applied for FY 2020. Future rate adjustments will be identified in the rate study as part of the Sewer Master Plan.

STORM WATER SYSTEM



Green infrastructure installation at Woolsey Street

SUMMARY

The City's storm drain system consists of approximately 78 miles of underground pipes, maintenance holes, catch basins, and cross-drains (corner inlets and outlets). The storm water program includes maintenance of over 5,800 storm structures and 30 green infrastructure installations, capital improvements, street cleaning, and clean storm water program activities such as toxics management, clean storm water education, implementation of Green Infrastructure, and Watershed Planning. The City's storm water infrastructure is more than 80 years old and needs to be rehabilitated. The current backlog of projects includes:

- Rehabilitating piping reaches;
- Addressing rising groundwater issues,
- Replacing deteriorated drain inlets and piping;
- Replacing cross drains (storm water "street" crossings); and
- Major cleaning of primary storm collectors in the lower Berkeley Drainage watersheds.

Incorporating cost projections from the 2011 Watershed Management Plan, the total unfunded capital needs of the storm water system exceed \$250 million.

ACCOMPLISHMENTS

Highlights of Storm Water System accomplishments include:

- **Pervious Concrete Project:** Public Works completed a pervious concrete project on Ward Street in the parking lane adjacent to San Pablo Park.
- **Green Infrastructure Installations & Creek Restoration:** Public Works completed Green Infrastructure installations at Grayson Street, Dwight Way, Page Street, Piedmont Avenue Traffic Circle and Medians, and Woolsey Street; and the grant funded Codornices Creek restoration at Kains Avenue. This storm water capital work includes the installation of nine bioretention basins.

FY 2022 CIP PROJECTS

In terms of Storm Water System, the following comprise the FY 2022 CIP projects:

- **Master Plan for Storm Water Infrastructure:** Critical to the Storm CIP program in FY 2022 is completion of a master plan for storm water infrastructure, which will incorporate updates to the 2012 Watershed Plan and 2019 Green Infrastructure Plan, updates to the City's existing hydraulic model for the storm drainage infrastructure, condition and capacity assessments, and prioritization of future capital improvement rehabilitation needs for the City's storm drainage program.
- **Measure T1 Phase 2 Projects:** The City will identify projects to use the Measure T1 Phase 2 allocation.

FUNDING

The City has two Clean Storm Water Fees that generate resources to maintain the City's storm drain system. The first fee was established in the early 1990's and generates approximately \$2 million per year. The second fee was adopted in 2018 in accordance with Proposition 218 requirements. Both fees are assessed to owners of real property that contribute to storm water runoff and use the City's storm drain system for collection and conveyance. This funding provides for minor capital and maintenance work and some emergency storm drain response efforts. In addition, the City also receives \$269,000 annually from the University of California as part of a Long Range Development Plan agreement, set to expire in June 30, 2021. In FY 2022, the Storm Water program will be funded by the Clean Storm Water fund in the amount of \$1,215,000 and \$600,000 in funding from Measure T1.

SIDEWALKS



SUMMARY

There are over 300 miles of concrete sidewalk in the City. Each year, sidewalk replacements are performed within the Proactive Sidewalk Repair Program and the Responsive Sidewalk Repair Program Funds. The Proactive Repair Program is focused on high pedestrian areas. The Responsive Sidewalk Repair Program targets residential neighborhoods where staff has received information about damaged sidewalks.

The California Streets and Highway Code assigns full responsibility for sidewalk maintenance and repair to the abutting property owner. On June 7, 2011, the City Council amended Berkeley Municipal Code Section 16.04.010 to establish a policy of splitting the costs 50%-50% with property owners, regardless of the cause of the damage, with the goal of increasing the amount of sidewalk repaired or replaced each year and improving overall pedestrian safety. Over time, the backlog of sidewalk repairs identified to be addressed through the 50/50 program has grown significantly beyond the funding capacity to make much needed repairs. Staff estimates that it would require a one-time allocation of \$5 million to close the 50/50 program funding gap to address the backlog within the next 5 years, with about \$5 million in baseline sidewalk infrastructure repairs needed over that same period.

ACCOMPLISHMENTS

Highlights of Sidewalk accomplishments include:

- **50/50 Sidewalk Repair Backlog:** Public Works made significant gains towards addressing the 50/50 sidewalk repair backlog in FY 2021. Public Works has been utilizing a concrete “cutting” service that enables the City to make many sidewalk repairs at a lower cost per repair, and helps address the climate crises by reducing greenhouse gas emissions through reduced reliance on concrete. 3,600 repairs were completed at 725 addresses, which reduced the backlog by 25%.
- **Sidewalk Inventory:** Public Works is also managing a thorough inventory of its sidewalk deficiencies through the update to the city’s ADA Transition Plan update. In FY 2022, the ADA Transition Plan will be complete and will catalog the city’s entire sidewalk network, with identified repair needs.

FY 2022 CIP PROJECTS

In terms of Sidewalks, the following comprise the FY 2022 CIP projects:

- **Expanded Cutting and Shaving Service:** Over the next two years, Public Works will expand its sidewalk cutting and shaving service.
- **Sidewalk and Pathway Repairs:** In terms of repairs, Public Works will target larger sidewalk segments needing more significant repair and replace work. Public Works projects 6,000 sidewalk repairs at 1,800 addresses, estimated to reduce the 50/50 program backlog repair list by 75%. In FY 2022, in addition to annual Sidewalk Repair projects, there is a Pathway Repairs Improvement project funded by Measure T1.

FUNDING

The recurring annual budget for the City’s Sidewalks Capital Improvement Program total \$1,035,000 and includes the Proactive and Responsive Sidewalk Programs, curb ramps, curbs, driveway aprons, and pathways. The funding includes recurring allocations from State Gas Tax, the Measure F Vehicle Registration Fee, Measure BB, the Capital Improvement Fund, and a \$100,000 allocation from the Private Party Sidewalk Fund. One-time funding was received from the Capital Improvement Fund in FY 2020 in the amount of \$500,000 but FY 2021’s allocation was deferred to help balance the City’s budget. \$1.85 million of Measure T1 Phase 2 funding has been approved towards sidewalks to decrease the backlog of the 50/50 program list of which \$1.70 million is proposed to be spent in FY 2022.

STREETS



SUMMARY

There are approximately 216 centerline miles of improved streets in Berkeley. Every two to three years, Berkeley's streets are inspected as part of the Metropolitan Transportation Commission's Pavement Management System (PMS) to identify repair needs and assign a pavement condition index (PCI) for each street. The City uses the PMS and PCI to track and prioritize pavement rehabilitation and maintenance needs on individual streets, and the overall condition of the City's street pavement network. The City's pavement condition has been categorized in "at-risk" condition for the last decade, and growing deferred maintenance costs were estimated to be greater than \$250 million in 2019.

The primary purpose of the street rehabilitation program is to maintain a safe surface conveyance system in the public right-of-way for vehicles, bicycles, transit and pedestrians. The right-of-way also provides ancillary functions of a storm water conveyance system and the location of public utilities. Recent efforts have been made to revise paving project construction cost estimates to better reflect the cost of upgrading the complete street system as pavement improvements are made..

ACCOMPLISHMENTS

Highlights of Streets accomplishments include:

- **Street Rehabilitation and Surface Seals Work:** Between FY 2019 - 2021, Public Works paved 13.7 miles, including the annual Street Rehabilitation and Surface Seals projects at citywide locations identified in the 5 Year Paving Plan such as Acton Street, Cedar Street, Deakin Street, Michigan Avenue, Rose Street, Shasta Road, Bonar Street, Carleton Street, Delaware Street, 6th Street, as well as segments of Ward Street, Monterey Avenue, Adeline Street, Hearst Avenue, and Milvia Street funded by Measure T1.
- **Doubling Miles Paved:** Due to the infusion of Measure T1, Public Works was able to more than double the prior average of 3.2 miles paved per year.

FY 2022 CIP PROJECTS

In terms of Streets, the following comprise the FY 2022 CIP projects:

- **Resurfacing Street Segments:** The City plans to resurface the following street segments:
 - Browning Street,
 - Colusa Avenue,
 - Stuart Street (overlay),
 - Delaware Street,
 - Ellsworth Street,
 - Fulton Street (surface seal), and
 - Heinz Avenue (reconstruct).
- **Repair Work:** Annual paving projects also typically include needed repairs to associated infrastructure including storm drains, curbs, gutters, and sidewalks, In addition to the Annual Street Rehabilitation & Paving, there is a citywide Bollard Conversion Project, funded by Measure T1, which will convert bollards to planter/garden boxes.

FUNDING

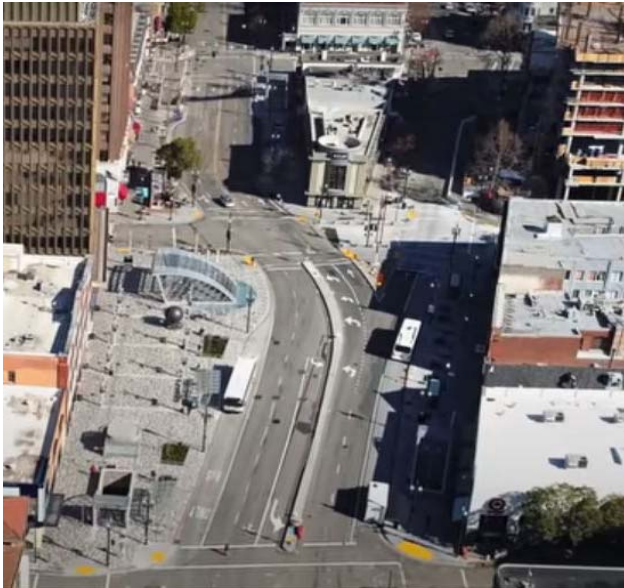
The City's annual CIP budget for street paving averages \$6.5 - 7.0 million in recurring funding. Baseline fund sources include:

- State Transportation Tax,
- SB1 funds,
- Measure BB Local Streets & Roads,
- Measure F Vehicle Registration Fee, and
- the City's Capital Improvement Fund.

In recent years, baseline funding has been supplemented by Measure M Bond funds and the Measure T1 Infrastructure Bond. Measure T1 Phase 2 will allocate an additional \$6.75 million to streets from FY 2022 - 2024. While the Measure M and Measure T1 bond funds have helped keep Berkeley's at-risk streets from failing, the street network as a whole remains severely underfunded. The City Auditor's recently released [paving audit report](#)⁶⁷ highlighted that without a significant infusion of funding, Berkeley's streets will continue to deteriorate and deferred maintenance costs will increase.

⁶⁷ https://www.cityofberkeley.info/uploadedFiles/Auditor/Level_3_-_General/Rocky_Road-Berkeley_Streets_at_Risk_and_Significantly_Underfunded.pdf

TRANSPORTATION



Shattuck Avenue Reconfiguration Project: (L) aerial view during construction, (R) westbound direction after project completion

SUMMARY

The City of Berkeley is committed to improving traffic safety, encouraging transit use, bicycling and walking, and addressing a variety of transportation issues. Capital projects include: parking facilities; street improvements; traffic calming measures, such as signs, markings, striping, and traffic circles; and bicycle and pedestrian infrastructure improvements, such as pathways, on-street facilities, and bicycle parking.

ACCOMPLISHMENTS

Multiple Transportation CIP projects were implemented in FY 2020 - 2021, including:

- **Shattuck Avenue Reconfiguration:** Transportation completed construction of the Shattuck Avenue Reconfiguration in the Downtown.
- **Vision Zero Action Plan:** In collaboration with a variety of stakeholders, Transportation developed and completed the [Vision Zero Action Plan](https://www.cityofberkeley.info/Clerk/City_Council/2020/03_Mar/Documents/2020-03-10_Item_12_Vision_Zero_Action_Plan.aspx)⁶⁸ to make Berkeley a city free of transportation network related serious injury or death.

⁶⁸ https://www.cityofberkeley.info/Clerk/City_Council/2020/03_Mar/Documents/2020-03-10_Item_12_Vision_Zero_Action_Plan.aspx

- **Hearst Street Protected Bike Lanes:** Transportation installed protected bike lanes on Hearst Street.
- **Adeline Corridor Improvements:** Transportation completed construction of improvements, such as a protected bike lane, bus islands, ADA improvements, and sidewalk repairs, along the Adeline Corridor.
- **I-80/Gilman Interchange and Pedestrian Crossing Design:** Transportation, working with the Alameda County Transportation Commission (ACTC), the California Department of Transportation (Caltrans), and the City of Albany, developed a project concept and design for improving safety and mobility through the I-80/Gilman Street interchange.
- **2020 Pedestrian Plan:** The completion and implementation of the [2020 Pedestrian Plan](#)⁶⁹, the result of a robust public engagement process, establishes a clear path forward for pedestrian infrastructure improvements by focusing its recommendations and goals on equity and safety.

FY 2022 CIP PROJECTS

Transportation will continue ongoing and fully funded projects and also deliver new capital projects in several different categories in FY 2022:

- **Bicycle & Pedestrian:** The FY 2022 Bicycle & Pedestrian Projects include the 9th Street Pathway, Milvia Bikeway, Martin Luther King Jr. Way Vision 2050 Quickbuild, Parker-Bonar Bike Boulevard, Woolsey-Fulton Bike Boulevard, and the Bicycle Plan 2022 Update.
- **Complete Streets:** “Complete streets” is a method of designing streets to be safe and supportive for everyone, regardless of age, ability, and type of transportation. Transportation anticipates completing design and beginning construction of Southside Complete Streets.
- **Traffic:** Traffic projects include the 7th & Anthony Traffic Signal and Shattuck & Berkeley Way Traffic Calming.
- **Transit:** Transit projects include the University Avenue Bus Stop West and the Bus Pad Program.

⁶⁹ https://www.cityofberkeley.info/uploadedFiles/Public_Works/Level_3_-_Transportation/2020%20Pedestrian%20Plan%20FULL%20adopted.pdf

FUNDING

The Transportation Division receives recurring allocations from State Gas Tax, local fund sources such as Measures B, BB, and F, and the Capital Improvement Fund to fund transportation planning and operations such as traffic calming, traffic signal improvements and maintenance, and roadway marking, as well as bicycle and pedestrian planning and programs. The division also leverages use of these recurring funds with one-time grants and other outside funding sources, whenever possible. In this capital budget, several one-time fund sources are proposed, including Affordable Housing & Sustainable Community grants for transportation improvements in support of affordable housing development projects. The Parking Meter Replacement Project, scheduled for FY 2023, is currently planned to be funded by the Parking Meter Fund. This assumes that the Coronavirus State and Local Fiscal Recovery Fund of the American Rescue Plan Act will be used to offset known revenue losses and that revenue loss to the Parking Meter fund will not continue at its current rate due to the COVID-19 pandemic. Should these assumptions not occur, staff is proposing \$6.0 million in new General Fund allocations to fund this needed project in FY 2023. The Parking Meter fund had previously set aside \$1 million per year in an internal sinking fund reserve to cover the cost of the project, but had to deplete the entire reserve to maintain operations as a result of revenue loss during the COVID-19 pandemic.

OTHER INFRASTRUCTURE



EV Charging Stations at the Mental Health Services Building

SUMMARY

The following projects and programs are listed here under “Other Infrastructure” because they do not directly fit other capital program categories such as Streets or Facilities. As such, the fund sources for the respective projects vary and are listed by project instead of in a separate “Funding” section.

ACCOMPLISHMENTS

The following are highlights of accomplishments of Other Infrastructure projects:

- **Utility Undergrounding:** Public Works Engineering Division is completing permitting and planning for Utility Undergrounding District 48⁷⁰ and coordinating the beginning of the construction process with Pacific Gas & Electric (PG&E), with the project put out to bid in late FY 2021.

⁷⁰ The district consists of Grizzly Peak Boulevard between Hill Road and the southeastern city limit, Summit Road between Atlas Place and the southeastern city limit, Summit Lane, Senior Avenue, Harvard Circle, Fairlawn between Avenida Drive and Senior Avenue, and Avenida Drive between Queens Road and Grizzly Peak Boulevard in the City of Berkeley.

- **Streetlight Master Plan:** The Engineering Division began a Streetlight Master Plan study, which will inform the streetlight capital program in future CIPs.
- **Electric Vehicle (EV) Charging Stations:** Installation of EV charging stations at City properties has begun and is proposed to continue given funding availability.

FY 2022 CIP PROJECTS & FUNDING

In terms of Other Infrastructure, the following comprise the FY 2022 CIP projects and funding:

- **Vision 2050 Planning:** There is a proposed new \$400,000 allocation from General Fund or CIP fund to increase capital investment towards addressing infrastructure needs. Aligning with Vision 2050's principle to increase capital investment, this project initiates the planning for a potential major infrastructure bond, tentatively scheduled for voter approval in November 2022. Project components are financial analysis of funding options, community engagement, program planning, and bond/financing planning and management.
- **Electric Vehicle (EV) Charging Stations:** The project cost is estimated at \$1.15 million. This project is proposed to be funded by a new allocation request of \$850,000 from the Capital Improvement Fund and the restoration of \$300,000 in CIP funds deferred due to FY 2020-21 budget gap balancing. The project plan is to install 30 charging stations at city facilities, including at the rebuilt Adult Mental Health Clinic, Public Works Corp Yard, South Berkeley Senior Center, Berkeley Marina, and Central Library.
- **City Streetlight Program:** Public Works has \$443,000 planned for Streetlight Program projects in FY 2022, including streetlight pole replacement, pole painting and rust removal, installation of additional streetlights on existing poles, streetlight pedestal upgrades, and program related tree trimming. Project is funded by Streetlight Assessment District revenue.
- **Glendale Avenue Retaining Wall:** Staff propose use of Measure BB Local Streets & Roads funds to replace a 53 year old retaining wall supporting Glendale Avenue.
- **Outdoor Warning System:** Based on recent experiences in the 2017 North Bay fires and the 2018 Camp Fire (Town of Paradise), it is clear that a wildfire in Berkeley would spread very quickly, expanding at many miles per hour and requiring a rapid notification and evacuation of a large number of residents. In 2020, City of Berkeley voters passed a Ballot Measure (Measure FF) enacting a tax for firefighting, emergency medical response, 9-1-1 communications services, hazard mitigation, and

wildfire prevention and preparedness. An Outside Warning System is a tool to alert the community during life-threatening emergencies. This Strategic Plan project, with an estimated budget of \$2,000,000, would provide a multi-channel public alert and warning system that includes software notification and broadcasts speakers that provide audible sirens tones, and highly intelligible voice messages.

CAPITAL BUDGET BY DEPARTMENT

The following pages contain FY 2022 Proposed Capital budget information for:

- Public Works - Facilities,
- Parks, Recreation & Waterfront,
- Public Works - Sanitary Sewer,
- Public Works - Storm Water Systems,
- Public Works - Streets,
- Public Works - Sidewalks,
- Public Works - Transportation,
- Public Works and Fire - Other Infrastructure, and
- Public Works - Equipment and Fleet.

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS – CITY FACILITIES

Public Works - City Facilities Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
1947 Center Street	Yes	New	Funded	Measure T1 Infrastructure Fund	\$120,000
ADA Building Improvements	No	New	Funded	Capital Improvement Fund	\$100,000
Bathrooms	Yes	New	Funded	Measure T1 Infrastructure Fund	\$100,000
Building Assessments	No	New	Funded	Capital Improvement Fund	\$77,175
Carpet Upgrades	No	New	Funded	Capital Improvement Fund	\$150,000
Emergency Repairs	No	New	Funded	Capital Improvement Fund	\$206,075
Evidence Storage	No	New	Funded	Capital Improvement Fund	\$36,750
Fire Station 2-6	Yes	New	Funded	Measure T1 Infrastructure Fund	\$110,000
NBSC Solar Battery	Yes	New	Funded	Measure T1 Infrastructure Fund	\$60,000
Public Safety Building Upgrades	No	New	Funded	Capital Improvement Fund	\$150,000
PW Corporation Yard	Yes	New	Funded	Measure T1 Infrastructure Fund	\$200,000
Roof Replacements	No	New	Funded	Capital Improvement Fund	\$180,000
South Berkeley Senior Center	Yes	New	Funded	Measure T1 Infrastructure Fund	\$150,000
Telegraph Channing Garage Restroom	Yes	New	Funded	Measure T1 Infrastructure Fund	\$300,000
Zero Waste Transfer Station Redesign & Replacement	Yes	New	Funded	Zero Waste Fund	\$400,000



Mental Health Building



15 Proposed Projects



\$2,340,000 Proposed Budget



\$0 General Fund Request

FY 2022 PROPOSED CAPITAL BUDGET: PARKS, RECREATION, AND WATERFRONT

Parks, Recreation, and Waterfront Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
African American Holistic Resource Center	No	New	Funded	Measure T1 Infrastructure Fund	\$1,000,000
Aquatic Park South Pathways & RC Parking	No	Continuing	Funded	Parks Tax	\$400,000
Aquatic Park Tide Tubes Clean out, Phase 1B	No	New	Funded	Measure T1 Infrastructure Fund	\$500,000
Berkeley Tuolumne Camp Rebuild	Yes	Continuing	Funded	General Fund - Catastrophic Reserves and Playground Camp	\$14,000,000
Bicycle Park	No	New	Funded	Capital Improvement Fund	\$100,000
Cazadero Dining Hall & ADA Improvements	Yes	New	Funded	Measure T1 Infrastructure Fund and Playground Camp	\$600,000
Cedar Rose (2-5 and 5-12 play structure)	No	New	Funded	Capital Improvement Fund	\$150,000
Cesar Chavez Park - New Restroom (on Spinnaker)	No	New	Funded	Measure T1 Infrastructure Fund	\$50,000
Civic Center Park – Turtle Garden	No	Continuing	Funded	Measure T1 Infrastructure Fund	\$300,000
Condition Assessment/Sewer Laterals/Gilman contribution	No	New	Funded	Parks Tax	\$75,000
D and E Dock Replacement	Yes	New	Funded	Measure T1 Infrastructure Fund	\$500,000
Echo Lake ADA	No	New	Requesting Funding	General Fund	\$705,000
Finger docks / Other dock improvements	No	New	Funded	Marina Fund	\$350,000
Glendale Laloma (5-12 play structure + ADA)	No	New	Funded	Capital Improvement Fund	\$150,000
Grove Park Ages 2-5, 5-12	Yes	New	Funded	Measure T1 Infrastructure Fund	\$100,000
Harrison Park - Restroom Renovation	No	New	Funded	Measure T1 Infrastructure Fund	\$100,000
James Kenney Mini Skate Park	No	New	Requesting Funding	General Fund	\$34,000
John Hinkel Lower Ages 2-12, picnic, parking	Yes	New	Funded	Measure T1 Infrastructure Fund	\$400,000

Parks, Recreation, and Waterfront Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
John Hinkel Scout Hut	Yes	New	Funded	Parks Tax	\$150,000
K Dock Restroom Renovation	No	New	Funded	Measure T1 Infrastructure Fund	\$75,000
King Pool Tile and Plaster Replacement	No	New	Funded	Measure T1 Infrastructure Fund	\$350,000
MLK Youth Services Center	Yes	New	Funded	Measure T1 Infrastructure Fund	\$1,000,000
Ohlone (Milvia) Ages 2-5, 5-12, Garden Mural, Exercise	Yes	New	Funded	Measure T1 Infrastructure Fund and Parks Tax	\$800,000
Ohlone Park Lighting	Yes	New	Funded	Measure T1 Infrastructure Fund	\$200,000
Ohlone Park New Restroom	Yes	New	Funded	Measure T1 Infrastructure Fund	\$100,000
Pickleball	No	New	Funded	Parks Tax	\$75,000
Piling Replacements	Yes	New	Funded	Measure T1 Infrastructure Fund	\$1,200,000
Tom Bates Restroom/ Community Space	Yes	New	Funded	Measure T1 Infrastructure Fund	\$250,000
Tree Planting - Strategic Planning FY22	Yes	Continuing	Funded	Parks Tax	\$75,000
Waterfront: dredging	No	New	Requesting Funding	General Fund	\$300,000
Waterfront: pilings/docks	Yes	New	Requesting Funding	General Fund	\$300,000
West Campus Plaster	No	New	Requesting Funding	Capital Improvement Fund	\$350,000
West Campus Pool Filters	No	New	Requesting Funding	Capital Improvement Fund	\$160,000

Parks, Recreation, and Waterfront Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
Willard Clubhouse/Restroom Replacement	Yes	New	Funded	Measure T1 Infrastructure Fund	\$1,000,000



34 Proposed Projects



\$25,899,000 Proposed Budget



\$1,849,000 General Fund Request

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS – SANITARY SEWER SYSTEM

Public Works - Sanitary Sewer Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
Annual Sewer Rehabilitation Projects⁷¹	Yes	New	Funded	Sanitary Sewer	\$21,794,583



 1 Proposed Project

 \$21,794,583 Proposed Budget

 \$0 General Fund Request

⁷¹ Although listed as a “single” project, this consists of several locations.

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS – STORM WATER SYSTEM

Public Works - Storm Water Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
Allston Way Permeable Pavers Maintenance	No	New	Funded	Clean Storm Water	\$200,000
College/Alcatraz Storm Drain Improvements	No	New	Funded	Clean Storm Water	\$40,000
Grizzly Peak Storm Drains Repair and Replacement	No	New	Funded	Clean Storm Water	\$200,000
T1 Phase 2 Stormwater Projects	No	New	Funded	Measure T1 Infrastructure Bond	\$600,000
Watershed Management Plan & Stormwater Master Plan Update	Yes	New	Funded	Clean Storm Water	\$750,000
Wildcat/Selby Storm Drain Improvements	No	New	Funded	Clean Storm Water	\$25,000



6 Proposed Projects



\$1,815,000 Proposed Budget



\$0 General Fund Request

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS – STREETS

Public Works - Streets Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
Annual Streets Rehabilitation & Paving⁷²	Yes	New	Funded	State Transportation Tax (includes SB1), Measure F (VRF), Measure BB LS&R, Capital Improvement Fund, Measure T1 Infrastructure Bond	\$6,775,303
Bollard Conversion to Landscaping	No	New	Funded	Measure T1 Infrastructure Bond	\$150,000



2 Proposed Projects



\$6,925,303 Proposed Budget



\$0 General Fund Request

⁷² Although listed as a “single” project, this consists of several locations.

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS – SIDEWALKS

Public Works - Sidewalks Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
Annual Sidewalk Repair Projects ⁷³	Yes	New	Funded	State Transportation Tax, Measure F (VRF), Measure BB LS&R, Capital Improvement Fund, Measure T1 Infrastructure Bond	\$2,535,000
Pathway Repairs Improvements	No	New	Funded	Measure T1 Infrastructure Bond	\$200,000



Curb ramp on Colusa Avenue



2 Proposed Projects



\$2,735,000 Proposed Budget



\$0 General Fund Request

⁷³ Although listed as a “single” project, this includes multiple sub-projects.

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS – TRANSPORTATION

Public Works - Transportation Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
2022 Bicycle Plan	Yes	New	Funded	Capital Grants - State	\$200,000
7th St/Anthony Traffic Signal	No	Continuing	Funded	State Transportation Tax and Measure BB LS&R	\$303,972
9th Street Pathway Phase II	No	Continuing	Funded	Measure B - LS&R, Measure BB - Bike & Ped, Capital Grants - Local, Caltrans Grant	\$232,874
Adeline Street Transportation Improvements	Yes	New	Funded (\$165,000), Requesting Funding (\$495,000 in pending grant)	Measure BB - LS&R, Capital Grants - Local	\$660,000
Bus Pad Program	No	New	Funded	Measure BB - LS&R	\$100,000
Milvia Bikeway	No	Continuing	Funded	Measure BB - Bike & Ped, Capital Grants - State	\$555,968
MLK Jr. Way Vision Zero Quick Build	No	New	Funded	Measure BB - Bike & Ped, Capital Grants - State	\$700,000
Parker-Bonar Bike Boulevard & Park Path	No	New	Funded	Capital Grants - State	\$1,042,961
Shattuck Ave & MLK Jr. Way Bus Stop Upgrades	No	New	Funded	Capital Grants - State	\$138,353
Shattuck/Berkeley Way Signal	No	New	Funded	Capital Improvement Fund (from Developer portion of project)	\$29,000

Public Works - Transportation Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
Telegraph Avenue Multimodal Corridor	Yes	New	Funded (\$170,000), Requesting Funding (\$290,000 in pending grant)	Measure BB - LS&R, Capital Grants - Local	\$460,000
University Ave West Bus Stop Improvements	No	New	Funded	Capital Grants - State	\$376,991
Woolsey-Fulton Bike Boulevard	No	New	Funded	Capital Grants - State	\$247,000



Adeline Street

 13 Proposed Projects

 \$5,047,119 Proposed Budget

 \$0* General Fund Request

* Pending \$785,000 grant funding.

FY 2022 PROPOSED CAPITAL BUDGET: PUBLIC WORKS AND FIRE – OTHER INFRASTRUCTURE

Public Works & Fire - Other Infrastructure Proposed Capital Projects	Strategic Plan	New or Continuing	Funded or Requesting Funding	Identified Funding Source(s)	FY 2022
City Streetlight Program	Yes	New	Funded	Streetlight Assessment District	\$443,000
EV Charging Stations	Yes	New	Requesting Funding	Capital Improvement Fund	\$1,150,000
Outdoor Warning System	Yes	New	Funded	Measure FF (Public Safety)	\$2,000,000
Retaining Wall - Glendale	No	Continuing	Funded	Measure BB - Local Street & Road	\$750,430
Vision 2050 Planning	Yes	New	Requesting Funding	Capital Improvement Fund	\$400,000



 5 Proposed Projects

 \$4,743,430 Proposed Budget

 \$1,550,000 General Fund

**FY 2022 PROPOSED CAPITAL BUDGET:
PUBLIC WORKS – EQUIPMENT AND FLEET**

FY 2022 Vehicle Replacement Schedule				
Equipment Number	Year	Description	Replacement Year	Replacement Cost
116	1995	CHEVY VAN	FY 22	\$110,000
191	1999	FORD VAN	FY 22	\$35,000
193	1995	FORD VAN	FY 22	\$41,000
293	1998	F-250 PICKUP	FY 22	\$44,000
339	1999	SIERRA DUMP TRUCK	FY 22	\$73,000
1537	2004	CROWN VIC SEDAN	FY 22	\$56,000
1597	1991	CHEVY VAN	FY 22	\$56,000
1702	2006	CROWN VIC SEDAN	FY 22	\$56,000
1704	1997	FORD VAN	FY 22	\$56,000
1721	2008	CROWN VIC SEDAN	FY 22	\$56,000
1726	2009	CROWN VIC SEDAN	FY 22	\$56,000
1727	2013	CROWN VIC SEDAN	FY 22	\$56,000
1745	2011	CROWN VIC SEDAN	FY 22	\$56,000
1750	2011	CROWN VIC SEDAN	FY 22	\$56,000
1751	2011	CROWN VIC SEDAN	FY 22	\$56,000
1752	2011	CROWN VIC SEDAN	FY 22	\$56,000
1755	2011	INTERCEPTOR	FY 22	\$56,000
1803	2011	ID VAN (CRIME SCENE)	FY 22	\$125,000
1976	2013	ESCAPE 4X4	FY 22	\$41,000
2320	2011	XLT SUPERCAB PICKUP	FY 22	\$55,000
2361	2006	4X2 REG CAB	FY 22	\$60,359
2363	2006	3500 SIERRA	FY 22	\$47,000
2364	2006	3500 SIERRA	FY 22	\$47,000
2370	2008	VAN (CRIME SCENE)	FY 22	\$32,000
2372	2009	4X2 REG CAB	FY 22	\$39,400
2902	2008	4X2 REG CAB	FY 22	\$38,000
2903	2008	4X2 REG CAB	FY 22	\$38,000

FY 2022 Vehicle Replacement Schedule

Equipment Number	Year	Description	Replacement Year	Replacement Cost
3009	2002	MOWER DECK	FY 22	\$31,000
3012	2001	2500HD ST	FY 22	\$57,000
3013	2004	570MXT	FY 22	\$141,000
3018	2002	4610 TRACTOR	FY 22	\$45,000
3740	2013	TORO RIDING MOWER 4WD	FY 22	\$70,000
3741	2013	TORO RIDING MOWER 4WD	FY 22	\$70,000
3904	2001	80X12 TRAILER	FY 22	\$7,500
3905	2001	80X12 TRAILER	FY 22	\$7,500
3906	2001	80X12 TRAILER	FY 22	\$7,500
3907	2001	6X10 TRAILER	FY 22	\$9,000
3908	2002	6X10 TRAILER	FY 22	\$9,000
4011	2011	TOYOTA PRIUS HYBRID	FY 22	\$38,000
4105	2003	E350 CNG GAS	FY 22	\$41,000
4109	2009	XL SUPERCAB PICKUP	FY 22	\$55,000
4111	2010	XLT SPERCAB PICKUP	FY 22	\$55,000
4112	2011	XLT SUPERCAB PICKUP	FY 22	\$55,000
4113	2011	XLT SUPERCAB PICKUP	FY 22	\$55,000
4701	2003	LS 1500 PICKUP	FY 22	\$40,127
4705	2005	4300 UTILITY TRUCK	FY 22	\$199,000
4707	2010	XLT F150 4X2 PICKUO	FY 22	\$55,000
6379	2013	CRANE/MCNEILUS FL	FY 22	\$400,000
6380	2013	CRANE/MCNEILUS FL	FY 22	\$400,000
6504	2013	444K	FY 22	\$400,000
6900	2003	HONDA CIVIC HYBRID	FY 22	\$38,000
8186	2008	E450 STARCRAFT VAN	FY 22	\$135,000
8191	2010	E450 SUPER DTY VAN	FY 22	\$135,000
8231	2011	E350 XL SD VAN	FY 22	\$45,000
8457	2003	HONDA CIVIC HYBRID	FY 22	\$38,000
8518	2001	FORD FOCUS SEDAN	FY 22	\$38,000
8602	2009	F250 UTILITY TRUCK	FY 22	\$57,000

FY 2022 Vehicle Replacement Schedule

Equipment Number	Year	Description	Replacement Year	Replacement Cost
9002	2005	XL PICKUP	FY 22	\$38,000
9018	2010	XL 4X2 PICKUP	FY 22	\$38,000
9103	2002	GX-A SSR CNG GAS	FY 22	\$38,000
9106	2006	TOYOTA PRIUS HYBRID	FY 22	\$38,000
9107	2006	TOYOTA PRIUS HYBRID	FY 22	\$38,000
9109	2006	TOYOTA PRIUS HYBRID	FY 22	\$38,000
9112	2006	TOYOTA PRIUS HYBRID	FY 22	\$38,000
9113	2009	TOYOTA PRIUS HYBRID	FY 22	\$38,000
9603	2003	RANGER PICKUP	FY 22	\$38,000
9800	2001	MANLIFT	FY 22	\$23,800
9801	2008	F150 4X2 PICKUP	FY 22	\$15,000
116	1995	CHEVY VAN	FY 22	\$110,000



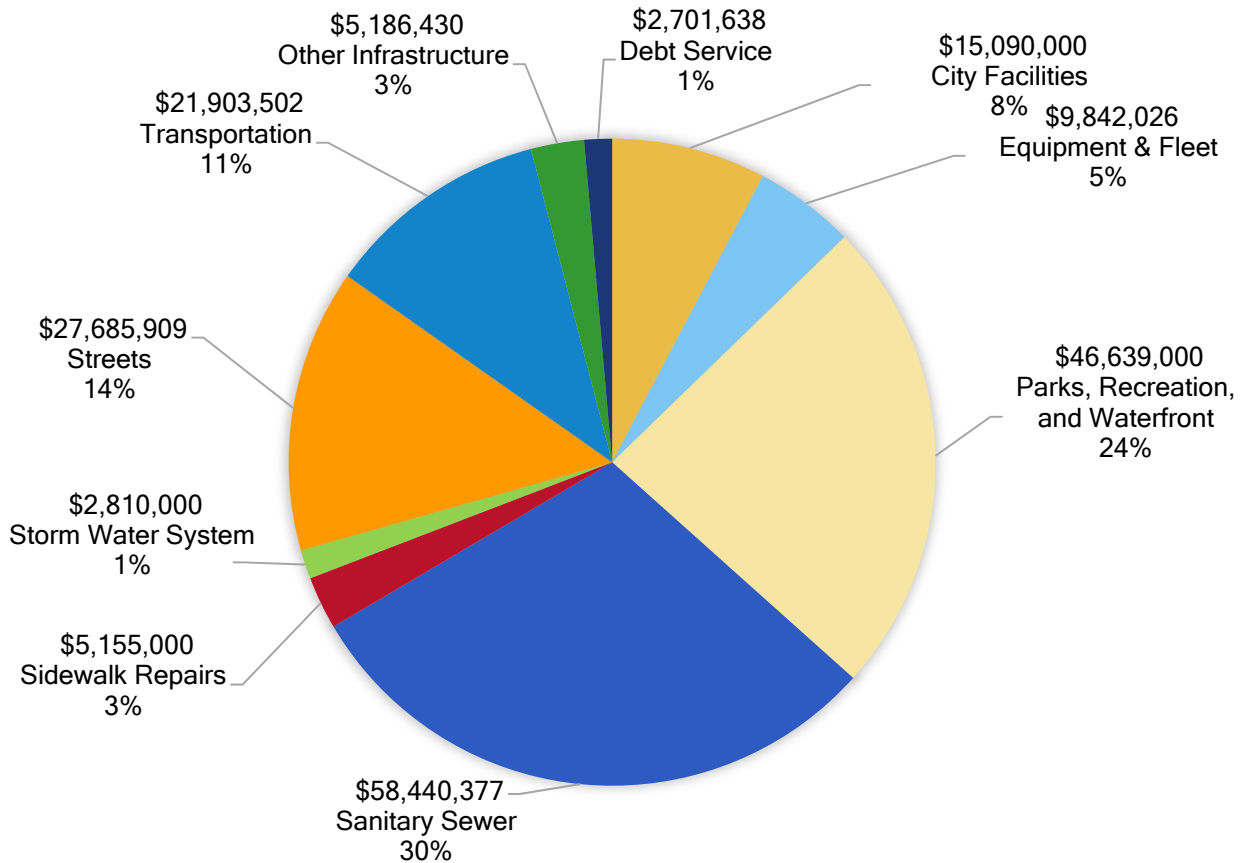
 68 Proposed Replacements

 \$4,612,186 Proposed Budget

 \$0 General Fund Request

SUMMARY BY CATEGORY

CITYWIDE CAPITAL IMPROVEMENT PROGRAM BY CATEGORY - ALL FUNDS				
FY 2022, FY 2023, FY 2024				
Category	Proposed FY 2022	Planned FY 2023	Planned FY 2024	Total
City Facilities	\$2,340,000	\$2,825,000	\$9,925,000	\$15,090,000
Equipment & Fleet	\$4,612,186	\$2,841,290	\$2,388,550	\$9,842,026
Information Technology	\$ -	\$ -	\$ -	\$ -
Parks, Recreation, and Waterfront	\$25,899,000	\$4,085,000	\$16,655,000	\$46,639,000
Sanitary Sewer	\$21,794,583	\$16,456,882	\$20,188,912	\$58,440,377
Sidewalk Repairs	\$2,735,000	\$1,385,000	\$1,035,000	\$5,155,000
Storm Water System	\$1,815,000	\$995,000	\$ -	\$2,810,000
Streets	\$6,925,303	\$10,505,303	\$10,255,303	\$27,685,909
Transportation	\$5,047,119	\$16,756,383	\$100,000	\$21,903,502
Other Infrastructure	\$4,743,430	\$443,000	\$ -	\$5,186,430
Debt Service	\$901,438	\$901,180	\$899,020	\$2,701,638
Total	\$76,813,059	\$57,194,038	\$61,446,785	\$195,453,882



SUMMARY BY FUNDING SOURCES

CITYWIDE CAPITAL IMPROVEMENT PROGRAM BY FUNDING SOURCE - ALL FUNDS FY 2022, FY 2023, FY 2024				
	Proposed FY 2022	Planned FY 2023	Planned FY 2024	Total
General Fund	\$10,789,438	\$4,505,045	\$4,359,020	\$19,653,503
General Fund	\$1,339,000	\$ -	\$ -	\$1,339,000
Capital Improvement Fund	\$5,949,000	\$4,003,865	\$3,860,000	\$13,812,865
Debt Service Funds ⁷⁴	\$901,438	\$901,180	\$899,020	\$2,701,638
General Fund (Reserve) ⁷⁵	\$2,700,000	\$ -	\$ -	\$2,700,000
Special Revenue Funds	\$21,839,950	\$8,288,631	\$6,830,303	\$36,958,884
Measure B	\$134,674	\$ -	\$ -	\$134,674
Measure BB	\$4,067,536	\$3,337,287	\$3,180,000	\$10,584,823
Measure F ⁷⁶	\$255,000	\$255,000	\$255,000	\$765,000
Measure FF (Public Safety)	\$2,000,000	\$ -	\$ -	\$2,000,000
Parks Tax	\$1,075,000	\$1,065,000	\$1,000,000	\$3,140,000
Playground Camp	\$11,500,000	\$ -	\$ -	\$11,500,000
Private Party Sidewalks	\$100,000	\$100,000	\$100,000	\$300,000
Street Light Assessment	\$443,000	\$443,000	\$ -	\$886,000
State Transportation Tax ⁷⁷	\$2,464,740	\$2,295,303	\$2,295,303	\$7,055,346
UC Settlement (LRDP) ⁷⁸	\$ -	\$793,041	\$ -	\$793,041
Capital Project Funds	\$12,015,000	\$7,495,000	\$23,930,000	\$43,440,000
Measure T1 Infrastructure Fund	\$12,015,000	\$7,495,000	\$23,930,000	\$43,440,000
Enterprise Funds	\$23,759,583	\$23,751,882	\$23,188,912	\$70,700,377
Clean Storm Water	\$1,215,000	\$995,000	\$ -	\$2,210,000
Marina Operations	\$350,000	\$ -	\$ -	\$350,000
Parking Meter	\$ -	\$6,000,000	\$ -	\$6,000,000
Sanitary Sewer	\$21,794,583	\$16,456,882	\$20,188,912	\$58,440,377
Zero Waste	\$400,000	\$300,000	\$3,000,000	\$3,700,000
Internal Service Fund	\$4,612,186	\$2,841,290	\$2,388,550	\$9,842,026
Equipment Replacement Fund	\$4,612,186	\$2,841,290	\$2,388,550	\$9,842,026
Other One-Time Funding	\$3,496,902	\$9,562,190	\$ -	\$13,059,092
Capital Grants - Federal	\$ -	\$7,335,000	\$ -	\$7,335,000
Capital Grants - State	\$2,698,459	\$2,227,190	\$ -	\$4,925,649
Capital Grants - Local	\$785,175	\$ -	\$ -	\$785,175
Caltrans Grant	\$13,268	\$ -	\$ -	\$13,268
Total	\$76,513,059	\$56,444,038	\$60,696,785	\$193,653,882

⁷⁴ Transfer from CIP fund.

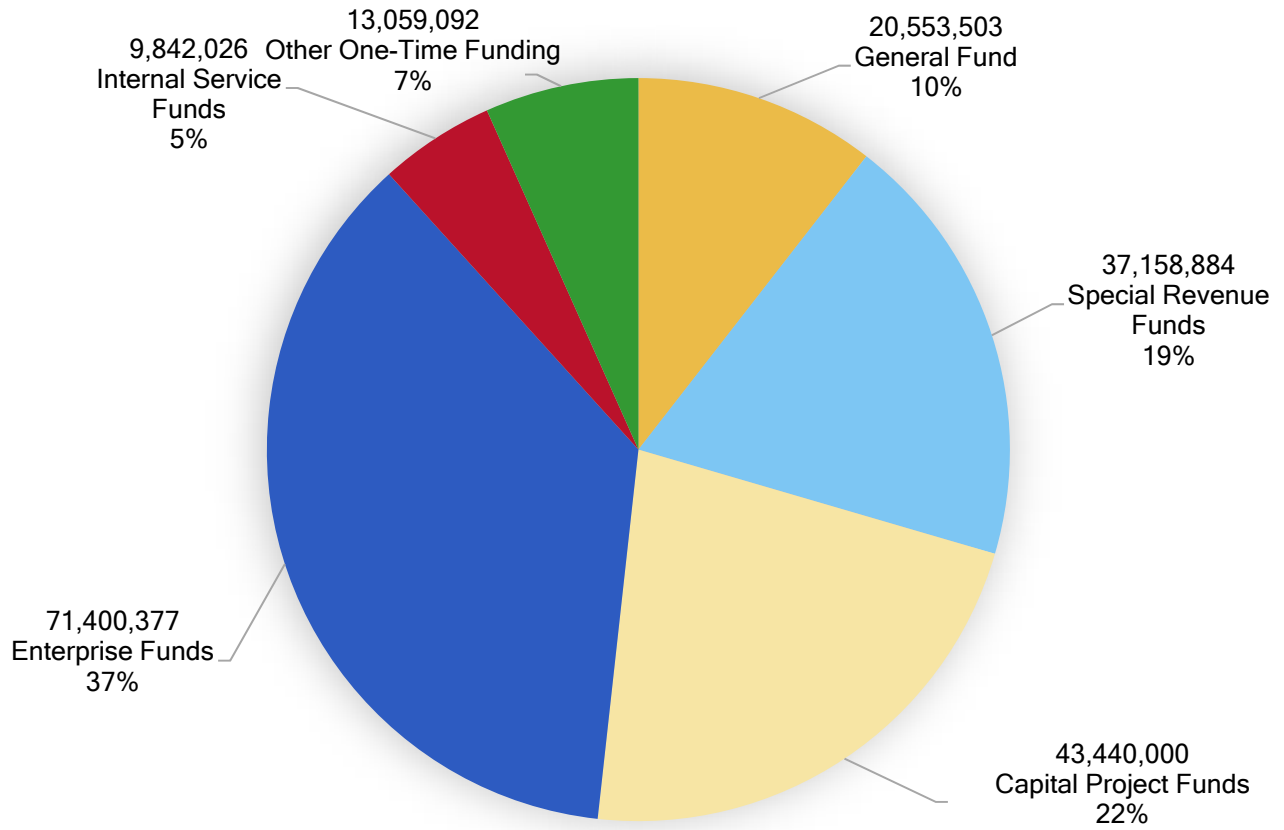
⁷⁵ General Fund Reserve - Catastrophic Loss.

⁷⁶ Vehicle registration fee.

⁷⁷ Includes SB1.

⁷⁸ Long Range Development Plan (LRDP).

CIP BY FUNDING SOURCE - ALL FUNDS TOTAL



SUMMARY BY CATEGORY & PROJECTS – GENERAL FUND RESOURCES

CITYWIDE CAPITAL IMPROVEMENT PROGRAM BY CATEGORY & PROJECTS - GENERAL FUND					
Program Categories	B/OT	Proposed FY 2022	Planned FY 2023	Planned FY 2024	Total
City Facilities		\$900,000	\$900,000	\$900,000	\$2,700,000
Building Assessments	B	\$77,175	\$81,034	\$85,085	\$243,294
Carpet Upgrades	B	\$150,000	\$157,500	\$165,375	\$472,875
Evidence Storage	B	\$36,750	\$ -	\$ -	\$36,750
Public Safety Building Upgrades	B	\$150,000	\$157,500	\$165,375	\$472,875
Roof Replacements	B	\$180,000	\$189,000	\$198,450	\$567,450
Emergency Repairs	B	\$206,075	\$ 214,966	\$185,715	\$606,756
ADA Building Improvements	B	\$100,000	\$100,000	\$100,000	\$300,000
Parks, Recreation and Waterfront		\$4,949,000	\$ 400,000	\$ 400,000	\$5,749,000
Berkeley Tuolumne Camp Rebuild	OT*	\$2,700,000	\$ -	\$ -	\$2,700,000
Bicycle Park	OT	\$100,000	\$ -	\$ -	\$100,000
Cedar Rose (2-5 and 5-12 play structure)	B	\$150,000	\$ -	\$ -	\$150,000
James Kenney Mini Skate Park	OT	\$34,000	\$ -	\$ -	\$34,000
Waterfront: dredging	OT	\$300,000	\$ -	\$ -	\$300,000
Waterfront: pilings/docks	OT	\$300,000	\$ -	\$ -	\$300,000
Echo Lake ADA	OT	\$705,000	\$ -	\$ -	\$705,000
Glendale Laloma (5- 12 play structure + ADA)	OT	\$150,000	\$ -	\$ -	\$150,000
West Campus Plaster	OT	\$350,000	\$ -	\$ -	\$350,000
West Campus Pool Filters	OT	\$160,000	\$ -	\$ -	\$160,000
Annual Parks, Recreation and Waterfront CIP	B	\$ -	\$400,000	\$400,000	\$800,000
Sidewalks		\$635,000	\$635,000	\$635,000	\$1,905,000
50/50 Program	B	\$100,000	\$100,000	\$100,000	\$300,000
Proactive & Responsive Sidewalk Repair	B	\$285,000	\$285,000	\$285,000	\$855,000
Pathway Repairs	B	\$50,000	\$50,000	\$50,000	\$150,000
ADA Curb Ramp Program	B	\$200,000	\$200,000	\$200,000	\$600,000

CITYWIDE CAPITAL IMPROVEMENT PROGRAM BY CATEGORY & PROJECTS - GENERAL FUND					
Program Categories	B/OT	Proposed FY 2022	Planned FY 2023	Planned FY 2024	Total
Streets		\$1,925,000	\$1,925,000	\$1,925,000	\$5,775,000
Annual Street Rehabilitation	B	\$1,925,000	\$1,925,000	\$1,925,000	\$5,775,000
Transportation		\$29,000	\$143,865	\$ -	\$172,865
Shattuck/Berkeley Way Signal	OT	\$29,000	\$143,865	\$ -	\$172,865
Other Infrastructure		\$1,550,000	\$ -	\$ -	\$1,550,000
EV Charging Stations	OT	\$1,150,000	\$ -	\$ -	\$1,150,000
Vision 2050 Planning	OT	\$400,000	\$ -	\$ -	\$400,000
Debt Service		\$901,438	\$901,180	\$899,020	\$2,701,638
Animal Shelter Debt Service/2010 COP ⁷⁹ Animal Shelter	B	\$401,800	\$401,800	\$401,800	\$1,205,400
Repertory Theater Acquisition Debt Service	B	\$249,819	\$249,690	\$248,610	\$748,119
Park (Ball Fields) Acquisition Debt Service	B	\$249,819	\$249,690	\$248,610	\$748,119
Total General Fund		\$10,889,438	\$4,905,045	\$4,759,020	\$20,553,503

B = Baseline (Recurring) Funding; OT = One-time Funding; OT* = Mayor/Council One-time supplemental

⁷⁹ Certificates of Participation.

SUMMARY OF FUND SOURCE BY DEPARTMENT

CIP FUND SOURCE BY DEPARTMENT FY 2022, FY 2023, FY 2024						
Department	Fund Name	Fund Number	Proposed FY 2022	Planned FY 2023	Planned FY 2024	3-Year Total
Fire	Measure FF (Public Safety)	166	\$2,000,000	\$ -	\$ -	\$2,000,000
Fire Department Total			\$2,000,000	\$ -	\$ -	\$2,000,000
Parks, Recreation, & Waterfront	General Fund	011	\$1,339,000	\$ -	\$ -	\$1,339,000
Parks, Recreation, & Waterfront	General Fund - Catastrophic Reserves	099	\$2,700,000	\$ -	\$ -	\$2,700,000
Parks, Recreation, & Waterfront	Playground Camp Fund	125	\$11,500,000	\$ -	\$ -	\$11,500,000
Parks, Recreation, & Waterfront	Parks Tax Fund	138	\$1,075,000	\$1,065,000	\$1,000,000	\$3,140,000
Parks, Recreation, & Waterfront	Capital Improvement Fund	501	\$910,000	\$ 400,000	\$400,000	\$1,710,000
Parks, Recreation, & Waterfront	Measure T1 Infrastructure Bond	511	\$8,025,000	\$2,270,000	\$14,905,000	\$25,200,000
Parks, Recreation, & Waterfront	Marina Fund	608	\$350,000	\$350,000	\$350,000	\$1,050,000
Parks, Recreation, & Waterfront Total			\$25,899,000	\$4,085,000	\$16,655,000	\$46,639,000
Public Works	State Transportation Tax	127	\$764,740	\$595,303	\$595,303	\$1,955,346
Public Works	State Transportation Tax (SB1)	127	\$1,700,000	\$1,700,000	\$1,700,000	\$5,100,000
Public Works	Measure B - Local Street & Road	130	\$134,674	\$ -	\$ -	\$134,674

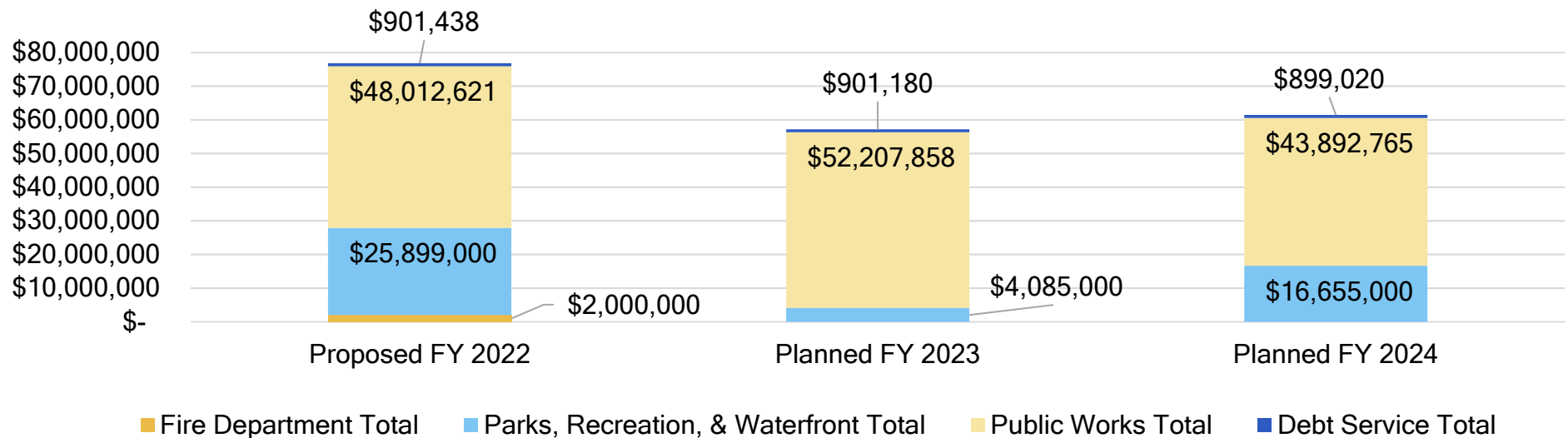
CIP FUND SOURCE BY DEPARTMENT FY 2022, FY 2023, FY 2024

Department	Fund Name	Fund Number	Proposed FY 2022	Planned FY 2023	Planned FY 2024	3-Year Total
Public Works	Measure F - Ala Ct VRF St & Rd	133	\$255,000	\$255,000	\$255,000	\$765,000
Public Works	Measure BB - Local Street & Road	134	\$3,419,965	\$3,180,000	\$3,180,000	\$9,779,965
Public Works	Measure BB - Bike & Ped	135	\$647,571	\$157,287	\$ -	\$804,858
Public Works	Streetlight Assmt District	142	\$443,000	\$443,000	\$ -	\$886,000
Public Works	UC Settlement (LRDP)	147	\$ -	\$793,041	\$ -	\$793,041
Public Works	Private Party Sidewalks	149	\$100,000	\$100,000	\$100,000	\$300,000
Public Works	Capital Grants - Federal	305	\$ -	\$7,335,000	\$ -	\$7,335,000
Public Works	Capital Grants - State	306	\$2,698,459	\$2,227,190	\$ -	\$4,925,649
Public Works	Capital Grants - Local	307	\$785,175	\$ -	\$ -	\$785,175
Public Works	Caltrans Grant	344	\$13,268	\$ -	\$ -	\$13,268
Public Works	Capital Improvement Fund	501	\$5,039,000	\$3,603,865	\$3,460,000	\$12,102,865
Public Works	Measure T1 Infrastructure Bond	511	\$3,990,000	\$5,225,000	\$9,025,000	\$18,240,000
Public Works	Zero Waste Fund	601	\$400,000	\$300,000	\$3,000,000	\$3,700,000
Public Works	Sanitary Sewer	611	\$21,794,583	\$16,456,882	\$20,188,912	\$58,440,376
Public Works	Clean Storm Water	616	\$1,215,000	\$995,000	\$ -	\$2,210,000

CIP FUND SOURCE BY DEPARTMENT FY 2022, FY 2023, FY 2024

Department	Fund Name	Fund Number	Proposed FY 2022	Planned FY 2023	Planned FY 2024	3-Year Total
Public Works	Parking Meter	631	\$ -	\$6,000,000	\$ -	\$6,000,000
Public Works	Equipment Replacement Fund	671	\$4,612,186	\$2,841,290	\$2,388,550	\$9,842,026
Public Works Total			\$48,012,621	\$52,207,858	\$43,892,765	\$144,113,243
Non-Departmental (Debt Service)	Debt Service Funds (transfer from CIP fund)	501/554 /558	\$901,438	\$901,180	\$899,020	\$2,701,638
Debt Service Total			\$901,438	\$901,180	\$899,020	\$2,701,638
Grand Total			\$76,813,059	\$57,194,038	\$61,446,785	\$195,453,882

Note: Fund balance discrepancies are due to unallocated/contingency projects or debt service payments.



The Fire Department has \$0 planned in FY 2023 and FY 2024.

UNFUNDED CAPITAL FY 2022 – FY 2026



Corporation Yard Building

OVERVIEW

Due to the age of the City's infrastructure and limited resources allocated to infrastructure, the City's **unfunded needs tied to infrastructure** have increased over the years and is anticipated to range around **\$1.07 billion from FY 2022 to FY 2026**. Of note, the City's street infrastructure is likely to further deteriorate without a significant infusion of new resources.

Several recent items adopted by voters have provided a much-needed increase in the resources available for the City to address its infrastructure needs:

- **Measure T1:** In November 2016, Berkeley voters passed [Measure T1](#),⁸⁰ authorizing the City to sell \$100 million of General Obligation Bonds to repair, renovate, replace, or reconstruct the City's aging infrastructure and facilities, including sidewalks, storm drains, parks, streets, senior and recreation centers, and other important City facilities

⁸⁰ <https://www.cityofberkeley.info/MeasureT1/>.

and buildings. Council approved 45 projects to be completed in Phase 1, spanning 2017 to 2021. The majority of these [projects are now complete](#)⁸¹, with the balance to be completed in 2021. On December 15, 2020, Council approved more than 30 additional projects to be completed in Phase 2, between 2021 and 2026 and on April 27, 2021, City Council authorized the City to raise an additional \$45 million to complete Phase 2 projects. It is anticipated that the full \$100 million of Measure T1 funds will be expended by 2026, if not sooner.

- **Measure F:** The November 2014 voter approval of Measure F (a Citywide special parks parcel tax) provided an additional \$750,000 per year for major maintenance projects, raising annual funding for parks capital and major maintenance projects from the prior \$250,000 to \$1 million.
- **Measure M:** In November 2012, Berkeley voters approved Measure M (a general obligation bond), to provide an additional \$30 million towards improving the condition of city streets and where appropriate, install Green Infrastructure projects as defined in the Watershed Master Plan. The funds raised with this bond have been fully expended and the City invested these resources to accomplish the following:
 - **Measure BB:** In November 2014, Alameda County voters approved Measure BB (assessment 0.5% sales tax), increasing funding for local transportation enhancements. Berkeley's allocation is approximately \$2.6 million annually and is applied to improving the pavement condition and specific street/transportation improvement projects.

Despite these measures, City facilities and infrastructure needs continue to exceed available funds. For the next five years, the minimum unfunded needs in parks, pools and camps exceed \$103 million. The amount of recurring funding to address these needs has been bolstered by the passage of Measure F, but is still only \$1.4 million per year. The unfunded needs at the Waterfront exceed \$113 million. There is \$350,000/year planned for capital in the Marina Fund, which is insufficient to address the unfunded needs at the Waterfront of \$113 million. Even this level of funding exceeds the Fund's resources: the Marina Fund is projected to need \$650,000 in the next budget year just to maintain baseline Waterfront operations. Capital needs at the Waterfront are otherwise dependent on external funding and

⁸¹ <https://www.cityofberkeley.info/MeasureT1Updates.aspx>

grants. The City has begun the Berkeley Marina Area Specific Plan (BMASP), which is expected to develop alternative approaches to address the structural deficit, exhausted reserves, and declining operating revenue that makes it impossible for the Marina Fund to reinvest in its facilities.

The unfunded needs in streets, sidewalks, storm drain/watershed, sewer, transportation and buildings/facilities exceeds \$990 million. The amount of recurring funding to address these needs is \$31.5 million.

It is anticipated that infrastructure costs will continue to increase through typical wear and tear on our City infrastructure in the coming years, plus the pressures of long-deferred maintenance. As needed improvements continue to be deferred, operating and maintenance costs rise and rehabilitation and replacement costs increase substantially.

UNFUNDED NEEDS

The following describe the various unfunded needs by program category:

- **City Facilities:** The City is responsible for maintenance of 95 facilities, not including Library facilities and facilities leased to other entities, which have not been accounted for in this analysis. These 95 facilities include: 39 facilities in the Parks Recreation and Waterfront inventory and 56 facilities in the Public Works inventory.

The City regularly performs assessments and provides updated condition reports and cost estimates for the City's facility inventory. The most recent assessment for city facility needs estimates the cost of improvements at approximately \$282 million, while the programmed baseline budget allocation to Public Works over the next five years for this work is a cumulative \$4 million allocation from the Capital Improvement Fund. In addition to utilizing one-time sources of project funding, such as Measure T1, Public Works is evaluating the establishment of an internal service fund methodology for major facility capital replacement similar to the established internal service fund for maintenance of city owned facilities, equipment, and information technology.
- **Information Technology:** Technology infrastructure presents unique challenges with respect to forecasting long term requirements because technology evolves quickly compared to other types of infrastructure. The City's needs in terms of network bandwidth, data storage, and wireless devices may be dramatically different in the

future than they are today. Additionally, unlike traditional infrastructure replacement projects which can be done incrementally, some technology tools require a large upfront investment to implement but cost significantly less to upgrade as the technology becomes more common. City staff currently use and maintain a vast technology infrastructure to provide services to the community each day. Current information technology infrastructure will expand as the City uses more technology tools to gain efficiencies.

Currently, the City's asset inventory comprises approximately

- 1,300 desktops,
- 530 laptops,
- 100 tablets, and
- 100 Public Safety Mobile Data Computers (MDCs), which is an increase of 20% compared to last Fiscal Year (FY) 2019 due to the expansion of remote work.

In FY 2015 the City established a replacement fund for its core enterprise financial system, FUND\$. The property tax in excess of the \$10.5 million baseline was allocated for FUND\$ replacement, based on the timing and replacement costs reported in the FUND\$ Status Report.

In FY 2016, the City released a Request For Proposal to identify a vendor and product to replace FUND\$. In FY 2017, the City assembled a team of subject matter experts from across the organization to lead the implementation process of the new software with a focus on change management and process improvement. The team completed the evaluation process and selected a vendor. The team is also charged with replacing additional modules utilized in FUND\$ that are not core financial or HR/Payroll. The Core Financials went live in November 2018 and the HR/Payroll modules went live in January 2021. Other modules will occur in subsequent years and are detailed in the Digital Strategic Plan presented to Council on [March 16, 2021](#).⁸²

In FY 2016, the City established a replacement fund for the citywide telephone system, estimating a ten-year replacement cycle. Staff is planning to replace the handsets at the five-year mark, as the current handsets are already one generation behind. Annual maintenance cost for the VOIP system has increased to \$65,000.

The following are critical projects that are unfunded:

⁸² [https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_01_Digital_Strategic_Plan_\(DSP\)_pdf.aspx](https://www.cityofberkeley.info/Clerk/City_Council/2021/03_Mar/Documents/2021-03-16_WS_Item_01_Digital_Strategic_Plan_(DSP)_pdf.aspx)

- **Cyber Security Resiliency Plan:** The goal of this project to implement foundational safeguards that address documented gaps and deficiencies in the City’s procedures and technologies to support the delivery of services in a safe and resilient manner.⁸³ In FY 2021 Council approved a limited number of projects identified in the city’s Cyber Resilience Plan and implementation is underway to address efforts around data safety, data hygiene and data classification including the onboarding of a Managed Security services provider (MSSP).

There are approximately eight projects for FY 2022, and the purpose of the projects is to address the most critical and consequential issues and action items identified by the City’s consultant that impact or are impacted by pandemic induced work from home in the delivery of services to the community. These projects are prioritized to address the current threat and regulatory environments, then considers the traffic patterns and key components of a “new normal” of distributed operations and faces the known challenges that the City faces in meeting and keeping up with the needs of both.

- **Customer Relationship Management (CRM):** In FY 2019, the City of Berkeley upgraded its CRM software application to version V14R2, Verint-Lagan, used by 311, Public Works and Parks to enter community service requests. Both the CRM and Verint-Lagan knowledge system used by 311 were upgraded. The new 311 CRM system replacement and implementation targeted for FY 2021 was delayed due to achieve savings to address the City’s budget deficit due to COVID-19.

A new CRM system will give 311 the ability to capture, route, and manage all forms of requests through multiple communication channels with integration to Public Works work order system and Zero Waste billing system. Allow community members to see status of their requests through online status of service requests or a City of Berkeley branded mobile solution and an provide an integrated knowledge system with the City Website.

- **Geographical Information Systems (GIS) - Master Address Database (MAD):** The GIS MAD project will address non-compliance with the National Emergency

⁸³https://www.cityofberkeley.info/Clerk/City_Council/2020/12_Dec/City_Council_12-01-2020_-_Special_Closed_Meeting_Agenda.aspx

Number Association (NENA) Grid and e911 Technology, with the goal to establish one master address database out of the City's multiple sources of address data. This msater address database will be a modern GIS based system, that will provide addresses that are more accurate and information that is consistent and current across the City's various applications. As the City roles out a new work order system, zero waste billing system, digital permitting system, and CRM system and others, it is critical that the City have a modern, centralized address database that can easily provide accurate and consistent GIS address data. In addition, upgraded address database will simplify maintenance, allow for timely updates, and ensure consistency in the data. The community will also benefit by having access to real time and accurate address data

- **Parks, Recreation & Waterfront:** The Parks, Recreation & Waterfront Department (PRW) operates, maintains and manages 52 parks, 4 community centers, 2 clubhouses, 2 pools, 3 resident camps, 15 sports fields, 49 sports courts, 63 play areas, 36 picnic areas, 35,000 street trees and park trees, 152 landscaped street medians and triangles, 263 street irrigation systems, and 30 restrooms and out-buildings. In addition, PRW operates and maintains the Berkeley Waterfront and its related facilities, including the docks, pilings, channel, streets, pathways, parking lots, buildings, trails, Adventure Playground, and 1,000 boat and berth rentals. The recurring funding available for capital and major maintenance is \$1.75 million, as shown in the table below.

Funding Source	Annual Capital & Major Maintenance Funding
Parks Tax Fund	\$1,000,000
Capital Improvement Fund	\$400,000
Marina Fund	\$350,000
Camps Fund ⁸⁴	\$0
Total Funding Available	\$1,750,000

Unfunded needs in these facilities are summarized in the table below and available in detail at

⁸⁴ Due to the loss of Berkeley Tuolomne Camp, the Camps Fund does not have sufficient funds at this time to cover any annual investment in capital or major maintenance.

http://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Unfunded_Capital_Projects_List.aspx.

Unfunded Capital Needs	
Needed Improvements ⁸⁵	Cost Estimate
Resident Camps	\$5,885,000
Waterfront	\$113,167,000
Pools	\$7,500,000
Park Buildings/Facilities	\$3,710,000
Parks (General)	\$9,900,000
Parks (Specific)	\$37,402,000
Park Restrooms	\$4,450,000
Total Need	\$182,014,000

The majority of these unfunded needs are at the Waterfront, where many of the docks, pilings, buildings, parking lots and streets have reached the end of their useful life and are starting to fail. As documented in multiple reports over the last several years⁸⁶, there is a diminishing ability to pay for the pressing capital needs in the Waterfront. The Marina Fund, which is the City's mechanism for managing all Waterfront revenues and expenditures, is projected to be insolvent in FY 2022. Revenues have declined by 20% in the last five years, from \$6.4 million in FY 2016 to an estimated \$5.1 million in FY 2021 as a result of safety and security concerns and failing infrastructure, and most recently due to the COVID-19 pandemic, which has hit restaurants, the hotel and commercial office tenants located at the Waterfront particularly hard. The combination

⁸⁵ See Unfunded Capital Projects:

[https://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Capital_Improvements_Program_\(CIP\).aspx](https://www.cityofberkeley.info/Parks_Rec_Waterfront/Home/Capital_Improvements_Program_(CIP).aspx)

⁸⁶ See November 10, 2020 Marina Fund presentation to Council Budget & Finance Policy Committee (https://www.cityofberkeley.info/uploadedFiles/Clerk/2020-11-12_Item_2c_Budget.pdf); December 13, 2018 Off-Agenda Memo (https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/Marina%20Fund%20Update%20121318.pdf); November 15, 2018 Worksession Report (https://www.cityofberkeley.info/Clerk/City_Council/2018/11_Nov/Documents/2018-11-15_WS_Item_02_Parks_Recreation_Waterfront_pdf.aspx); July 1, 2018 Off-Agenda Report ([https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/CM%20Update%20-%20Waterfront%20-%20Hs%20%20Lordships%20\(w%20attachments\).pdf](https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/CM%20Update%20-%20Waterfront%20-%20Hs%20%20Lordships%20(w%20attachments).pdf)); May 8, 2018 Worksession Report (https://www.cityofberkeley.info/Clerk/City_Council/2018/05_May/Documents/2018-05-08_WS_Item_03_Parks_Recreation_Waterfront.aspx); May 8, 2018 Proposed Budget Update (https://www.cityofberkeley.info/Clerk/City_Council/2018/05_May/Documents/2018-05-08_WS_Item_01_FY_2019_Proposed_Budget_Update.aspx); April 12, 2018 Off-Agenda Report (https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_General/Marina%20Fund%20Update%20041218.pdf); and November 7, 2017 Worksession Report (https://www.cityofberkeley.info/Clerk/City_Council/2017/11_Nov/Documents/2017-11-07_WS_Item_02_Parks_Recreation_and_Waterfront_CIP.aspx).

of falling revenue and increasing expenditures have strained the relatively small Marina Fund to a breaking point.

The City has begun a long-term planning effort - the Berkeley Marina Area Specific Plan - to establish the community's vision for the Waterfront and a plan for the Marina to achieve financial viability. There is still a need to address an estimated \$113 million in infrastructure repairs to finger docks, pilings, electrical systems and restrooms. The City is finalizing a \$5.5 million loan from the State to replace D&E docks, which are failing and in urgent need of replacement. If these and additional investments are not made, facilities and infrastructure will either require more costly emergency funding or be closed as in the case of the Berkeley Pier. Waterfront customers will continue to leave the Berkeley Marina, continuing the downward spiral of revenue loss and blight.

- **Sanitary Sewer System:** In 2014, the City (along with EBMUD and all agencies conveying flows to EBMUD) concluded negotiations with the Environmental Protection Agency and the Department of Justice for violation of the Clean Water Act and agreed to a stipulated settlement known as the final [Consent Decree](#).⁸⁷ To comply with the Consent Decree, the City is required to rehabilitate an average of 4.2 miles of sewer pipeline annually based on a three-year rolling average. Effectively, this mandated significant additional maintenance activities and capital improvements results in increased costs of managing the City's existing sewer system. After a sewer rate study was completed, a [series of rate adjustments](#)⁸⁸ were adopted beginning in FY 2016 to support the added financial load of the Consent Decree requirements. The City is currently on track to meet rehabilitation mileage targets with revenues generated from sanitary sewer fees, however the costs per mile for sewer construction have increased since the rate study was completed. These costs will have to be closely monitored going forward over the duration of the Consent Decree, in case additional funding is needed to maintain the City's sanitary sewer system. Public Works is currently preparing a Sanitary Sewer Master Plan, which will identify areas of high inflow and infiltration and capacity deficiency in the sanitary sewer system, provide prioritization of capital improvements, develop 5-year and 15-year capital

⁸⁷ http://www.cityofberkeley.info/Clerk/City_Council/2014/09_Sep/Documents/2014-09-09_Item_62_EPA_Litigation.aspx

⁸⁸ http://www.cityofberkeley.info/Clerk/City_Council/2015/06_Jun/Documents/2015-06-30_Item_21_Setting_New_Sustainable.aspx

improvement plans, and analyze the City's current sanitary sewer rate structure's ability to fund future improvements. Based on the results of this master plan, a better assessment of future liability will be presented in the next Unfunded Liabilities Report.

- **Storm Water System:** The City's engineered storm drains include approximately 78 miles of underground pipes, manholes, catch basins and cross-drains, and 30 green infrastructure installations. Much of the storm water infrastructure is over 80 years old and needs substantial rehabilitation. The backlog of projects includes:
 - Rehabilitation of pipeline reaches;
 - Conveying dry weather flows;
 - Replacement of deteriorated drain inlets and piping;
 - Major cleaning of the primary storm collectors in the lower Berkeley drainage watersheds; and
 - Replacement of street cross drains.

The City desires to address these issues while forwarding its policies to improve the environment by pursuing Green Infrastructure and Low Impact Development (LID) methods.

In 2012, City Council adopted the City's [Watershed Management Plan \(WMP\)](#)⁸⁹. The WMP uses LID methods to develop an integrated and sustainable strategy for managing storm water resources that addresses water quality, flooding, and the preservation of local creek habitats and the San Francisco Bay. According to the 2012 Watershed Management Plan, the total unfunded need of the storm water system is projected at \$208 million. Staff estimates an additional need of \$38 million over the next five years towards unfunded maintenance of storm water infrastructure as well as storm drain and Green Infrastructure Plan capital improvement projects. Set to begin in 2021 are updates to the Watershed Management Plan and development of a Storm Drain Master Plan, which will assist with the planning for rehabilitation and replacement of aging infrastructure and how to address future water runoff flows.

The City has two Clean Storm Water Fee sources assessed to owners of real property that contribute to storm water runoff and use the City's storm drain for collection and conveyance. The first Clean Storm Water Fee was established in the early 1990's and generated enough revenue to cover only baseline storm water maintenance operations

⁸⁹ See http://www.cityofberkeley.info/Clerk/City_Council/2012/10Oct/Documents/2012-10-30_Item_20_Watershed_Management_Plan.aspx

and emergency storm drain response efforts. In FY 2018, the City passed a second Clean Storm Water Fee through voter approval of a majority of responding property owners. In addition to increasing revenue for maintenance and operations, the new fee has added an additional \$1.1 million in annual revenue available for capital projects.

- **Sidewalks:** The City manages sidewalk repair programs to keep the City’s sidewalks safe and provide for safe pedestrian passage, including make-safe repairs, annual proactive and responsive repair programs, and the City’s 50/50 replacement cost share program in which the City shares the liability and costs for broken sidewalks with property owners.

Approximately \$700,000 is available in annual funding towards sidewalks maintenance and repair construction from baseline allocations from the Capital Improvement Fund and 50/50 Program contributions from residents. Over time, the backlog of sidewalk repairs identified to be addressed through the 50/50 program has grown significantly beyond the funding capacity to make the needed repairs. Staff estimates that it would require \$6 million to close the remaining 50/50 program funding gap to address the backlog within the next 5-year CIP cycle, with about \$5 million in other sidewalk infrastructure repairs needed over that same period. A one-time allocation of \$500,000 in Excess Equity revenue was added to the FY 2020 Sidewalks CIP budget, but a second \$500,000 allocation programmed for FY 2021 was deferred due to citywide budget balancing needs. Any reallocation to sidewalks from local streets and roads funds such as gas tax would impact the streets paving program.

- **Streets:** Berkeley has 216 centerline miles (450 lane miles) of public streets within the City limit comprising 22 miles of arterials, 37 miles of collectors, and 156 miles of residential streets. The current citywide Pavement Condition Index (PCI) rating for those streets is 57 (out of 100), putting Berkeley streets collectively in the “At-Risk” category. This is well below the 2012 City Council approved City Auditor recommendation to achieve a PCI rating goal of 75. The City currently allocates about \$7.3 million in recurring funding to Street paving from local and state sources, including:
 - Measure BB,
 - Vehicle Registration Fees (VRF),
 - State Transportation Tax/SB1; and
 - The City’s Capital Improvement Fund.

This funding for street paving projects is not only spent on paving, but is also spent on complete streets project elements such as:

- Traffic calming;
- Signal maintenance and improvements;
- Transit area improvements;
- Sidewalk maintenance and capital improvements; and
- Storm drainage and green infrastructure improvements.

The City has used bond funding to supplement its recurring sources of funding, including Measure M, Measure T1, in which \$8.5 million was programmed to Streets in Phase 1 and \$6.8 million is planned in Phase 2. According to the City's Street Saver system software and detailed analysis and projections provide by a Streets Engineering consultant, the streets network has approximately \$250 million in deferred maintenance needs. The City would need to allocate \$17.3 million each year to maintain its current PCI, and increase its annual paving funding to \$27.3 million a year to increase the PCI by 5 points. In order to merely maintain the City's PCI after one-time bond funds are expended, it will be necessary to identify additional annual funding for the pavement management program. To significantly improve Berkeley's pavement condition, a substantial investment and influx of funding will have to be made.

- **Transportation:** The City currently has 142 traffic signals and 20 Rectangular Rapid Flashing Beacons (RRFBs) maintained by the Public Works Department. To support this network, Public Works has a baseline budget of \$300,000 in capital maintenance for signals and other traffic calming devices, and \$100,000 toward new traffic calming requests. These funding levels are insufficient to bring all of the signals up to date. As a result, there are deficiencies at many intersections throughout the city, including lack of detection devices, lack of pedestrian push buttons, and lack of battery backup for signal controllers in case of power outage. Any reallocation to traffic signals from street and transportation funds such as gas tax and Measure B & BB would impact the street paving program or other transportations projects.

Parking capital infrastructure is newly added to the unfunded capital needs report in FY 2021. COVID-19 impacts to both on-street and off-street parking revenue have depleted parking fund reserves earmarked for major capital improvements to the City's parking infrastructure. The Telegraph Channing Garage Elevator Replacement Project, scheduled to begin in FY 2021 but deferred to a future fiscal year, has an estimated full

project cost of approximately \$1.0M. The Citywide Parking Meter Upgrade/Replacement project is estimated to cost \$6.0M and is scheduled for FY 2023, to align with cell network carrier technology upgrades. Public Works has programmed an annual contribution to the On-Street Parking Fund balance at a rate of \$1.0M/year through FY 2023 to fund the project. By FY 2023, those fund balances will have been completely drained to cover parking program operations. Funding for these major projects is uncertain until the parking funds can restore revenues.

FY 2022 SUMMARY UNFUNDED CAPITAL

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1- 5
Parks, Park Buildings, Pools, Waterfront, and Camps						
Available Funding ⁽¹⁾	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$8,750,000
Expenditures	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$8,750,000
Capital & Maint. Need ⁽²⁾	\$182,014,000					
Unfunded Capital	(\$183,861,280)	(\$185,761,666)	(\$187,691,899)	(\$189,660,737)	(\$191,668,952)	(\$191,668,952)
Public Buildings						
Available Funding	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Expenditures	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$4,000,000
Capital & Maint. Need	\$282,300,000					
Unfunded Capital	(\$287,130,000)	(\$292,056,600)	(\$297,081,732)	(\$302,207,367)	(\$307,435,514)	(\$307,435,514)
Sidewalks						
Available Funding	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
Expenditures	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
Capital & Maint. Need	\$11,120,000					
Unfunded Capital	(\$10,628,400)	(\$10,126,968)	(\$9,615,507)	(\$9,093,818)	(\$8,561,694)	(\$8,561,694)
Streets & Roads						
Available Funding	\$6,820,000	\$6,820,000	\$6,820,000	\$6,820,000	\$6,820,000	\$34,100,000
Expenditures	\$6,820,000	\$6,820,000	\$6,820,000	\$6,820,000	\$6,820,000	\$34,100,000
Capital & Maint. Need	\$250,000,000					
Unfunded Capital	(\$248,043,600)	(\$246,048,072)	(\$244,012,633)	(\$241,936,486)	(\$239,818,816)	(\$239,818,816)
Sewers						
Available Funding	\$21,974,583	\$16,456,882	\$20,188,912	\$24,206,893	\$24,700,000	\$107,527,270
Expenditures	\$21,974,583	\$16,456,882	\$20,188,912	\$24,206,893	\$24,700,000	\$107,527,270

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1- 5
Capital & Maint. Need	\$193,800,000					
Unfunded Capital	(\$175,261,925)	(\$161,981,144)	(\$144,628,077)	(\$122,829,608)	(\$100,092,200)	(\$100,092,200)
Storm Water						
Available Funding	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000
Expenditures	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000
Capital & Maint. Need	\$245,820,000					
Unfunded Capital	(\$249,410,400)	(\$253,072,608)	(\$256,808,060)	(\$260,618,221)	(\$264,504,586)	(\$264,504,586)
Traffic Signals & Parking Infrastructure						
Available Funding	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Expenditures	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Capital & Maint. Need	\$14,838,800					
Unfunded Capital	(\$14,727,576)	(\$14,614,128)	(\$14,498,410)	(\$14,380,378)	(\$14,259,986)	(\$14,259,986)
Cybersecurity Resiliency Plan⁽³⁾						
Available Funding	\$489,000	\$0	\$0	\$0	\$0	\$489,000
Expenditures	\$2,129,500	\$2,649,000	\$3,701,500	\$2,189,500	\$2,298,975	\$12,968,475
Capital & Maint. Need	\$12,479,475					
Unfunded Capital	(\$1,640,500)	(\$2,649,000)	(\$3,701,500)	(\$2,189,500)	(\$2,298,975)	(\$12,479,475)
Customer Relationship Management (CRM) System						
Available Funding	\$0	\$80,000	\$80,000	\$80,000	\$80,000	\$320,000
Expenditures	\$200,000	\$80,000	\$80,000	\$80,000	\$80,000	\$520,000
Capital & Maint. Need	\$520,000					
Unfunded Capital	(\$200,000)	\$0	\$0	\$0	\$0	(\$200,000)
GIS: Address Database						
Available Funding	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Expenditures	\$250,000	\$100,000	\$50,000	\$50,000	\$50,000	\$500,000

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1- 5
Capital & Maint. Need	\$500,000					
Unfunded Capital	(\$250,000)	(\$100,000)	\$0	\$0	\$0	(\$350,000)

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
TOTALS						
Available Funding	\$34,233,583	\$28,306,882	\$32,088,912	\$36,106,893	\$36,600,000	\$167,336,270
Expenditures	\$36,324,083	\$31,055,882	\$35,790,412	\$38,296,393	\$38,898,975	\$180,365,745
T1 Funding - Infrastructure Bond ⁽⁴⁾	\$10,650,000	\$10,650,000	\$10,650,000	\$10,650,000	\$10,650,000	\$53,250,000
Capital & Maint. Need	\$1,193,392,275					
Unfunded Capital	(\$1,169,346,556)	(\$1,151,027,605)	(\$1,127,607,745)	(\$1,101,213,507)	(\$1,073,688,802)	(\$1,073,688,802)

(1) Unless otherwise noted, available funding includes recurring sources of capital and major maintenance funding.

(2) Capital & Maint. Needs are current estimates of unfunded needs. Needs are estimated to increase at a rate of 2% a year.

(3) As presented to Council in the closed session dated 12/1/2020.

(4) The remaining \$53.25 million of the bond allocated to project budgets is estimated to be equally distributed over 5 years (i.e., \$10.65 million/year).

COMMUNITY AGENCIES

OVERVIEW

The City of Berkeley prides itself in its support of community-based organizations and the incredible extension of critical services these agencies provide Berkeley residents.

ALLOCATION PROCESS

The City of Berkeley combines multiple sources of funds into one consolidated Request for Proposals (RFP) and [allocation process](#)⁹⁰ for community agencies. These funds are used to support public services and capital projects that benefit people with incomes at 80% of Area Median Income (AMI) or below. The Health, Housing & Community Services Department manages the RFP and allocation process and coordinates the review process among the four commissions:

- Housing Advisory Commission (HAC),
- Homeless Commission (HC),
- Human Welfare and Community Action Commission (HWCAC), and
- Children, Youth, and Recreation Commission (CYRC).

The consolidated allocation process includes specific recommendations for CDBG and ESG funds to community agencies.

During this funding process 63 agencies applied for over \$21 million in funding for 119 programs including 13 new agencies and 33 new programs. FY 2022 will be the 3rd year of a 4-year allocation of federal funds for community agencies.

Funding for Arts projects continues to pass through a separate allocation process involving the Civic Arts Commission. Public Health, Mental Health, and Public Works community agency allocations are also allocated through different processes.

⁹⁰ https://www.cityofberkeley.info/Clerk/City_Council/2019/04_Apr/Documents/2019-04-23_Special_Item_01_Submission_of_the_PY_2019_Annual_pdf.aspx

FUNDING SUMMARY

For FY 2022, the City will spend \$20,484,394 in General Funds, Federal Funds, and other funds for community agencies. This amount represents a 22% decrease from the \$26,311,113 amount allocated to community agencies in FY 2021. The following pages contain:

- FY 2022 Community Allocations by Service Type, and
- FY 2022 Proposed Budget Community Allocations for all funding sources.

FY 2022 COMMUNITY AGENCY ALLOCATIONS BY SERVICE TYPE

	General Funds	Federal Funds	Other Funds	All Sources
Arts	\$586,652	\$0	\$0	\$586,652
Childcare	\$586,819	\$ -	\$13,275	\$600,094
Community Facilities Improvements	\$24,575	\$1,113,570	\$ -	\$1,138,145
Community Media	\$230,710	\$ -	\$ -	\$230,710
Disability Programs	\$86,122	\$159,660	\$1,432,011	\$1,677,793
Economic Development	\$422,500	\$ -	\$ -	\$422,500
Employment Training	\$295,165	\$ -	\$ -	\$295,165
Health	\$2,060,256	\$160,000	\$ -	\$2,220,256
Homeless	\$8,661,884	\$634,930	\$1,405,950	\$10,702,764
Housing Dev & Rehab	\$203,475	\$250,000	\$ -	\$453,475
Legal/ Advocacy	\$895,486	\$35,000	\$ -	\$930,486
Other	\$168,104	\$ -	\$ -	\$168,104
Recreation	\$18,573	\$ -	\$ -	\$18,573
Seniors	\$9,110	\$ -	\$ -	\$9,110
Youth	\$1,040,567	\$ -	\$ -	\$1,040,567
TOTAL	\$15,289,998	\$2,353,160	\$2,851,236	\$20,494,394

	FY 2021 All Sources	FY 2022 All Sources	Percent Change
Arts	\$573,654	\$586,652	2%
Childcare	\$643,902	\$600,094	-7%
Community Facilities Improvements	\$24,575	\$1,138,145	4531%
Community Media	\$230,710	\$230,710	0%
Disability Programs	\$1,604,926	\$1,677,793	5%
Economic Development	\$422,500	\$422,500	0%
Employment Training	\$295,165	\$295,165	0%
Health	\$2,220,256	\$2,220,256	0%
Homeless	\$13,823,569	\$10,702,764	-23%
Housing Dev & Rehab	\$453,475	\$453,475	0%
Legal/ Advocacy	\$4,757,027	\$930,486	-80%
Other	\$168,104	\$168,104	0%
Recreation	\$18,573	\$18,573	0%
Seniors	\$9,110	\$9,110	0%
Youth	\$1,065,567	\$1,040,567	-2%
TOTAL	\$26,311,113	\$20,494,394	-22%

FY 2022 COMMUNITY AGENCY ALLOCATIONS

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
Arts									
Berkeley Art Center	\$73,654	\$86,652	\$ -	\$ -	\$ -	\$ -	\$ -	\$86,652	\$ -
Civic Arts Grants	\$500,000	\$500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$500,000	\$ -
Arts Total	\$573,654	\$586,652	\$ -	\$ -	\$ -	\$ -	\$ -	\$586,652	\$ -
Childcare									
Bay Area Hispano Institute for Advancement - Child Development Program	\$82,143	\$82,143	\$ -	\$ -	\$ -	\$ -	\$ -	\$82,143	\$ -
Bananas Inc.									
Child Care Subsidies	\$283,110	\$283,110	\$ -	\$ -	\$ -	\$ -	\$ -	\$269,835	\$13,275
Play & Learn Playgroups	\$10,527	\$10,527	\$ -	\$ -	\$ -	\$ -	\$ -	\$10,527	\$ -
QRIS Services	\$95,000	\$95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$95,000	\$ -
Ephesians Children's Center - Childcare Program	\$45,507	\$45,507	\$ -	\$ -	\$ -	\$ -	\$ -	\$45,507	\$ -
Healthy Black Families, Inc.									
Sisters Together Empowering Peers (STEP)	\$87,616	\$43,808	\$ -	\$ -	\$ -	\$ -	\$ -	\$43,808	\$ -
Nia House Learning Center	\$39,999	\$39,999	\$ -	\$ -	\$ -	\$ -	\$ -	\$39,999	\$ -
Childcare Total	\$643,902	\$600,094	\$ -	\$ -	\$ -	\$ -	\$ -	\$586,819	\$13,275
Community Facilities Improvements									
Rebuilding Together									

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund						Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1	Other	
Community Facilities	\$24,575	\$24,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$24,575	\$ -
Public Facility Improvements RFP	\$ -	\$1,145,251	\$1,145,251	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Facilities Improvements Total	\$24,575	\$1,169,826	\$1,145,251	\$ -	\$ -	\$ -	\$ -	\$24,575	\$ -
Community Media									
Berkeley Community Media	\$230,710	\$230,710	\$ -	\$ -	\$ -	\$ -	\$ -	\$230,710	\$ -
Community Media Total	\$230,710	\$230,710	\$ -	\$ -	\$ -	\$ -	\$ -	\$230,710	\$ -
Disability Programs									
Bay Area Outreach and Recreation Program									
Recreational Services for the Disabled	\$43,592	\$43,592	\$ -	\$ -	\$ -	\$ -	\$ -	\$43,592	\$ -
Berkeley Place	\$17,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonita Place									
Creative Wellness Center	\$15,324	\$15,324	\$ -	\$ -	\$ -	\$ -	\$ -	\$15,324	\$ -
Center for Independent Living									
Wheelchair, Ramp & Lift Program	\$159,660	\$159,660	\$159,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Easy Does It	\$1,341,961	\$1,432,011	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,432,011
Through the Looking Glass	\$27,206	\$27,206	\$ -	\$ -	\$ -	\$ -	\$ -	\$27,206	\$ -

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
Free Women and Transgender Health Care Service	\$15,858	\$15,898	\$ -	\$ -	\$ -	\$ -	\$ -	\$15,898	\$ -
Sugar-Sweetened Beverage Berkeley Unified School District	\$950,000	\$950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$950,000	\$ -
Sugar-Sweetened Beverage Panel (POE) ⁹¹	\$950,000	\$950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$950,000	\$ -
Health Total	\$2,220,256	\$2,220,256	\$ -	\$160,000	\$ -	\$ -	\$ -	\$2,060,256	\$ -
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	\$68,220	\$ -	\$ -	\$ -	\$ -	\$ -	\$68,220	\$ -
Alameda County Housing & Community Development Department									
HMIS Support	\$18,676	\$6,676	\$ -	\$ -	\$6,676	\$ -	\$ -	\$ -	\$ -
COVID Rapid Re-Housing	\$2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

⁹¹ Subject to the Sugar-Sweetened Beverage Panel of Experts (POE) allocation.

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Measure U1	Other	Other Funds
			CDBG	CSBG	ESG	Measure P				
Pass Through to Abode										
Alameda County Network of Mental Health Clinics										
Daytime Drop-In	\$35,721	\$35,721	\$ -	\$ -	\$ -	\$ -	\$ -	\$35,721	\$ -	
Representative Payee Services	\$32,016	\$32,016	\$ -	\$ -	\$ -	\$ -	\$ -	\$32,016	\$ -	
Locker Program	\$75,000	\$75,000	\$ -	\$ -	\$ -	\$50,000	\$ -	\$ -	\$ -	
Bay Area Community Services										
North County HRC	\$1,940,672	\$2,181,785	\$248,419	\$ -	\$ -	\$1,000,000	\$100,000	\$833,366	\$ -	
STAIR Pathways	\$2,410,101	\$2,499,525			\$209,333	\$1,290,192			\$1,000,000	
Berkeley Food & Housing Project										
Case Management Tied to Permanent Housing	\$100,190	\$100,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$100,190	\$ -	
Men's Shelter	\$261,771	\$170,502	\$170,502	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Russell Street Supportive Housing Program	\$157,045	\$157,045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$157,045	
Women's Shelter	\$230,644	\$119,963	\$ -	\$ -	\$ -	\$ -	\$ -	\$119,963	\$ -	

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
COVID Respite Program	\$1,427,684		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
COVID Rapid Re-Housing	\$720,000	\$228,905	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$228,905
Bonita House									
Case Management Tied to Permanent Housing	\$24,480	\$24,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$24,480	\$ -
Building Opportunities for Self-Sufficiency (BOSS)									
BOSS House Navigation Team	\$86,831	\$86,831	\$ -	\$ -	\$ -	\$ -	\$ -	\$86,831	\$ -
Representative Payee Services	\$52,440	\$52,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$52,440	\$ -
Ursula Sherman Village Families Program	\$99,564	\$51,383	\$ -	\$ -	\$ -	\$ -	\$ -	\$51,383	\$ -
Ursula Sherman Village Singles Shelter	\$283,291	\$104,662	\$ -	\$ -	\$ -	\$ -	\$ -	\$104,662	\$ -
Step Up Housing (1367 University)	\$ -	\$932,975	\$ -	\$ -	\$ -	\$932,975	\$ -	\$ -	\$ -

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
City of Berkeley EveryOne Home	\$23,837	\$23,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$23,837	\$ -
Covenant House California (YEAH!)									
Shelter Services - HCRC	\$663,013	\$318,388	\$ -	\$ -	\$ -	\$ -	\$ -	\$318,388	\$663,013
Dorothy Day									
Berkeley Emergency Storm Shelter	\$220,101	\$30,101	\$ -	\$ -	\$ -	\$ -	\$ -	\$30,101	\$ -
Drop In Center	\$181,777	\$181,777	\$ -	\$ -	\$ -	\$181,777	\$ -	\$ -	\$ -
Vets Shelter	\$685,632	\$566,037	\$ -	\$ -	\$ -	\$566,037	\$ -	\$ -	\$ -
Horizon		\$850,000	\$ -	\$ -	\$ -	\$850,000	\$ -	\$ -	\$ -
Downtown Berkeley Association									
Double Helping Hand	\$216,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Homeless Outreach Worker	\$40,000	\$40,000	\$ -	\$ -	\$ -	\$40,000	\$ -	\$ -	\$ -
Downtown Streets Team	\$225,000	\$225,000	\$ -	\$ -	\$ -	\$225,000	\$ -	\$ -	\$ -
Fred Finch Youth Center									
Turning Point	\$289,255	\$189,255	\$ -	\$ -	\$ -	\$ -	\$ -	\$189,255	\$ -
Lifelong Medical Care									
Case Management Tied to	\$163,644	\$163,644	\$ -	\$ -	\$ -	\$ -	\$ -	\$163,644	\$ -

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
Permanent Housing									
Supportive Housing Program UA Homes	\$55,164	\$55,164	\$ -	\$ -	\$ -	\$ -	\$ -	\$55,164	\$ -
Street Medicine/Trust Clinic	\$50,000	\$525,000	\$ -	\$ -	\$ -	\$525,000	\$ -	\$ -	\$ -
Options Recovery Services - Detox Services & Day Treatment									
Transitional Housing and Case Management	\$50,000	\$50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$50,000	\$ -
Project We Hope									
Dignity On Wheels	\$215,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telegraph Business Improvement District									
Berkeley Host Program	\$49,139	\$49,139	\$ -	\$ -	\$ -	\$ -	\$ -	\$49,139	\$ -
The Suitcase Clinic	\$9,828	\$9,828	\$ -	\$ -	\$ -	\$ -	\$ -	\$9,828	\$ -
Toolworks, Inc. Supportive Housing	\$47,665	\$47,665	\$ -	\$ -	\$ -	\$ -	\$ -	\$47,665	\$ -
Women's Daytime Drop-In Center									
Bridget Transitional House Case Management	\$118,728	\$118,728	\$ -	\$ -	\$ -	\$ -	\$ -	\$118,728	\$ -

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
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	\$117,000	\$78,000	\$ -	\$ -	\$ -	\$78,000	\$ -	\$ -	\$ -
Homeless Services Total	\$13,823,569	\$10,702,764	\$418,921	\$ -	\$216,009	\$5,738,981	\$100,000	\$2,822,903	\$1,405,950
Housing Development & Rehabilitation									
Bay Area Community Land Trust	\$5,200	\$5,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$5,200	\$ -
Organizational Capacity Building	\$100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CHDO Programs	See HTF/CHDO	See HTF/CHDO	\$ -	\$ -	\$ -	\$ -	\$100,000	\$ -	\$ -
Habitat for Humanity/East Bay/Silicon Valley									
Housing Rehabilitation Grant Program	\$250,000	\$250,000	\$250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rebuilding Together									

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
Safe Home Project	\$98,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$98,275	\$ -
Housing Development & Rehabilitation Total	\$453,475	\$453,475	\$250,000	\$ -	\$ -	\$ -	\$100,000	\$103,475	\$ -
Legal/Advocacy									
East Bay Community Law Center									
Consumer Justice Clinic/Housing Advocacy	\$33,644	\$33,644	\$ -	\$ -	\$ -	\$ -	\$ -	\$33,644	\$ -
Eviction Defense Services	\$275,000	\$275,000	\$ -	\$ -	\$ -	\$ -	\$275,000	\$ -	\$ -
Housing Retention	\$1,250,000	\$250,000	\$ -	\$ -	\$ -	\$ -	\$250,000	\$ -	\$ -
Eden Council for Hope and Opportunity	\$35,000	\$35,000	\$35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Eviction Defense Center									
Rent Board	\$275,000	\$275,000	\$ -	\$ -	\$ -	\$ -	\$275,000	\$ -	\$ -
COVID Rental Assistance	\$2,701,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Basic Needs	\$125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Family Violence Law Center - Domestic Violence & Homelessness Prevention Project	\$61,842	\$61,842	\$ -	\$ -	\$ -	\$ -	\$ -	\$61,842	\$ -

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
School Based Behavioral Health Services	\$94,964	\$94,964	\$ -	\$ -	\$ -	\$ -	\$ -	\$94,964	\$ -
Bay Area Hispano Institute for Advancement - Out of School Time Programs	\$21,447	\$21,447	\$ -	\$ -	\$ -	\$ -	\$ -	\$21,447	\$ -
Berkeley High School Bridge Program	\$79,000	\$79,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$79,000	\$ -
Berkeley Youth Alternatives:									
Afterschool Program	\$30,000	\$30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$30,000	\$ -
Counseling	\$30,000	\$30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$30,000	\$ -
Biotech Partners - Biotech Academy at Berkeley High	\$91,750	\$91,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$91,750	\$ -
Ephesians School-Age Program	\$39,840	\$39,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$39,840	\$ -
Lifelong Medical Care									
Rosa Parks Collaborative	\$44,804	\$44,804	\$ -	\$ -	\$ -	\$ -	\$ -	\$44,804	\$ -
Multicultural Institute Youth Mentoring	\$33,603	\$33,603	\$ -	\$ -	\$ -	\$ -	\$ -	\$33,603	\$ -
Pacific Center for Human Growth - Safer Schools Project	\$23,245	\$23,245	\$ -	\$ -	\$ -	\$ -	\$ -	\$23,245	\$ -
RISE Program	\$216,039	\$216,039	\$ -	\$ -	\$ -	\$ -	\$ -	\$216,039	\$ -

Agency/Individual Name	FY 2021 Actual	FY 2022 Proposed	General Fund					Other	Other Funds
			CDBG	CSBG	ESG	Measure P	Measure U1		
Stiles Hall	\$90,000	\$90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$90,000	\$ -
Supplybank.Org (Formerly K to College)	\$25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Through The Looking Glass - Parenting Education and Kindergarten Readiness	\$25,000	\$25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$25,000	\$ -
UC Berkeley									
BUILD Literacy/Cal Corp	\$95,360	\$95,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$95,360	\$ -
Bridging Berkeley	\$34,640	\$34,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$34,640	\$ -
YMCA of the East Bay - Y-Scholars Program									
Y-Scholars Program	\$40,000	\$40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$40,000	\$ -
School Readiness Program	\$50,875	\$50,875	\$ -	\$ -	\$ -	\$ -	\$ -	\$50,875	\$ -
Youth Total	\$1,065,567	\$1,040,567	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,040,567	\$ -
Total Community Agency Allocations	\$26,311,113	\$20,526,075	\$2,008,832	\$160,000	\$216,009	\$5,738,981	\$1,000,000	\$8,551,017	\$2,851,236

Abbreviations: Community Development Block Grant (CDBG), Community Housing Development Organization (CHDO), Community Services Block Grant (CSBG), Emergency Solutions Grant (ESG), Housing Trust Fund (HTF)