



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Jim Shannon

**SUBJECT:** 2020-2021 BUDGET STUDY  
SESSIONS SCHEDULE AND  
AGENDAS

**DATE:** May 12, 2020

Approved

Date 5/12/2020

The 2020-2021 Budget Study Sessions for the Operating and Capital Budgets and the Fees and Charges document are scheduled to be on May 14 and May 15, 2020, starting at 9:00 am each day. Attached is the master schedule as well as the detailed agendas for each day of the Budget Study Sessions. Please note that discussion items may be advanced or delayed if the City Council completes discussion of items sooner or later than scheduled, or takes items out of order.

The 2020-2021 Proposed Operating Budget is primarily organized by departments. However, the Study Sessions are held by City Service Area (CSA) to demonstrate the integration of departmental core services into the five key lines of business: Community and Economic Development; Environmental and Utility Services; Neighborhood Services; Public Safety; and Transportation and Aviation Services. The sixth CSA referred to as Strategic Support represents internal functions that enable the other five CSAs to provide services to the community. The City Organization by City Service Area (CSA Map) and the City Organization by Department/City Service Area/Core Service/Program (Department Map), which are also attached, provides an overview of each CSA by identifying the departments and respective core services contributing to the CSA outcomes as well as an overview of each department by identifying the CSA and respective core services and programs contributing to the CSA and department outcomes.

To facilitate the review of the 2020-2021 Proposed Operating Budget by CSA, the detailed agendas list the departments that contribute to the CSA that will be discussed in the Budget Study Sessions. For departments whose core services align to more than one CSA, the agendas reference the core services associated with the particular CSA under review (e.g., the *Fire Safety Code Compliance* Core Service is discussed in the Community and Economic Development CSA while the remaining Fire Department core services are discussed in the Public Safety CSA).

HONORABLE MAYOR AND CITY COUNCIL  
May 12, 2020  
Subject: 2020-2021 Budget Study Sessions Schedule and Agendas  
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The attached detailed agendas for the Operating Budget Study Sessions reference sections in the 2020-2021 Proposed Operating Budget as follows:


- City Departments/Council Appointees Section  
(Service Delivery Framework, Department Budget Summary, Budget Reconciliation, Budget Changes by Department, and Departmental Position Detail); and
- City-Wide Section  
(City-Wide Expenses and General Fund Capital, Transfers, and Reserves).

Although not specifically presented, the more technical information regarding the Operating Budget can be found in the following sections: General Fund Revenue Estimates and Source and Use of Funds Statements.

The 2020-2021 Proposed Fees and Charges Report is scheduled to be discussed on Friday, May 15, 2020, after the 2020-2021 Operating Budget Study Sessions. Any questions on the Fees and Charges Report will be answered at that time.

The Capital Budget Study Session is also scheduled for Friday, May 15, 2020. The Capital Budget presentation is organized by CSA, which integrate capital programs with city service areas that they support. Please refer to the Capital Programs by City Service Area section of the Proposed Capital Budget document for detailed Capital Program information.

Please contact me at 535-8142, or Claudia Chang, Deputy Budget Director, at 535-8280, if you have questions or would like assistance with the agendas.

  
JIM SHANNON  
Budget Director

Attachments:

- A. Budget Study Sessions Schedule
- B. Detailed Budget Study Session Agendas
- C. City Service Area Map
- D. Department Map

**2020-2021**  
**CITY OF SAN JOSE**  
**BUDGET STUDY SESSIONS**

ITEM*	DATE	TIME
<b>2020-2021 Operating Budget</b>		
<input type="checkbox"/> Overview	Thursday, May 14, 2020	9:00 am – 10:30 am
<i>City Service Area Review</i>		
<input type="checkbox"/> Community & Economic Development	Thursday, May 14, 2020	10:30 am – 12:00 pm
<input type="checkbox"/> Public Safety	Thursday, May 14, 2020	1:30 pm – 2:30 pm
<input type="checkbox"/> Transportation & Aviation Services	Thursday, May 14, 2020	2:30 pm – 4:00 pm
<input type="checkbox"/> Environmental & Utility Services	Thursday, May 14, 2020	4:00 pm – 5:00 pm
<input type="checkbox"/> Neighborhood Services	Friday, May 15, 2020	9:00 am – 11:00 am
<input type="checkbox"/> Strategic Support/Appointees	Friday, May 15, 2020	11:00 am – 12:00 pm
<input type="checkbox"/> Fees and Charges	Friday, May 15, 2020	1:30 pm – 2:00 pm
<b>2020-2021 Capital Budget and 2021-2025 Capital Improvement Program</b>		
<input type="checkbox"/> Overview	Friday, May 15, 2020	2:00 pm – 2:30 pm
<input type="checkbox"/> Capital Program Review	Friday, May 15, 2020	2:30 pm – 4:30 pm
<ul style="list-style-type: none"> <li>▪ Community and Economic Development</li> <li>▪ Environmental &amp; Utility Services</li> <li>▪ Neighborhood Services</li> <li>▪ Public Safety</li> <li>▪ Transportation &amp; Aviation Services</li> <li>▪ Strategic Support</li> </ul>		

\* Items may be taken out of order or in advance of the scheduled time if the City Council completes its discussion of the item scheduled prior to the next item. For information, call Agenda Services at 535-8285.



## 2020-2021 PROPOSED OPERATING BUDGET

### STUDY SESSION

### AGENDA\*

Thursday, May 14, 2020

9:00 am – 12:00 pm

Opening Comments	Mayor Sam Liccardo
Introduction of Proposed Operating Budget	Dave Sykes
Overview Presentation	Jim Shannon/Kim Welsh
Discussion of City Departments and City-Wide City Service Area	

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### Community and Economic Development

#### 1. City Departments

City Manager – Office of Economic Development

Fire Department  
*Fire Safety Code Compliance*

Housing Department

Planning, Building and Code Enforcement Department

**Except:** *Code Enforcement (discussed as part of the Neighborhood Services CSA)*

Public Works Department  
*Regulate/Facilitate Private Development*

#### 2. City-Wide

City-Wide Expenses – Community and Economic Development CSA

General Fund Capital, Transfers, and Reserves – Community and  
Economic Development CSA

\* Items may be advanced, if the City Council completes discussion of items sooner than scheduled, or taken out of order. For information, please call Agenda Services at 535-8285.



## 2020-2021 PROPOSED OPERATING BUDGET

### STUDY SESSION

### AGENDA\*

Thursday, May 14, 2020

1:30 pm – 2:30 pm

Discussion of City Departments and City-Wide

City Service Area

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#### Public Safety

##### 1. City Departments

Fire Department

**Except:** *Fire Safety Code Compliance (discussed as part of the Community and Economic Development CSA)*

Independent Police Auditor

Office of the City Manager

*Office of Emergency Management*

Police Department

##### 2. City-Wide

City-Wide Expenses – Public Safety CSA

General Fund Capital, Transfers, and Reserves – Public Safety CSA

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## 2020-2021 PROPOSED OPERATING BUDGET

### STUDY SESSION

### AGENDA\*

Thursday, May 14, 2020

2:30 pm – 4:00 pm

Discussion of City Departments and City-Wide

City Service Area

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#### Transportation and Aviation Services

1. City Departments

Airport Department

Transportation Department

**Except:** *Sanitary Sewer Maintenance and Storm Sewer Maintenance (discussed as part of the Environmental and Utility Services CSA)*

2. City-Wide

City-Wide Expenses – Transportation and Aviation Services CSA

General Fund Capital, Transfers, and Reserves – Transportation and Aviation Services CSA

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**2020-2021 PROPOSED OPERATING BUDGET**

**STUDY SESSION**

**AGENDA\***

Thursday, May 14, 2020

4:00 pm – 5:00 pm

Discussion of City Departments and City-Wide

City Service Area

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**Environmental and Utility Services**

1. City Departments

Community Energy Department

Environmental Services Department

Transportation Department

*Sanitary Sewer Maintenance and Storm Sewer Maintenance*

2. City-Wide

City-Wide Expenses – Environmental and Utility Services CSA

General Fund Capital, Transfers, and Reserves – Environmental and Utility Services CSA

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## 2020-2021 PROPOSED OPERATING BUDGET

### STUDY SESSION

### AGENDA\*

Friday, May 15, 2020

9:00 am – 11:00 am

Discussion of City Departments and City-Wide

City Service Area

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#### Neighborhood Services

##### 1. City Departments

Library Department

Parks, Recreation and Neighborhood Services Department

Planning, Building and Code Enforcement Department  
*Code Enforcement*

Public Works Department  
*Animal Care and Services*

##### 2. City-Wide

City-Wide Expenses – Neighborhood Services CSA

General Fund Capital, Transfers, and Reserves – Neighborhood Services CSA

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## 2020-2021 PROPOSED OPERATING BUDGET

### STUDY SESSION

### AGENDA\*

Friday, May 15, 2020

11:00 am – 12:00 pm

Discussion of City Departments and City-Wide

City Service Area

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#### **Strategic Support/Appointees**

1. City Departments

Finance Department

Human Resources Department

Information Technology Department

Public Works Department

**Except:** *Regulate/Facilitate Private Development (discussed as part of the Community and Economic Development CSA)*

2. City Service Area – Mayor, City Council and Appointees

3. Mayor, City Council and Appointees

Office of the City Attorney

Office of the City Auditor

Office of the City Clerk

Office of the City Manager

Office of Retirement Services

4. City-Wide

City-Wide Expenses – Strategic Support/Appointees

General Fund Capital, Transfers, and Reserves – Strategic Support/Appointees CSA

\* Items may be advanced, if the City Council completes discussion of items sooner than scheduled, or taken out of order. For information, please call Agenda Services at 535-8285.



**2020-2021 PROPOSED OPERATING BUDGET  
STUDY SESSION**

**AGENDA\***

Friday, May 15, 2020  
1:30 pm – 2:00 pm

Discussion of City Departments and City-Wide

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**Proposed Fees and Charges**

**See separate document**

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**2020-2021 PROPOSED CAPITAL BUDGET  
AND  
2021-2025 CAPITAL IMPROVEMENT PROGRAM**

**STUDY SESSION  
AGENDA\***

Friday, May 15, 2020  
2:00 pm – 4:30 pm

Opening Comments	Mayor Sam Liccardo
Introduction of Proposed Capital Budget	Jim Shannon
Overview Presentation	Jim Shannon/Matt Cano
Discussion of Capital Budget	
<u>City Service Area</u>	

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**Community and Economic Development**

*Developer Assisted Projects Capital Program*

**Environmental and Utility Services**

*Sanitary Sewer System Capital Program*

*Storm Sewer System Capital Program*

*Water Pollution Control Capital Program*

*Water Utility System Capital Program*

**Neighborhood Services**

*Library Capital Program*

*Parks and Community Facilities Development Capital Program*

**Public Safety**

*Public Safety Capital Program*

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**2020-2021 PROPOSED CAPITAL BUDGET  
AND  
2021-2025 CAPITAL IMPROVEMENT PROGRAM**

**STUDY SESSION**

**AGENDA\***

Friday, May 15, 2020  
2:00 pm – 4:30 pm

Discussion of Capital Budget (Cont'd)

City Service Area

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**Transportation and Aviation Services**

*Airport Capital Program*

*Parking Capital Program*

*Traffic Capital Program*

**Strategic Support**

*Communications Capital Program*

*Municipal Improvements Capital Program*

*Service Yards Capital Program*

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**CITY OF SAN JOSE**  
**2020-2021 PROPOSED OPERATING BUDGET**  


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**CITY ORGANIZATION BY CITY SERVICE AREA**

**Community and Economic Development**

- Economic Development**
  - Arts and Cultural Development
  - Business Development and Economic Strategy
  - Real Estate Services
  - Regional Workforce Development
- Fire**
  - Fire Safety Code Compliance
- Housing**
  - Affordable Housing Portfolio Management
  - Affordable Housing Production and Preservation
  - Homelessness Interventions and Solutions
  - Neighborhood Capital Investment and Public Services
  - Rent Stabilization and Tenant Protection
- Planning, Building and Code Enforcement**
  - Development Plan Review and Building Construction
  - Citywide Land Use Planning
- Public Works**
  - Regulate/Facilitate Private Development

**Environmental and Utility Services**

- Community Energy**
  - Providing Clean Energy to the Community
  - Community Energy Customer Support
  - Community Energy Community Programming
- Environmental Services**
  - Potable Water Delivery
  - Recycled Water Management
  - Recycling and Garbage Services
  - Stormwater Management
  - Sustainability and Environmental Health
  - Wastewater Management
- Transportation**
  - Sanitary Sewer Maintenance
  - Storm Sewer Maintenance

**Neighborhood Services**

- Library**
  - Access to Information, Library Materials, and Digital Resources
  - Literacy and Learning, Formal and Lifelong Self-Directed Education
- Parks, Recreation and Neighborhood Services**
  - Community Facilities Development
  - Parks Maintenance and Operations
  - Recreation and Community Services
- Planning, Building and Code Enforcement**
  - Code Enforcement
- Public Works**
  - Animal Care and Services

**Public Safety**

- City Manager**
  - City-Wide Emergency Management
- Fire**
  - Fire Department Emergency Response
  - Fire Prevention
- Independent Police Auditor**
  - Independent Police Oversight
- Police**
  - Crime Prevention and Community Education
  - Investigative Services
  - Regulatory Services
  - Respond to Calls for Service and Patrol Support

**Transportation and Aviation Services**

- Airport**
  - Airport Business Development
  - Airport Facilities
  - Airport Operations
  - Airport Planning and Capital Development
- Transportation**
  - Parking Services
  - Pavement Maintenance
  - Street Landscape Maintenance
  - Traffic Maintenance
  - Transportation Planning and Project Delivery
  - Transportation Safety and Operations

**Strategic Support**

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| <ul style="list-style-type: none"> <li><b>Finance</b> <ul style="list-style-type: none"> <li>Disbursements</li> <li>Financial Reporting</li> <li>Purchasing and Risk Management</li> <li>Revenue Management</li> <li>Treasury Management</li> </ul> </li> <li><b>Human Resources</b> <ul style="list-style-type: none"> <li>Employee Benefits</li> <li>Employment Services</li> <li>Health and Safety</li> <li>Training and Development</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><b>Information Technology</b> <ul style="list-style-type: none"> <li>Customer Contact Center</li> <li>Business Solutions</li> <li>Technology Infrastructure and Operations</li> </ul> </li> <li><b>Public Works</b> <ul style="list-style-type: none"> <li>Facilities Management</li> <li>Fleet and Equipment Services</li> <li>Plan, Design, and Construct Public Facilities and Infrastructure</li> </ul> </li> </ul> |
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**Mayor, City Council, and Appointees**

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| <ul style="list-style-type: none"> <li><b>Mayor and City Council</b> <ul style="list-style-type: none"> <li>City Council</li> <li>Council General</li> <li>Office of the Mayor</li> </ul> </li> <li><b>City Attorney</b> <ul style="list-style-type: none"> <li>Legal Services</li> </ul> </li> <li><b>City Auditor</b> <ul style="list-style-type: none"> <li>Audit Services</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><b>City Clerk</b> <ul style="list-style-type: none"> <li>City Clerk Services</li> </ul> </li> <li><b>City Manager</b> <ul style="list-style-type: none"> <li>Lead and Manage the Organization</li> </ul> </li> <li><b>Retirement Services</b> <ul style="list-style-type: none"> <li>Retirement Plan Administration</li> </ul> </li> </ul> |
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**CITY OF SAN JOSE  
2020-2021 PROPOSED OPERATING BUDGET**

**CITY ORGANIZATION BY DEPARTMENT/  
CITY SERVICE AREA/CORE SERVICE/PROGRAM**

<b>Airport</b>
<b>Transportation and Aviation Services CSA</b> <b>Airport Business Development</b> Airport Business Development <b>Airport Facilities</b> Airport Facilities Administration Airport Facilities Parking and Roadways Maintenance Airport Planning and Capital Development Airport Terminals Maintenance Airside Maintenance <b>Airport Operations</b> Airport Parking and Roadways Operations Airside Operations Operations Administration Terminal Operations <b>Strategic Support*</b>

<b>City Manager</b>
<b>Public Safety CSA</b> <b>City-Wide Emergency Management</b> Office of Emergency Management <b>Strategic Support CSA</b> <b>Lead and Manage the Organization</b> Office of Administration, Policy, and Intergovernmental Relations Budget Office Civic Innovation Communications Office of Employee Relations Executive Leadership/City Management Office of Immigrant Affairs <b>Strategic Support*</b>

<b>City Attorney</b>
<b>Strategic Support CSA</b> <b>Legal Services</b> Legal Representation Legal Transactions <b>Strategic Support*</b>

<b>Community Energy</b>
<b>Environmental and Utility Services CSA</b> <b>Providing Clean Energy to the Community</b> Community Energy Renewable Energy Supply Community Energy Conventional Energy Supply Community Energy Hydro Power Supply Community Energy Power Scheduling and Other Supply Community Energy Risk Management Community Energy Regulatory Compliance <b>Community Energy Customer Support</b> Community Energy Marketing and Public Affairs Community Energy Data and Call Center Management <b>Community Energy Community Programming</b> Local Energy Programs <b>Strategic Support*</b>

<b>City Auditor</b>
<b>Strategic Support CSA</b> <b>Audit Services</b> Performance Audits <b>Strategic Support*</b>

<b>Economic Development</b>
<b>Community and Economic Development CSA</b> <b>Arts and Cultural Development</b> Arts and Cultural Development Administration Cultural Grants Cultural Facilities Operations and Maintenance Outdoor Events Public Art/Placemaking <b>Business Development and Economic Strategy</b> Business Outreach and Assistance Downtown Management Economic Policy Analysis/Communications <b>Real Estate Services</b> City Lease Administration City Property Acquisition and Sales <b>Regional Workforce Development</b> Workforce Board Support and Administration Workforce Development Services <b>Strategic Support*</b>

<b>City Clerk</b>
<b>Strategic Support CSA</b> <b>City Clerk Services</b> Facilitate the City's Legislative Process <b>Strategic Support*</b>

**CITY OF SAN JOSE  
2020-2021 PROPOSED OPERATING BUDGET**

**CITY ORGANIZATION BY DEPARTMENT/  
CITY SERVICE AREA/CORE SERVICE/PROGRAM**

<b>Housing</b>
<b>Community and Economic Development CSA</b>
<b>Affordable Housing Portfolio Management</b>
Loan Compliance
Property Maintenance and Inspection
<b>Affordable Housing Production and Preservation</b>
Affordable Housing Development Loans
Affordable Housing Impact Fees
Homeownership Opportunities
Inclusionary Housing
Rehabilitation Loans and Grants
<b>Homelessness Interventions and Solutions</b>
Homeless Outreach and Case Management
Interim Supportive Housing Development
Joint Encampment Response Team
Tenant Based Rental Assistance and Rapid Rehousing
<b>Neighborhood Capital Investment and Public Services</b>
Community Development Block Grant -
Infrastructure Investments
Non-Profit Service Grants to Support Housing and
Community Development Needs
Place-Based Neighborhood Strategy
<b>Rent Stabilization and Tenant Protection</b>
Apartment Rent Ordinance Administration
Mobile Home Rent Ordinance Administration
<b>Strategic Support*</b>

<b>Independent Police Auditor</b>
<b>Public Safety CSA</b>
<b>Independent Police Oversight</b>
Oversight of Police Misconduct Complaints and Public
Outreach
<b>Strategic Support*</b>

<b>Information Technology</b>
<b>Strategic Support CSA</b>
<b>Customer Contact Center</b>
City Customer Contact Center
<b>Business Solutions</b>
Advanced Applications and Services
Enterprise Resource Management
Productivity and Collaboration Applications
Data Services
<b>Technology Infrastructure and Operations</b>
IT Customer Care
IT Systems and Operation
Cybersecurity Office
Voice and Data Network Infrastructure
<b>Strategic Support*</b>

<b>Human Resources</b>
<b>Strategic Support CSA</b>
<b>Employee Benefits</b>
Deferred Compensation
Dental Benefits
Medical Benefits
Other Benefits
<b>Employment Services</b>
Classification Services
Recruiting/Hiring
<b>Health and Safety</b>
Employee Health Services
Employee Safety
Workers' Compensation Administration
<b>Training and Development</b>
Employee Training and Development
<b>Strategic Support*</b>

<b>Library</b>
<b>Neighborhood Services CSA</b>
<b>Access to Information, Library Materials, and Digital</b>
<b>Resources</b>
Access and Borrower Services
Electronic Resources Implementation and Maintenance
Library Facilities and Security
Main Library Operations
Materials Acquisitions and Processing
<b>Literacy and Learning, Formal and Lifelong Self-</b>
<b>Directed Education</b>
Early Education and Family Learning
Partners in Reading/Adult Literacy
<b>Strategic Support*</b>

<b>Mayor and City Council</b>
<b>Strategic Support CSA</b>
City Council
Council General
Office of the Mayor

**CITY OF SAN JOSE**  
**2020-2021 PROPOSED OPERATING BUDGET**

**CITY ORGANIZATION BY DEPARTMENT/  
CITY SERVICE AREA/CORE SERVICE/PROGRAM**

**Public Works**

**Neighborhood Services CSA**

**Animal Care and Services**

Animal Licensing and Customer Services

Animal Services Field Operations

**Strategic Support\***

**Community and Economic Development CSA**

**Regulate/Facilitate Private Development**

Public Works Development Services

**Strategic Support\***

**Strategic Support CSA**

**Facilities Management**

City Facilities Repairs and Minor Capital Improvements

Energy and Water Conservation

Facility Maintenance and Operations - City Hall

Facility Maintenance and Operations - Non City Hall

**Fleet and Equipment Services**

Fleet Maintenance and Operations

Fleet Replacement

Radio Communication

**Plan, Design, and Construct Public Facilities and Infrastructure**

City Facilities Architectural Services and Capital Project Administration

City Facilities Engineering and Inspection Services

Transportation and Storm Sewer Capital

**Strategic Support\***

**Retirement Services**

**Strategic Support CSA**

**Retirement Plan Administration**

Benefits

Investments

**Strategic Support\***

**Transportation**

**Transportation and Aviation Services CSA**

**Parking Services**

Off-Street Parking

On-Street Downtown Operations

On-Street Parking

**Pavement Maintenance**

Corrective Pavement Repair

Pavement Maintenance Administration and Capital Project Delivery

**Street Landscape Maintenance**

Special District Landscape Services

Streetscape Services

**Traffic Maintenance**

Traffic Signal Maintenance

Traffic Signs and Markings Maintenance

Traffic Streetlights Maintenance

**Transportation Planning and Project Delivery**

Transportation Capital Project Delivery

Transportation Multi-Modal Alternatives

Transportation Planning and Policy

**Transportation Safety and Operations**

Neighborhood Traffic

Traffic Safety

Traffic Signals and Systems Management

**Strategic Support\***

**Environmental and Utility Services CSA**

**Sanitary Sewer Maintenance**

Sanitary Sewer System Maintenance

**Storm Sewer Maintenance**

Storm Sewer Operation and Maintenance

Street Sweeping

**Strategic Support\***

**Strategic Support\***

**General Categories:**

**Strategic Support**

Management and Administration

Financial Management

Information Technology

Human Resources

**Strategic Support – Other**

Capital

Gifts

Other Departmental – City-Wide

Other Departmental – Grants

Other Departmental – Administration

Workers' Compensation

Transfers

Debt/Financing Costs

**Strategic Support – Fund Balance & Reserves**

Earmarked Reserves

Ending Fund Balance