

# CITY OF SAN JOSE

## 2008-2009 ADOPTED OPERATING BUDGET

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### BUDGET POLICIES

The Operating and Capital Budgets and the Capital Improvement Program are prepared and administered in accordance with several sources of policy direction. First, the City Charter requires that the budgets are balanced, include a complete financial plan for all City funds, and meet certain legal deadlines for submittal. Second, the City Council has established budget policies. These policies include guidelines, standards, and requirements for preparation and monitoring of both the Operating and Capital Budgets. The complete text of the adopted budget policies follows. Third, the budgets are developed in accordance with the Mayor's budget priorities and direction as approved by the City Council in March and June of each year. Fourth, recommendations of special studies by Council-appointed task forces, boards, commissions, and committees may be considered upon the direction of the City Council. Finally, public input is considered throughout the process, with scheduled public hearings at key Council decision points.

#### A. Operating Budget

##### 1. *General*

The budget should be a performance, financing, and spending plan agreed to by the Mayor, City Council, City Manager, and other Council Appointees. It should contain information and data regarding expected revenues and resources (inputs), expected expenditures, and expected performance (outcomes). During the fiscal year, actual experience (revenues, expenditures, and performance) will be periodically measured against the plan.

The City will prepare and annually refine written goals and policies to guide the preparation of financing, spending, and performance plans for the City budget. Proposed budgets will comply with the proposed budget policies and Council priorities.

The City uses a performance-based budget. The core service is the lowest level in the organization for which budgets are prepared. Each core service budget will include financing and spending plans. Each core service will also propose an annual performance plan. The plan must identify ongoing performance targets and corresponding indicators, which measure performance. The plan should also include specific performance targets, which will have results during the budget year. All performance at the core service level must be consistent with the mission statements at the department level and the outcomes of the City Service Area at the City level, meeting the performance as well as budget goals and policies established by the Mayor and City Council.

Department and program managers will not exceed the Council-approved appropriations in any fund. Appropriations for departmental operations are approved by the City Council in two categories: Personal Services and Non-Personal/Equipment. These appropriations are shown in the departmental budgets. In addition, appropriations are approved for Capital Projects, City-Wide projects, and other targeted functions with special and capital funds. The City Council may approve modifications to these appropriations throughout the year as warranted by revenue collections and activity demands.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

**2. *Fiscal Integrity***

The City will maintain the fiscal integrity of its operating, debt service, and capital improvement budgets, which provide services and maintain public facilities, streets, and utilities.

Ongoing operating program costs will not exceed the amount of ongoing revenue to finance those costs. Interfund loans will not be used as a funding mechanism to address ongoing gaps between revenues and costs. If a new program is added on an ongoing basis, an ongoing revenue source will be identified to fund the program costs. Any available carryover balance will only be used to offset one-time costs.

**3. *Contingency Funds or Accounts***

Four different contingency funds or accounts are established:

a) Contingency Reserve

For the General Fund, a contingency reserve amount, which is a minimum of 3% of the operating budget, is established. The purpose of this reserve is to meet unexpected circumstances, such as a General Fund revenue shortfall.

Appropriate levels of contingency funds will be determined and maintained in the capital and special funds.

b) Cash Reserve Fund (Earmarked Reserve)

An earmarked reserve for known but unspecified expenses, as mandated by the City Charter, that can be spent throughout the year as Council authorizes shall be established.

c) Emergency Reserve Fund

An adequate emergency reserve (Fund 406), as mandated by the City Charter, shall be determined and maintained.

d) Economic Uncertainty Reserve

An adequate reserve shall be maintained. The reserve shall include the revenues realized from the sale of surplus city properties, excluding those that have been designated for specific project funding as of October 1, 2004.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

**4. Fund Balance**

The appropriation of carryover fund balance must be approved judiciously. This should ensure that ongoing expenditures will be budgeted only to the extent that proven revenue streams exist.

In the annual budget, and in subsequent reports, there will be a presentation on fund balances and their anticipated uses.

- a) The first increment of any General Fund "Ending Fund Balance" identified in the Manager's Annual Report shall be split 50% for deferred street maintenance and repair projects and 50% to offset any projected deficit for the following fiscal year, after necessary appropriation adjustment actions to rebudget funds, correct errors, or reflect updated cost information have been accounted for in the fund balance reconciliation.
- b) If the projected deficit is less than the amount allocated for this purpose, the remaining funds shall be allocated for the following uses:
  - 1) Economic Uncertainty Reserve.
  - 2) Unfunded Capital needs for approved projects.
  - 3) FT&E for any capital projects that are funded with voter-approved bonds.
  - 4) City equipment sinking fund.
- c) Annual surplus funds shall not be used for ongoing expenditures, unless those expenditures can be accommodated in Year Two and possibly Year Three of the five-year financial forecast. Any available carryover balance should only be used to offset one-time costs or to increase revenues.

**5. Mid-Year Adjustments**

Mid-year budget adjustments recommended by Council Committees, task forces, or the full Council, should be referred to the Mid-Year Budget Review or the annual budget process for consideration along with other competing budget needs and priorities. In general, ongoing budget changes should be dealt with during the annual budget process while one-time budget changes may be considered during either the Mid-Year Budget Review or during the annual budget process.

The authority to make expenditures in accordance with a City Council-approved spending plan is only valid as long as revenue for the budgets is equal to or greater than estimated expenditures.

All appropriation amendments and revenue estimate changes will be reported in the monthly financial report.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

**6. *Overhead Cost Allocation***

All overhead costs shall be allocated to the appropriate program within the limits of local, State and federal laws. The City utilizes a two Step method (double step down method) where costs are first allocated among the central service support programs to arrive at the total cost of the central service programs. These total costs are then allocated down in priority order to the departments and funds that are benefiting from their services. The allocating support program costs are charged to the associated departmental funding source and corresponding revenue is received by the General Fund.

**7. *Budget System***

The City will maintain a budget control system to adhere to the budget.

There will be delivery of a Proposed Budget, in accordance with the Adopted Budget schedule, that accurately depicts the financial condition and goals of the City. This budget should be in a form that enables decision makers to set the direction and policy of the City.

The Proposed Budget will illustrate the General Fund, special funds, and capital funds so that the entire resources of the City may be viewed comprehensively for decision-making. Decision-making for capital improvements will be coordinated with the operating budget to make effective use of the City's overall resources for operating and maintaining facilities.

The adoption of the annual appropriations ordinance will coincide with the adoption of the resolution setting forth the annual revenue estimates.

Budget detail shall contain line-item detail for the core service spending plan, a personnel summary report listing the types of positions for each department, and a corresponding core service performance plan. It shall also contain department and fund summaries for spending and personnel as well as a detailed financing plan for the core service.

**8. *Debt***

The City Council adopted a Debt Management Policy that establishes the following equally important objectives:

- a) Minimize debt service and issuance costs.
- b) Maintain access to cost-effective borrowing.
- c) Achieve the highest practical credit rating.
- d) Full and timely repayment of debt.
- e) Maintain full and complete financial disclosure and reporting.
- f) Ensure compliance with applicable State and Federal laws.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

***9. Self Insurance***

The budget will provide for the adequate funding for the City's self-insurance programs.

***10. Capital and Equipment Maintenance***

The budget will provide for the adequate maintenance and orderly replacement of capital, plant, and equipment.

***11. Retirement***

The budget will provide for the adequate funding of all retirement systems.

***12. Monthly Report***

The Administration will prepare regular monthly reports comparing actual revenues and expenditures to budgeted amounts.

The budget will be produced so that it can be directly compared to the actual results of the fiscal year and presented in a timely monthly report.

All budget amendments, both for revenues and expenditures, will be noted in the monthly report.

***13. Multi-Year Estimates***

Each year the City will update expenditure and revenue projections for the next five years. Projections will include estimated maintenance and operating costs of future capital improvements that are included in the capital budget.

This budget data will be presented to elected officials in a form that will facilitate annual budget decisions, based on a multi-year strategic planning perspective.

***14. Performance and Productivity***

The City will integrate performance measurement and productivity indicators within the budget. Prior to implementation, performance objectives and service levels will be submitted for all new and existing programs established during the budget process. The selection of performance standards should be made on the basis of information reliability, relevance to current year budget change proposals, value to Mayor/Council decision making, and utility for program management.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

***14. Performance and Productivity (Cont'd.)***

The City will promote the understanding that City employees are the most valuable resource of the City and that their understanding and involvement in the budget process is crucial to the City's continuing success on behalf of the community.

The City will employ good management practices when planning for service delivery by including money in budget requests to pursue activities such as:

- a) office automation and computer applications that increase productivity;
- b) equipment modernization;
- c) work-flow simplification;
- d) risk management, exposure reduction, and employee safety;
- e) preventive maintenance;
- f) energy conservation;
- g) life-cycle costing in purchasing of equipment;
- h) lease-purchase options for high cost equipment and purchases that reduce operating expenses;
- i) performance planning, reporting, and evaluation; and
- j) employee training.

The City will prepare and evaluate program performance plans that relate to financing and spending plans in the annual City budget.

***15. Public Involvement***

Public involvement shall be encouraged in the annual budget decision making process through public hearings, public outreach and information, and informal meetings.

***16. "Distinguished Budget" Presentation***

The approved budget shall be submitted to the Government Finance Officers Association and the California Society of Municipal Finance Officers for consideration for professional awards and recognition for Distinguished Budget Presentation.

***17. Fees***

Fees shall be set to cover 100% of the cost of service delivery, unless such amount prevents residents from obtaining an essential service. Fees or service charges should not be established to generate money in excess of the cost of providing services.

Fees may be less than 100% if Council determines that other factors (e.g., market forces, competitive position, etc.) need to be recognized.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

***18. Non-Profit Organizations***

Future funding decisions regarding non-profit organizations will be based on guidelines, policies and priorities determined by the Mayor/City Council and availability of funding based on spending priorities.

The City shall execute performance contracts with those agencies that receive City funding.

***19. Master Plans***

Master plans for specific service areas brought forward for Council consideration shall include options for capital and operating financing. Master plans shall be required to propose funding mechanisms for all recommendations.

***20. Healthy Neighborhoods Venture Fund Spending Plan***

Beginning in 1999-2000, the City began receiving an estimated \$250 million over a 25-year period from the national settlement with tobacco companies. These funds are to be deposited in the "Anti-Tobacco Master Settlement Agreement Revenue Fund" and shall be allocated using the following methodology for distributing funds. As specified in San José Municipal Code Section 4.80.1830, these funds are to be used for projects that cut across the three funding areas.

- a) Anti-Tobacco/Anti-Smoking/Health – 25% of the settlement proceeds collected in any fiscal year shall be expended for existing or new anti-tobacco programs including, but not limited to: sales licensing; law enforcement; code enforcement; anti-tobacco public education or marketing; anti-smoking; and cessation programming and healthcare programs. The goal is to decrease the use of tobacco products and related health problems associated with tobacco use for San José residents, contributing to improved overall health for the City's population.
  
- b) Education/Health – 50% of the settlement proceeds collected in any fiscal year shall be expended for new education programs or expansion of existing education programs, including, but not limited to: art and music education; homework centers; mentoring; school safety; gang prevention/intervention centers; and healthcare programs. These activities may be eligible to include some element of anti-tobacco programs and related funding as a part of regular programming. The goal is to improve academic success of San José students through programs that address unmet health care needs, provide for healthy developmental age appropriate activities at school sites, and pilot innovative classroom related activities and instruction.

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**BUDGET POLICIES (CONT'D.)**

**A. Operating Budget (Cont'd.)**

***20. Healthy Neighborhoods Venture Fund Spending Plan (Cont'd.)***

- c) Seniors/Health – 25% of the settlement proceeds collected in any given fiscal year shall be expended for healthcare programs or new senior programs or the expansion of existing senior programs, which may include an element of anti-tobacco programming, and for senior discount programs for City provided services. The goal is to improve the quality of life for seniors by increasing subsidized programs and services, providing for basic health and nutritional needs, and promoting independent living through social and recreational activities.
- Senior programs may include, but are not limited to: nutrition; senior adult day care; education; recreation; elder abuse protective services programs; and senior housing programs.
  - Senior discount programs may include discounts for sewer, garbage, transit, recreation, and other services or programs either provided by the City or sponsored by the City for its residents. The term discount shall mean the reduction of a fee or charge in any amount up to and including a 100 percent reduction.
  - Funding of projects increasing the accessibility and affordability of health services for seniors shall be eligible.

Interest Earnings – Per the provisions of San José Municipal Code Section 4.80.1820, interest earnings from all tobacco settlement proceeds shall be tracked separately and are to be expended only after all settlement proceeds have been received by the City and only for the purposes set forth above.

**B. Capital Improvement Program**

***1. Fiscal Policies***

- a) Capital project proposals should include complete, reliable, and attainable cost estimates. Based upon a thorough analysis of the project, project cost estimates for the Five-Year Capital Improvement Plan will vary in reliability depending upon whether they are to be undertaken in the first or fifth year of the Plan. Project estimates for the Five-Year Capital Improvement Plan should include the basis on which the project costs were prepared (conceptual design, master plan, etc.), and the relative reliability of those estimated costs.

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**BUDGET POLICIES (CONT'D.)**

**B. Capital Improvement Program (Cont'd.)**

**1. Fiscal Policies (Cont'd.)**

- b) Capital project proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project. The City Manager's Office is responsible and accountable for providing Council with an accurate, comprehensive resource plan.
- c) Changes in project estimates for the comprehensive resource plan should be fully reported to the City Council for review and approval.
- d) Project proposals should indicate the project impact on the operating budget. Each project that is proposed in any year of the 5-year Capital Improvement Program shall have an estimate of the costs for furniture, fixtures, equipment, and technology and the annual operations and maintenance costs in the appropriate year of the Operating Budget or in the Five Year Forecast and Revenue Projections.
- e) During the annual Capital Budget process for multi-year budgeted projects, the City Manager will provide the Council with more information regarding the project including the original budget, budget addendums, and the projected schedule in spreadsheet format.
- f) At the time of award of the construction contract, each project shall include reasonable provision for contingencies.
- g) At the time of award of the construction contract, each project shall include reasonable provisions for furniture, fixtures, equipment, and technology that are separately identified in a line item or items in the construction budget and those costs shall be noted in the staff report to Council.
- h) At the time of award of the construction contract, each project's estimated annual operating and maintenance costs shall be identified in the staff report to the Council and shall be included in the Operating Budget or in the Five Year Forecast and Revenue Projections for projects expected to be completed after the end of the budget year.
- i) The contingency amounts to be used for various types of projects were approved by the City Council on December 3, 2002 and are as follows:
  - 5% of the total contract for street, sidewalk and park projects;
  - 10% of the total contract amount for utilities and building projects;
  - 15% of the total contract amount for building renovation projects; or
  - Such other amount as approved by the Mayor/City Council for a particular project.

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**BUDGET POLICIES (CONT'D.)**

**B. Capital Improvement Program (Cont'd.)**

**1. Fiscal Policies (Cont'd.)**

- j) Project contingencies may, unless otherwise determined by the City Council, be used only to compensate for unforeseen circumstances requiring additional funds to complete the project within the original project scope and identified needs.
- k) For budgeting purposes, project contingencies are a reasonable estimating tool. At the time of contract award, the project's budgeted appropriation, including contingency, will be replaced with a new appropriation equal to the approved project contract contingency developed in the manner described above.
- l) The City Administration shall seek ways of ensuring that administrative costs of carrying out the Capital Improvement Program are kept at appropriate levels.
- m) The annual Capital Budget shall include only those projects that can reasonably be accomplished in the indicated timeframe. Multi-year budgeting of projects shall be used to ensure a reasonable timeframe for projecting costs. The detail sheet for each budgeted capital project should include a projected schedule.
- n) The status of all capital projects, and the entire Capital Budget, will be monitored by the Mayor/Council as part of the Mid-Year Budget Review. Large projects of crucial importance may be monitored on a more frequent basis as determined by the City Council.
- o) Capital projects which are not encumbered or completed during the fiscal year will be rebudgeted to the next fiscal year except as reported to and subsequently approved by the City Council. All rebudgeted capital projects should be so noted in the Proposed Capital Budget.

**2. Capital Improvement Plan Policies**

Public participation in the Capital Improvement Program is a priority concern for the City. Among the activities conducted to address this need are the following:

- a) The Capital Improvement Plan shall be provided to the City Council in a timely manner as required by the City Charter to allow for Council members to review the proposal with constituents before it is considered for adoption.
- b) Council budget review study sessions on the Capital Improvement Plan shall be open to the public and advertised sufficiently in advance of the meetings to allow for the public attendance.

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**BUDGET POLICIES (CONT'D.)**

**B. Capital Improvement Program (Cont'd.)**

***2. Capital Improvement Plan Policies (Cont'd.)***

- c) Prior to the adoption of the Capital Improvement Plan, the City Council shall hold noticed public hearings to provide an opportunity for residents to express their opinions on the proposed plan.
- d) The City Planning Commission shall review the proposed Capital Improvement Plan and provide their comments on its contents before the Council considers the plan for final adoption.
- e) All projects included in the Capital Improvement Program shall be consistent with the City's General Plan and the City's Energy and Water Policies. The goals and policies within the General Plan relating to community development, housing, services and facilities, transportation, solid waste, aesthetic, cultural and recreational resources, natural resources, and hazards should be followed in the development of the Capital Improvement Plan. The General Plan service level goals will be clearly stated in the Capital Improvement Program.
- f) Capital projects shall be financed to the greatest extent possible through user fees and benefit districts where construction of the project results in direct benefit to users.
- g) The Council will annually review and establish criteria for measuring proposed capital improvement projects. Among the factors that will be considered for priority ranking are the following:
  - Projects that have a positive impact on the operating budget, such as reduced expenditures or increased revenues.
  - Projects that are programmed in the Five-Year Operating Budget Forecast.
  - Projects that can be completed or significantly advanced during the Five-Year Capital Improvement Plan.
  - Projects that can realistically be accomplished during the year they are scheduled.
  - Projects that implement prior Council-adopted reports and strategies.
- h) Projects that involve inter-governmental cooperation in planning and funding should be established by an agreement that sets forth the basic responsibilities of the parties involved.

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**BUDGET POLICIES (CONT'D.)**

**B. Capital Improvement Program (Cont'd.)**

***3. Debt Policies***

The City Council has adopted a Debt Management Policy that establishes the following equally important objectives:

- a) Minimize debt service and issuance costs.
- b) Maintain access to cost-effective borrowing.
- c) Achieve the highest practical credit rating.
- d) Full and timely repayment of debt.
- e) Maintain full and complete financial disclosure and reporting.
- f) Ensure compliance with applicable state and federal laws.