

**2022-2023**

**PROPOSED**

**OPERATING BUDGET**

**Prepared by the Office of the City Manager**

**May 2022**

Mayor



Sam Liccardo

City Council

District 1



Chappie Jones

District 2



Sergio Jimenez

District 3



Raul Peralez

District 4



David Cohen

District 5



Magdalena Carrasco

District 6



Devora "Dev" Davis

District 7



Maya Esparza

District 8



Sylvia Arenas

District 9



Pam Foley

District 10



Matt Mahan

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<b>Budget Director</b>	Jim Shannon		
<b>Assistant Budget Director</b>	Bonny Duong		
<b>Deputy Budget Director</b>	Claudia Chang		
<b>Assistant to City Managers</b>	Bryce Ball	Chris Yi	Selena Ubando
<b>Senior Budget Analysts</b>	Chris Petak	Steve Stamos Tresha Grant	Stewart Patri
<b>Budget Analysts</b>	Elaine Trinh James Gold	Curtis Satake Lynn Lee	Jose Zetino Nicole Altamirano
<b>Budget Production</b>	Kate Handford		Kris Rath
<b>Special Assistance</b>	Surya Upadhyayula (Information Technology)  Allison Suggs Carolyn Gibson (Office of Employee Relations)	Aurelia Bailey Chris Cambises Edwin Huertas Erik Jensen Geraldine Bernabe Laura Buzo Rosalynn Hughey (City Manager's Office)	Elisabeth Handler Nanci Klein (Office of Economic Development and Cultural Affairs)

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*Certificate of Award*

## ***Operating Budget Excellence Award Fiscal Year 2021-2022***

*Presented to the*

***City of San José***

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***February 28, 2022***



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CSMFO President***

*Michael Manno*

***Michael Manno, Chair  
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**City of San Jose  
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Executive Director

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May 4, 2022

Honorable Mayor and City Council:

I am proud to present the 2022-2023 Proposed Operating Budget, a budget that is both focused on the highest needs of our community and works to identify sustainable ongoing funding for programs and services previously funded on a one-time basis that are important to the community and the organization. This budget follows the direction provided by the Mayor and City Council with the adoption of the Mayor’s March Budget Message for Fiscal Year 2022-2023, considers other City Council and Administration priorities, and addresses key areas of organizational risk.

The 2023-2027 Five-Year Forecast provided the starting point for this budget, which shows a more positive outlook than all of us expected at the pandemic’s onset. For the General Fund, a revised surplus of \$30.1 million is projected for 2022-2023, which is fully allocated in this Proposed Budget, followed by additional small incremental surpluses through 2026-2027 ranging from \$22.7 million to \$28.9 million. While it is the combination of growing revenues and decreasing retirement contributions that drives these surpluses, the figures are very modest as a percentage of the General Fund – from 1.6% to 2.0% of forecasted General Fund expenditures – and do not reflect the continuation of the significant surge of spending on community and economic recovery initiatives over the past two years made possible by external funding such as the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the American Rescue Plan (ARP) Act. The forecasted surpluses also do not reflect the large number of services that have previously been funded on a one-time basis in the General Fund for a number of years that many would think of as base budget services.

Based on City Council’s direction by their approval of the Mayor’s March Budget Message, the Administration’s approach to the Proposed Budget is to ensure investments are made to advance key objectives and to prioritize the continuation of vital community services previously funded on a one-time basis, such as the Beautify San José Consolidated Model, the Downtown and High-Needs Neighborhoods Police Foot Patrol, and the continuation of restored hours for library branches serving lower-resourced neighborhoods.

For the City’s many other dedicated funds (e.g. Airport Funds, Integrated Waste Management Fund, Sanitary Sewer Funds) budget actions address various service delivery and infrastructure needs balanced within the available resources of each fund. All recommended service levels consider associated impacts to rate payers when developing the Proposed Budget.

### **Community Budget Meetings**



**May 11            6pm – 8pm**  
Camden Community Center  
3369 Union Ave, San José  
[Zoom Link](#)

**May 21            10am – 12pm**  
Tully Library  
880 Tully Rd, San José  
[Zoom Link](#)

**May 23            6pm – 8pm**  
Mexican Heritage Plaza  
1700 Alum Rock Ave, San José  
[Zoom Link](#)

### **Budget Decision Milestones**

**May 11 -16**  
City Council Study Sessions

**May 17/June 13**  
Public Hearings on 2022-2023  
Proposed Budgets and Fees &  
Charges

**June 6**  
2022-2023 Mayor’s June Budget  
Message Released

**June 14**  
Council Review/Approval of the  
2022-2023 Mayor’s June Budget  
Message

**June 21**  
Adoption of the 2022-2023 Capital  
and Operating Budgets, 2023-2027  
CIP, and the 2022-2023 Fees &  
Charges

## The Challenge of Maintaining Existing Service Levels

Though the pandemic upended daily life and changed the way many organizations operate, I am proud to lead a city that kept prioritizing the needs of the community under extraordinary conditions, innovating new methods to provide services and leading in ways no one else expected, but so many needed. We aggressively pursued and rapidly deployed external resources made possible by the Federal government (CARES, ARP, FEMA, etc.) and significant allocations from the State of California (e.g. Homeless Housing, Assistance and Prevention) to focus pandemic response and recovery efforts to support our most vulnerable.

Among a host of other actions, the City stood up a model to coordinate and fund food services to vulnerable residents; worked both directly and with partners to shelter homeless residents; constructed and operated emergency interim housing communities; and created the Beautify San José Consolidated Model to serve as the primary City arm to manage homeless encampment trash collection services, abatements, and illegal dumping.

External funding was also leveraged to reimburse eligible City costs and backfill for lost revenue resulting from the pandemic. These actions allowed the City to fund a number of important community services in the General Fund on a one-time basis totaling in excess of \$20 million in 2021-2022, including the Police Sworn Hire Ahead Program, the restoration of hours for branch libraries serving lower-resourced communities, Parks Rehabilitation Strike Team, and Project Hope expansion.

This maximized leveraging of external resources was absolutely appropriate given the overwhelming challenges the pandemic posed to our community and organization, but it had the impact of masking what is, in effect, a long-term service level deficit. Since all of the one-time funding will be spent in the near future, the forecasted ongoing revenues will not be sufficient to maintain this expanded service level on an ongoing basis, which many would believe to be critical for our community's recovery.

The City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023 acknowledged this challenge, giving direction to focus the Administration's efforts around the key areas listed in the above sidebar, along with the task of evaluating which of the existing one-time services should be maintained, were feasible.

Based on the hard work of City staff, this Proposed Budget is successful in allocating ongoing funding to a significant number of these services previously funded on a one-time basis, strategically putting our budget in more of a structural balance, and makes a limited number of other important investments in alignment with the March Message investment priorities. The 2022-2023 Proposed Budget takes a critical look at existing funding sources across the over 135 City funds, including the relatively large amounts of one-time funding in the General Fund due to the surge of pent-up economic activity in the pandemic's aftermath, and the remaining resources in the ARP Fund. Each funding source is brought into balance to sustainably continue City programming and services in accordance with City Council direction, priorities, and policies.

### Investment Priorities

The Mayor's March Budget Message approved by the City Council identified the following investment priorities:

- ✓ *Homelessness and Affordable Housing*
- ✓ *Public Safety*
- ✓ *Battling Blight*
- ✓ *Climate and Seismic Resilience*
- ✓ *Equitable Economic Recovery*
- ✓ *Fiscal Sustainability*

## 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

### Total Proposed Budget

The 2022-2023 Proposed Budget totals \$5.3 billion for all City funds (General, Special, and Capital). This amount is \$212.7 million (4.2%) above the 2021-2022 Adopted Budget (Table 1 below) and is primarily attributable to a higher level of resources in the San José Clean Energy Fund, planned bond issuances in the San José-Santa Clara Treatment Plant Capital Fund, remaining funding provided in the ARP Fund, and higher General Fund resources. The Proposed Budget, however, does not yet include funds that will be rebudgeted and added to the final 2022-2023 Adopted Budget to complete multi-year projects. Once these rebudgets are included, the total amount of the budget will increase.

<b>2022-2023 Proposed Budget — All Funds (Table 1)</b>			
	<b>2021-2022 Adopted</b>	<b>2022-2023 Proposed</b>	<b>% Change</b>
General Fund	\$ 1,586,737,216	\$ 1,508,211,649	(4.9%)
Special Funds	2,755,411,520	2,957,545,515	7.3%
<Less: Operating Transfers>	(787,269,130)	(789,904,687)	0.3%
<b>Net Operating Funds</b>	<b>3,554,879,606</b>	<b>3,675,852,477</b>	<b>3.4%</b>
Capital Funds	1,569,724,897	1,667,727,476	6.2%
<Less: Capital Transfers>	(5,259,000)	(11,565,000)	119.9%
<b>Net Capital Funds</b>	<b>1,564,465,897</b>	<b>1,656,162,476</b>	<b>5.9%</b>
<b>Total</b>	<b>\$ 5,119,345,503</b>	<b>\$ 5,332,014,953</b>	<b>4.2%</b>

### Position Impacts

The Proposed Budget includes a net increase to the overall position count throughout the organization. The Base Budget includes the elimination of 62 positions, as these positions were funded on a one-time basis only in the 2021-2022 Adopted Budget. Of the 270 positions added as part of the Proposed Budget, it is important to note that approximately 60% were previously funded on a one-time basis, either formally budgeted or were otherwise temporarily funded, that are recommended to continue into 2022-2023. Overall, the net level of staffing increases by 208 positions, from 6,647 full-time equivalent positions in the 2021-2022 Adopted Budget to 6,855 positions in the 2022-2023 Proposed Budget, as shown in Table 2 below.

<b>Changes in Position Count (All Funds) from 2020-2021 Adopted to 2021-2022 Adopted Budget (Table 2)</b>	
<b>2021-2022 Adopted Budget</b>	<b>6,647 positions</b>
<i>2022-2023 Base Budget Changes</i>	<i>(62) positions</i>
<i>2022-2023 Proposed Budget Changes – General Fund</i>	<i>218 positions</i>
<i>2022-2023 Proposed Budget Changes – Other Funds</i>	<i>52 positions</i>
Total Net 2022-2023 Position Changes	208 positions
<b>2022-2023 Proposed Budget</b>	<b>6,855 positions</b>

# 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

## General Fund Forecast – Positive News, but Challenges Remain

In February 2022, the Administration prepared the 2023-2027 Five-Year Forecast and Revenue Projections document to estimate the budget condition of the General Fund and selected Capital Funds over the next five years. The Forecast anticipated an ongoing surplus of \$27.7 million in 2022-2023. That surplus has since been revised to \$30.1 million due to a number of factors, including revised estimates for Sales Tax proceeds and overhead reimbursements, and corrections to Base Budget expenditures.

Table 3 below displays the incremental General Fund surplus over the next five years. It is important to note that the surpluses in the outyears assume that the \$30.1 million surplus for 2022-2023 is fully allocated toward ongoing uses. Any portion of the surplus not fully allocated gets carried over the following year. Over the five-year forecast horizon, the cumulative General Fund surplus is forecasted at \$131.2 million.

**Table 3. 2023-2027 Revised General Fund Five-Year Forecast**  
(\$ in millions)<sup>1</sup>

	2022-2023	2023-2024	2024-2025	2025-2026	2023-2027	Five-Year Surplus/ (Shortfall)
<b>Incremental Surplus/ (Shortfall)</b>	\$30.1 <sup>2</sup>	\$26.0	\$23.5	\$22.7	\$28.9	\$131.2

<sup>1</sup> Does not include 1) costs associated with services funded on a one-time basis in 2021-2022; 2) costs associated with unmet/deferred infrastructure and maintenance needs; and 3) one-time revenue sources or expenditure needs.

<sup>2</sup> This figure was revised from the \$27.7 million surplus as presented in the February 2022 Forecast as a result of continued analysis of projected revenues and expenditures.

As described previously and in greater detail in the 2023-2027 Five-Year Forecast<sup>1</sup>, the projected surpluses omit significant expenditure levels in 2021-2022 funded by either one-time resources in the General Fund, or funded through external sources such as the ARP Fund. If many of these services were to cease in 2022-2023, the community would view such as action as a budget cut, and therefore service reduction. From a practical perspective, the City still faces a service level/structural shortfall. The clearest example is the Beautify San José Consolidated Model. Created early in the pandemic and kick-started with CARES Act resources in 2020-2021, the program to provide homeless encampment trash collection, abatement, illegal dumping response, and other blight reduction activities was formalized in the 2021-2022 Adopted Operating Budget. However, given the unusual and immediate circumstances of the pandemic, this ongoing program expansion was funded almost entirely by one-time resources in the ARP Fund, with a 2021-2022 Modified Budget of \$14.0 million. If the Beautify San José program were to transition fully to the General Fund on an ongoing basis in 2022-2023 without any additional analysis, the \$30.1 million surplus would be effectively reduced by \$14.0 million to \$16.1 million. Similar examples can be found in numerous areas of the City’s budget.

The General Fund Balancing Strategy, summarized below in Table 4, prioritizes the allocation of the projected surplus to primarily ensure the ongoing funding of a number of activities currently funded on a one-time basis. While additional work is required in future budget cycles, the 2022-2023 Proposed Operating Budget makes meaningful strides to better align ongoing service level expectations with ongoing resource levels, thus bringing the budget into closer structural alignment.

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<sup>1</sup> 2022-2023 City Manager’s Budget Request and 2023-2027 Five-Year Forecast:  
<https://www.sanjoseca.gov/home/showpublisheddocument/82635/637817119151470000>



# 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

## General Fund Budget Balancing Plan

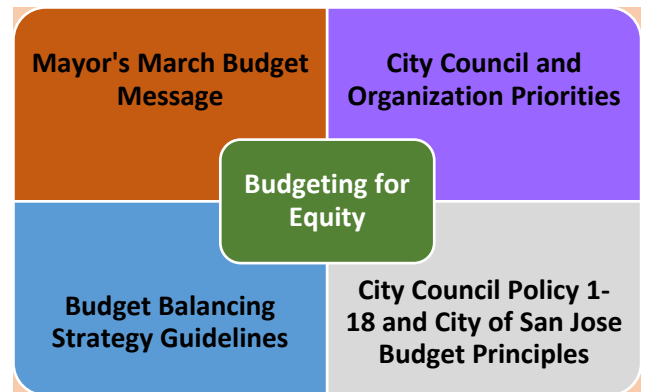
As displayed in Table 4 below, the 2022-2023 Proposed General Fund Budget Balancing Plan includes actions to allocate the \$30.1 million surplus forecasted for 2022-2023. This table shows the matrix of balancing strategies and the dollars associated with each action. A discussion of the balancing strategies can be found in *Attachment A* to this message and is discussed in detail throughout the Proposed Budget. *Attachment B* provides the status of Mayor and City Council referrals approved as part of the Mayor’s March Budget Message for Fiscal Year 2022-2023. *Attachment C* provides information regarding any budget proposals recommended in the budget that specifically address a recommendation issued by the City Auditor.

<b>2022-2023 Proposed Operating Budget General Fund Budget Balancing Plan (in 000's) (Table 4)</b>		
	<b>2022-2023</b>	<b>Ongoing</b>
<b>2022-2023 General Fund Surplus</b>	<b>\$ 30,090</b>	<b>\$ 30,090</b>
<b>Balancing Strategy</b>		
<b>Source of Funds</b>		
Beginning Fund Balance:		
2022-2023 Future Deficit Reserve	\$ 28,300	\$ 0
2021-2022 Excess Revenue/Expenditure Savings	25,000	0
Sick Leave Payments Upon Retirement Reserve	2,000	0
Pest and Turf Management Reserve	1,000	0
Other Reserve Liquidations	1,805	0
Grants/Reimbursements/Fees:		
CaliforniansForAll Youth Workforce Development Grant	9,166	0
Commercial Solid Waste CPI Adjustment	583	583
UASI Grant – Office of Emergency Management	471	0
Other Fee Programs/Reimbursements/Grants	(287)	(473)
Other Revenue:		
Transfer from the American Rescue Plan Fund	3,310	0
Transfer from the General Purpose Parking Fund (SJ Downtown)	100	0
Overhead Reimbursements/Transfers from Other Funds	1,518	1,582
<b>Subtotal Source of Funds</b>	<b>\$ 72,966</b>	<b>\$ 1,692</b>
<b>Use of Funds</b>		
2021-2022 Previously One-Time Funded Services	\$ 41,079	\$ 23,891
Service Level Enhancements	40,884	8,718
Other Fee Programs/Grants/Reimbursements	10,026	153
Unmet/Deferred Technology, Infrastructure, and Maintenance	6,766	84
Earmarked Reserves (Essential Services, Budget Stabilization, Vehicle Abatement)	5,300	300
New Facilities Operations and Maintenance	3,236	1,713
Cost Reductions/Service Delivery Efficiencies/Funding Shifts	(129)	(96)
Use of Reserves (Committed Additions, Cultural Facilities, Deferred Maintenance)	(4,107)	(2,981)
<b>Subtotal Use of Funds</b>	<b>\$ 103,056</b>	<b>\$ 31,782</b>
<b>Total Balancing Strategy</b>	<b>\$ (30,090)</b>	<b>\$ (30,090)</b>
<b>Remaining Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>

**Prioritizing Community and Organizational Needs**

The Proposed Budget balances many competing community and organizational needs while ensuring that the resources of all City funds remain in balance and thoughtfully deployed.

While the budget development process is informed by a variety of factors, the inputs shown at right are the key drivers that provide the strategic approach to prioritize community and organizational needs.



The Mayor’s March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, identifies the main investment priorities for the budget process, and directs the City Manager to employ the Budget Balancing Strategy Guidelines that outline a number of general approaches to use in the development of the budget. City Council Policy 1-18 and City of San Jose Budget Principles further ensure that the Administration applies best budgetary practices and work to align ongoing revenues with ongoing expenditures. Finally, the constantly shifting service delivery environment requires new or modified approaches to how resources should be allocated. Throughout the year, the City Council identify new or revised service level needs to benefit the community, and departments identify areas for additional investment or reallocation to address organizational risks and service delivery gaps.

Grounding us during the budget deliberation process is explicit consideration of equity. Our collective obligation is to think about resource allocation in a structured way to help determine who is benefitted and who is burdened by budgetary action, or inaction. Considerations of equity have deeply influenced past resource allocations from CARES Act, ARP, FEMA, and other external funding sources. As a major focus of the Proposed Budget is the continuation of services in 2022-2023 and beyond – where appropriate and feasible – that are funded on a one-time basis in 2021-2022, equity continues to play a leading role in the development of the budget balancing strategy across all funds and particularly in the General Fund and ARP Fund. Moreover, departments continue to deepen their approach on equity-focused analyses through the use of Budgeting for Equity Worksheets and a pilot project to re-imagine key community indicators and performance measures for community-facing Core Services in an effort to better understand the impact of City services on our community at a disaggregated level. A Manager’s Budget Addendum will be released later in May to provide more information on the embedding of equity as part of the budget development process, particularly regarding the lessons learned on a pilot project that represents the first year of a three-year effort to leverage the City’s performance measurement process to improve equity outcomes for our community.

While the process to develop the 2022-2023 Proposed Operating Budget spans all City funds, the Table 5 below provides a summary of the alignment of the proposals recommended in the General Fund and the ARP Fund to the priorities identified in the City Council-approved March Budget Message. It is important to note that the Administration recommends the allocation of the remaining available ARP Fund resources in this budget document. Though additional clean-up actions are expected as part of the Budget’s final adoption to recognize any savings from current year allocations and rebudget them into 2022-2023, or to slightly re-adjust between existing allocations to ensure that previously directed work is completed, those actions are not anticipated to involve significant programmatic changes that are best decided during the deliberation of the Proposed Budget. More detailed information on the ARP Fund allocations can be found in *Attachment D* to this message.

# 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

## Prioritizing Community and Organizational Needs (Cont'd)

<b>2022-2023 Proposed Budget Investment Priorities General Fund and American Rescue Plan Fund* (Table 5)</b>				
<b>Investment Priority</b>	<b>2022-2023 General Fund Adjustments</b>	<b>2022-2023 American Rescue Plan Fund Adjustments</b>	<b>2022-2023 Combined Adjustments Total</b>	<b>Ongoing Adjustments (General Fund)</b>
Homelessness and Affordable Housing	\$23.3 million	\$21.8 million	\$45.1 million	\$0.4 million
Equitable Economic Recovery	\$14.0 million	\$28.2 million	\$42.2 million	\$4.3 million
Public Safety	\$23.0 million		\$23.0 million	\$7.6 million
Battling Blight	\$8.8 million	\$7.0 million	\$15.8 million	\$8.3 million
Climate and Seismic Resilience	\$14.2 million		\$14.2 million	\$5.3 million
Fiscal Sustainability	\$5.4 million		\$5.4 million	\$0.2 million
Strategic Support**	\$5.5 million	\$2.3 million	\$7.8 million	\$3.2 million
Other Community Services**	\$6.2 million		\$6.2 million	\$5.6 million
Deferred Infrastructure**	\$6.8 million		\$6.8 million	\$0.0 million
Use of Reserves**	(\$4.1 million)		(\$4.1 million)	(\$3.0 million)
<b>Total</b>	<b>\$103.1 million</b>	<b>\$59.3 million</b>	<b>\$162.4 million</b>	<b>\$31.8 million</b>

\* While only the General Fund and ARP Fund are shown in this table, other Special and Capital Funds may also contribute funding to these Investment Priorities.

\*\* Although not explicitly identified as a standalone Investment Priority, these allocations are consistent with the City Council-approved 2022-2023 Budget Balancing Strategy Guidelines and provide context to the remaining allocated amounts

Approximately \$162.4 million from the General Fund and ARP Fund is available to be spent in 2022-2023. The final column's total of \$31.8 million only consists of ongoing General Fund resources, since the ARP Fund is recommended to be fully allocated in 2022-2023. The large amount of General Fund resources available in 2022-2023 (\$103.1 million) is primarily attributable the significant amount of one-time resources associated with beginning fund balance (\$58.1 million) or savings expected at the end of 2021-2022 that can be carried forward to be used as a one-time funding source in 2022-2023. After removing one-time sources, only \$31.8 million is available for allocation on an ongoing basis.

It is important to note that, of the ongoing allocations totaling \$31.8 million, \$24.0 million was previously funded on a one-time basis in 2021-2022. This point is worth emphasizing: even though the 2022-2023 Proposed Budget allocates over \$30 million of ongoing General Fund resources, approximately 75% of that amount continues services that are currently being provided in some form in 2021-2022. As a result, the City Council and community should not expect dramatically different service levels with the approval of this budget.

A discussion regarding some of the most impactful budget actions follows, including actions funded in various Special and Capital Funds, along with a listing of the section of the document that describes the various actions in more detail. The actions are grouped by their alignment with the investment priorities approved as part of the Mayor's March Budget Message for Fiscal Year 2022-2023.

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

*Homelessness and Affordable Housing*

There is no greater challenge to local governments – both short-term and long-term – than the issues of preventing and mitigating homelessness, and the corresponding need to increase the production of affordable housing. The issues transect multiple Federal, State and local laws, and multiple independent agencies, each with their own elected governing boards. While the issue is too big for any one agency to solve on its own – collective action and coordination remain essential – the community and City Council have made clear that the City must continue to play a leading role.



The largest recommended budget adjustment in the 2022-2023 Proposed Budget is the combined allocation of \$40.0 million of one-time funding from the General Fund (\$21.5 million) and the ARP Fund (\$18.5 million) to kick-start the development of additional Emergency Interim Housing sites and seed funding for their future operations and maintenance costs. In accordance with the Mayor's March Budget Message for Fiscal Year 2022-2023, this recommended allocation of \$40.0 million, when combined with Federal, State, and Measure E Real Property Transfer Tax revenues<sup>2</sup>, will help meet the identified goal of having 1,000 pandemic-era housing beds under development by the end of the calendar year. As these new units will need to be treated like other City facilities with ongoing operations and maintenance costs, a Manager's Budget Addendum will be released later in May to describe in greater detail how the ongoing operations and maintenance costs of these facilities will be factored into future Five-Year General Fund Forecasts.

In parallel with the efforts to support the unhoused community, work continues on a number of fronts to increase the overall supply of housing. A Notice of Funding Availability for \$150 million for development of affordable housing was issued by the Housing Department in December 2021, with nearly half of these funds supplied by Measure E revenues. After receiving a strong response from developers, staff is recommending moving forward with conditional awards for 11 developments, totaling 1,288 new affordable housing units, in May 2022 that are anticipated to be brought forward to the City Council for formal funding commitments over the next year. Separately, 30 new affordable housing developments have submitted preliminary applications for more than 3,000 new affordable apartments. To help facilitate this and other development-related work, the Proposed Budget recommends resources for the Housing and Planning, Building and Code Enforcement (PBCE) Departments, the Office of Economic Development and Cultural Affairs, and City Attorney's Office to help with permit intake, environmental review, and project facilitation. Based on the continued surge of interest and applications for Accessory Dwelling Units (ADU), the ADU Ally program that was previously funded on a one-time basis, is recommended for ongoing funding and expansion.

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<sup>2</sup> See: *Proposed Changes to the Spending Priorities and Percentage Allocations of Measure E Real Property Transfer Taxes*, April 19, 2022: <https://sanjose.legistar.com/LegislationDetail.aspx?ID=5554396&GUID=10457FCC-14E4-47BF-B470-27A1F4DA0CC2&Options=&Search=>

# 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

## Focused Approach to Prioritize Community and Organizational Needs (Cont'd)

A listing of these and other notable budget actions within this category is provided below:

- Emergency Interim Housing Construction and Operations (\$40.0 million)/City-Wide Expenses and Attachment D
- San José Bridge Program (\$3.0 million)/Attachment D
- Planning Development Fee Program CEQA Review Staffing (\$498,000)/City Attorney's Office & PBCE
- Urban Village Planning (\$400,000) /PBCE
- Drug treatment and Mental Health Services Partnerships (\$500,000)/City-Wide Expenses
- Automatic Public Toilets (\$410,000)/City-Wide Expenses
- Accessory Dwelling Unit Ally Program Staffing (\$312,000)/PBCE
- Downtown Homeless and Mental Health Response and Support (\$300,000)/Attachment D
- Underwriting and Financial Consulting for Affordable Housing Projects (\$250,000)/Housing
- Housing Preservation and Production Staffing (\$237,000) /Housing
- Homeless Response Team and BeautifySJ Coordination Staffing (\$207,000)/Housing
- Yes in God's Backyard (\$200,000)/ PBCE
- Destination Home: Silicon Valley Staffing (\$179,000)/PBCE
- Housing Catalyst Team Staffing (\$164,000)/Office of Economic Development and Cultural Affairs



### *Equitable Economic Recovery*

From the early onset of the pandemic, the City has been focused on supporting our most vulnerable communities, including coordinating food delivery to residents in need, sheltering our unhoused community, coordinating and assisting in the delivery of rental relief programs, providing direct outreach and assistance to the small business community, providing free afterschool programming, and deploying thousands of WiFi hotspot and connectivity devices so children can access a broadband connection while attending school remotely. For these programs, and others, we have provided an equity-focused, place-based approach to achieve more equitable outcomes for deeply impacted communities that were already disadvantaged prior to the pandemic's onset.



**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

Though the most egregious impacts of the pandemic are hopefully behind us, our continued recovery efforts must still be grounded in equitable practices. We must also continue the work to embed the application of racial equity considerations into day-to-day service delivery to understand and modify, where appropriate, how services are delivered. Unfortunately, the unprecedented surge of one-time resources provided to the City in response to the pandemic are dwindling and difficult choices need to be made.



The most difficult transition is the need for the City to step back from its leadership role in providing food and necessities distribution. To allow the County of Santa Clara to focus as much of its attention as possible on health care services, prevention, and ultimately vaccination, at the County's request during the pandemic's early days, the City took on the role of coordinating and funding food and necessities access to residents and families across the County. Leveraging the tremendous dedication and resourcefulness of our partners, the City stood up an organization that is expected to deliver over 225 million meals from the beginning of the pandemic through June 2022 at an estimated cost of \$87 million. Though the need is still significant, the responsibility for the provision of these social services must return to the County, especially as the City's limited external funding resources are expended. While the Administration is continuing discussions with the County to provide leadership in this space, an allocation of \$4.8 million from the ARP Fund provides transition funding for the food partners from July through September 2022. A separate one-time allocation of \$500,000 in the General Fund will cover any permitting or other City fee costs for partners and other non-profit food providers to expand operations in San José.

Other investments continue at similar or increased levels where the City has historically been a key funding provider. While a number of General Fund revenue categories have rebounded strongly from the immediate impacts of the pandemic, hotel and convention-related activity has been slower to recover, along with the associated revenues from the Transient Occupancy Tax, which support cultural arts grants, the Convention and Visitors Bureau, and the operations of the San José McEnery Convention Center and other facilities managed by Team San José. As a result, continued support from the ARP Fund is recommended to supplement cultural grant funding and arts-led outdoor activations, as well as to ensure a positive ending fund balance within the Convention and Cultural Affairs Fund.

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

Other key one-time investments to promote an equitable recovery include the allocation of \$10.5 million from the ARP Fund for Child and Youth Services – previously dedicated by the City Council for this purpose at its meeting on November 30, 2021 – to be spent over a multi-year period, as approved by the City Council at their meeting on April 26, 2022; the leveraging of the CaliforniansForAll Youth Workforce grant to continue the Learning Resilience Corps; the allocation of \$2.0 million from the ARP Fund to serve as a funding source for potential COVID-19 Recovery Taskforce recommendations that are anticipated to be issued before the end of the



calendar year; and additional engagement with the community to support vaccination and COVID-19 protective measures and potential continuation of the pilot Promotores Model anticipated to launch by June 2022. Ongoing investments include the permanent establishment of the Viva Calle and Viva Parks program in the General Fund supporting 100 Viva Parks events and 3 Viva Calle events each year, a program previously been funded on one-time basis for many years prior to the pandemic.

Underlying the specific investments for community-serving and community-building programs, the City continues its work to explicitly embed equity in day-to-day activities and future planning. This has necessarily been an ongoing and iterative process throughout the organization. Though the Office of Racial Equity was formally established with the 2020-2021 Adopted Budget and this team provides leadership support and coordination on a wide range of issues and projects, it is the responsibility of each City department to incorporate equity-based analysis into their Core Services. To supplement this ongoing work and the mandatory racial equity training that all City staff (with the exception of Police Department sworn staff that are on an altered schedule) will complete by June 2022 (and be required to refresh every two years), the Proposed Budget includes racial equity staffing resources in the following departments: Library, Parks, Recreation and Neighborhood Services (PRNS); PBCE; Police, and Transportation. With the exception of the permanent extension of the previously one-time funded position in Library that also manages Family Learning Center staff, the other positions are one-time funded to accelerate the establishment of equity-focused strategic planning, policies and practices, and indicators that will enable the continuation of equity efforts in these departments beyond next fiscal year.

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

A listing of these and other notable budget actions within this category is provided below:

- Continued Child and Youth Services (\$10.5 million)/ Attachment D
- Continued Food Services and Food Distribution Resilience Corps (\$4.8 million)/Attachment D
- Support to the Convention and Cultural Affairs Fund (\$4.0 million)/ Attachment D
- Placemaking/Viva Calle and Viva Parks (\$3.4 million)/PRNS and Attachment D
- CaliforniansForAll Youth Workforce Program – Learning Resilience Corps (\$3.2 million)
- Supplemental Arts and Cultural Grant Funding (\$2.0 million)/ Attachment D
- COVID-19 Recovery Taskforce (\$2.0 million)/Attachment D
- Digital Equity and Device Access (\$1.1 million)/Attachment D
- School of Arts and Culture Expansion (\$1.0 million)/ City-Wide Expenses
- Racial Equity Staffing (\$903,000)/Library, PBCE, PRNS, Police, Transportation
- Community Engagement (\$700,000)/ Attachment D
- Coyote Valley Monterey Corridor Study (\$575,000)/City-Wide Expenses
- Cannabis Equity Program (\$500,000)/City-Wide Expenses
- San José Al Fresco (\$400,000)/Attachment D
- Storefront Activation Grant Program (\$500,000)/City-Wide Expenses
- Child and Youth Services – Family, Friends, and Neighbors (\$500,000)/City-Wide Expenses
- Non-Profit Food Provider Permitting Costs (\$500,000)/City-Wide Expenses
- San José Aspires Administrative Support (\$450,000)/Attachment D
- City of San José Disparity Study (\$400,000)/City-Wide Expenses

**Public Safety**

Public safety has always been and will continue to be a top priority for San José. Though the impact to City services from chronic General Fund shortfalls and constrained budgets experienced over the last twenty years did not exempt police and fire services, the City has consistently worked to prioritize limited service restoration and funding allocations to achieve the highest positive impact possible.

For the Police Department, the last significant restoration of sworn staffing occurred after passage of the Measure B 1/4-cent Sales Tax ballot measure, when the City added back 41 sworn positions in the 2017-2018 budget. Since that time there has been limited movement in the number of authorized sworn positions; the current level of 1,153 positions is 17% lower than the peak of 1,395 sworn positions in 2008-2009. As a result, the City has had to rely on overtime through grant funding and or one-time General Fund allocations to support limited initiatives in response to shifting community needs.

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

Based on City Council direction through their approval of the Mayor's March Budget Message for Fiscal Year 2022-2023, the Proposed Budget converts two previously one-time funded overtime allocations to ongoing permanent staffing: 16.0 Police Officer positions to permanently re-establish foot patrols for the Downtown and High Needs Neighborhoods, and 4.0 Police Officer positions for the Mobile Crisis Assessment Team to respond to community members experiencing a mental health crisis. It is the hope that these staffing additions are the beginning of a multiyear process to rebuild the Police Department to better meet the needs of our community. Additional analysis and recommendations regarding this strategy will be brought forward later in a Manager's Budget Addendum. The Proposed Budget also recommends the permanent restoration of 5.0 Community Service Officers that were added back on a one-time basis for two years in the 2020-2021 Adopted Budget.



The passage of Measure T enabled the relocation of existing and the construction of new fire stations to improve response times. As the new stations will require new fire companies, the sworn staffing in the Fire Department will increase over the coming years as new stations come online. The 2021-2022 Adopted Budget added 14.0 positions to staff new Fire Station 37; the cost of additional companies to operate new Fire Stations 32 and 36 are included in the 2023-2027 Five-Year General Fund Forecast and will be brought forward in future budget cycles. In the 2022-2023 Proposed Budget, additions to the Fire Department are recommended for improved employee services and workforce support, along with increased focus on obtaining well-qualified and diverse recruits for future academies. Further, the recommended

addition of 1.0 Arson Investigator position will help mitigate the heavy workload experienced by the existing three-person Arson Unit.

Public safety is also a driver for staffing considerations in the Transportation Department, which includes a recommendation make permanent previously temporary positions funded by the Traffic Capital Program. The Traffic Safety Team is focused on completing traffic safety grant projects and pilot projects to address illegal street racing and sideshows. Significant investments in traffic and pedestrian safety are discussed in greater detail within the Traffic Capital Program Overview in the 2022-2023 Proposed Capital Budget and 2023-2027 Proposed Capital Improvement Program.

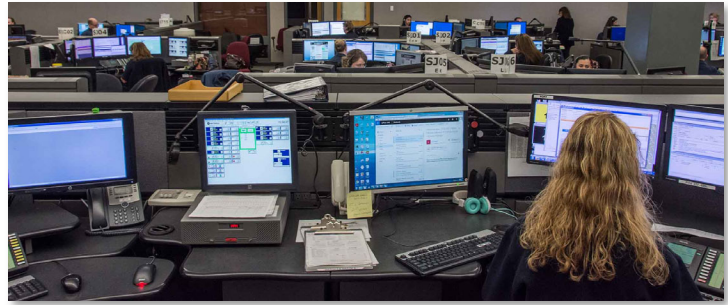




## 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

### Focused Approach to Prioritize Community and Organizational Needs (Cont'd)

While the above investments allow for several important services previously funded on a one-time basis, many for a number of years, to now be funded ongoing in future budgets, several other critical programs must still continue on a one-time basis and will need to be reconsidered for permanent funding again in the next budget cycle.



Those items include the Police Sworn Hire Ahead Program, Public Records Team Staffing (a combination of one-time and ongoing investments), Recruiting and Backgrounding, and the Coyote Creek and Guadalupe River Trail Patrol.

A listing of these and other notable budget actions within this category is provided below:

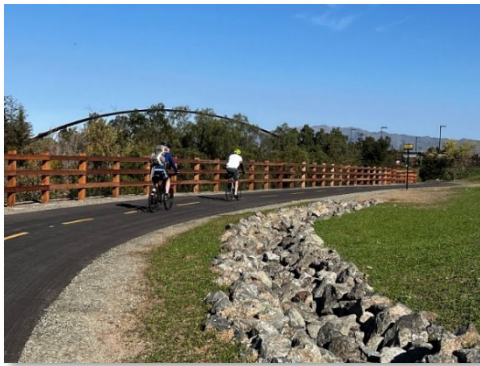
- Police Sworn Hire Ahead Program (\$7.5 million)/Police
- Foot Patrols in Downtown and High Needs Neighborhoods Staffing (\$3.7 million)/Police
- Emergency Operations Center and Equipment Room Fixtures, Furniture and Equipment (\$2.3 million)/ Information Technology
- Public Records Team Staffing (\$931,000)/Police
- Recruiting and Backgrounding (\$895,000)/Police
- Mobile Crisis Assessment Team Staffing (\$822,000)/Police
- Coyote Creek and Guadalupe River Trail Patrol (\$600,000)/Police
- Community Service Officer Staffing (\$615,000)/Police
- Traffic Safety Team Staffing (\$416,000)/Transportation
- Body Worn Camera Review (\$350,000)/City Attorney's Office
- Bureau of Fire Prevention Arson Unit Staffing (\$310,000)/Fire
- Employee Services Workforce Enhancement Staffing (\$303,000)/Fire
- Re-arresting Criminal Defendants (\$300,000)/Police
- Public Safety Initiatives Staffing (\$200,000)/City Attorney's Office
- Automated Speed Detection and Messaging (\$175,000)/City-Wide Expenses
- Domestic Violence High Risk Response Team (\$125,000)/Police
- Improving Criminal Justice Program (\$120,000)/Police
- Bureau of Investigations – Family Violence Unit Staffing (\$109,000)/Police
- Ambulance Services Evaluation (\$85,000)/Fire



**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

***Battling Blight***

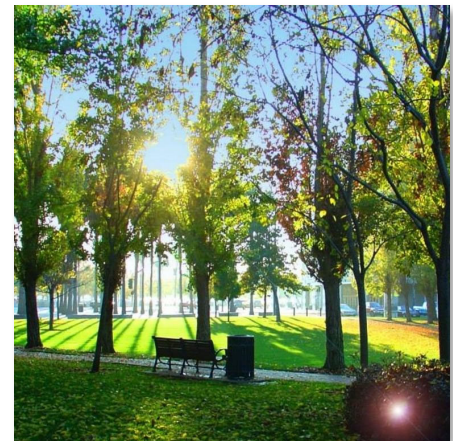
Addressing issues of blight, illegal dumping, and trash collection from homeless encampment sites continues to be a significant focus for the City, as it was for the 2021-2022 Adopted Operating Budget. In 2021-2022, the City leveraged ARP funding to formally establish the Beautify San José Consolidated Model in PRNS with a total of 34.25 positions in the Adopted Budget, and then added an additional 11.0 positions through City Council action on November 30, 2021. The City also leveraged ARP resources in 2021-2022 to continue the Vehicle Abatement program, that was previously funded in the General Purpose Parking Fund, the continuation and expansion of the Cash for Trash program, and the expansion of the Dumpster Days program.



The costs associated with this combined service level in 2021-2022 is substantial at \$14.8 million, the bulk of which is the Beautify San José Consolidated Model. While these are ongoing services that the community expects to continue, the 2022-2023 Proposed Budget takes a phased approach to incorporating these costs in the budget on an ongoing basis. All of the Beautify San José Consolidated Model staffing authorized with the 2021-2022 Adopted Budget, the Cash for Trash program, and the expanded Dumpster Days is recommended to be funded from the General Fund on an

ongoing basis at a combined cost of \$4.7 million. An allocation of \$7.0 million from the ARP Fund, along with an estimated \$3.5 million in current year savings that is planned to be rebudgeted in 2022-2023, will fund the contractual and trash collections services, equipment, and supplies for the Beautify San José Consolidated Model in 2022-2023. This means that while we have taken significant steps to identify ongoing funding for this program in 2022-2023, additional actions will need to be taken during the 2023-2024 budget development process to fully secure ongoing resources for this critical community service.

As directed by the approval of the Mayor's March Budget Message for Fiscal Year 2022-2023, the Proposed Budget continues the Vehicle Abatement program on an ongoing basis and provides surge funding to spend over a two-year period for additional target enforcement in hotspot areas and small business corridors. Recognizing the intersectional nature of the problems from abandoned vehicles, the Administration is also working to reimagine elements of the program and take an integrated approach by bringing together the Transportation, Housing, PRNS, PBCE, and Information Technology Departments, along with potential community partners, to reimagine new workflows to further improve this program. An ongoing reserve for improvements to the Vehicle Abatement program is established with the Proposed Budget; the Administration anticipates bringing forward recommendations to specifically allocate this funding for the reimagined program in early 2022-2023.



**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

Several other actions in this category also recommend the ongoing continuation of services previously funded on a one-time basis in 2021-2022, including the Beautify San José Landscape Maintenance program for various streetscapes managed by the Transportation Department, the permanent expansion of the Project Hope Program from six to nine sites, and City Attorney's Office staffing for proactive blight and nuisance enforcement.

Targeted ongoing resources within PBCE are also included to enhance enforcement resources, supervision and policy support for Code Enforcement. As previously directed by the City Council, ongoing funding is also recommended to provide the appropriate level of landscape and trail maintenance to Guadalupe River Park, which will need improved levels of maintenance from its current condition after the unhoused community currently on site are transitioned to an interim housing solution.

Finally, funding for the Responsible Landlord Engagement Initiative is recommended as Catholic Charities has resumed this program. Still funded on a one-time basis to ensure the new program remains an effective use of resources, matching funding from the State of California is expected to be received in the coming months.

A listing of these budget actions within this category is provided below:

- Beautify San José Consolidated Model (\$11.7 million) /PRNS and Attachment D
- Vehicle Abatement Program (\$1.2 million)/Transportation and General Fund Reserves
- Beautify San José Landscape Maintenance Program (\$1.1 million)/Transportation
- Project Hope (\$486,000)/PRNS
- Guadalupe River Park Maintenance (\$394,000)/PRNS
- Code Fee Programs Enforcement Staffing (\$334,000)/PBCE
- Proactive Legal Enforcement of Blighted and Nuisance Properties (\$250,000)/City Attorney's Office
- Responsible Landlord Engagement Initiative (\$200,000)/City-Wide Expenses
- Code Enforcement Policy and Program Support (\$121,000) /PBCE

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

*Climate and Seismic Resilience*

With a changing climate and a community becoming all too familiar with drought, flooding, fires, and power shut-offs, City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023 directs and accelerates more explicit investment to position San José to become more resilient to ever-shifting environmental conditions. The Proposed Budget responds to this direction by allocating resources for immediate impact now, and to yield benefits in the years to come.



Immediate impact allocations include the leveraging of previously awarded funding for the CaliforniansForAll Youth Workforce Program – Climate Change Pathway, which not only provides practical job experience for program participants, but provides tangible environmental benefits for our parks, trails, and watersheds through vegetation management, clean-up activities, and water conservation projects. State grant funding for this program continues into 2023-2024. Other immediate impact uses include one-time General Fund resources to mitigate fire risk in Alum Rock Park with the development and implementation of a vegetation management plan and a remotely controlled mower that can clear vegetation on steep hillsides.

Beginning now and yielding benefits for the future is the recommended establishment of a Community Forest Program that provides staffing and contractual resources to initiate a 12-year pruning cycle for all City street trees and trees within parks, along trails, and around civic facilities; funding for tree replacement plantings; and the planting and establishment of 1,000 street trees annually using an equity lens to inform planting locations. The initiation of a defined pruning cycle provides near-term benefits for improved tree health and urban forestry management, while the planting of new and replacement trees will yield future year benefits of increased shade canopy that will become more crucial with a warming planet. It is important to note that this is the only substantially new service recommended for ongoing General Fund resources in the 2022-2023 Proposed Budget.



Preliminary and technical scope development is needed now to position the City to access future Federal funding expected over the medium and long-term from the Infrastructure Investment and Jobs Act. As directed in the Mayor's March Message, the Proposed Budget creates a multi-departmental team led from the City Manager's Office, to drive results informed by equity considerations on key resilience objectives and major capital projects in the areas of drought resilience, sea level rise, microgrid development, urban forests, seismic safety, Coyote Valley open

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

space implementations, electrification, and rehabilitation of aging City infrastructure. This two-year effort will be overseen by a Deputy City Manager to coordinate the cross-department workstreams that will also tap into technical consulting resources and the expertise of a new position added to the Intergovernmental Relations Team prioritizing the access to Federal infrastructure sustainability and resilience funding. Though the short-term goal is to provide the focus and preliminary evaluation necessary to leverage Federal and State resources, beginning in 2024-2025, an ongoing commitment will be established in the General Fund to fund a Resilience Officer that will provide ongoing management of this program, though that position may reside outside the City Manager's Office.

Finally, the small existing Climate Smart Implementation Team, previously primarily funded on a one-time basis and supplemented with grant resources, is recommended to be expanded and made permanent to meet the City Council-approved goal for San José to become carbon neutral by 2030. Continuing and making permanent 3.0 existing positions and adding a combined 6.0 additional positions in the Environmental Services Department and the Transportation Department, along with specialized consulting services, will focus near-term work on the decarbonization of existing buildings and electrification of the transportation infrastructure. Not only is it important to permanently expand the team to reach City Council objectives, establishing an ongoing team better positions the City to access the wide range of grant and technical assistance resources provided by the Federal and State government, and private philanthropic organizations, including the City's selection by the U.S. Department of Energy to receive technical assistance through the Communities Local Energy Action Program to develop a community action plan to electrify buildings in East and Downtown San José and bring underrepresented communities into the clean energy workforce.

A listing of the budget actions within this category is provided below:

- CaliforniansForAll Youth Workforce Program – Climate Change Pathway (\$5.9 million)/City-Wide Expenses
- Community Forest Program (\$3.6 million)/PRNS and Transportation
- Climate Smart Program Implementation (\$2.1 million)/
- Environmental Services and Transportation
- Climate Resilience Planning and Development (\$1.7 million)/City-Wide Expenses
- Alum Rock Park Vegetation Management (\$458,000)/PRNS

***Fiscal Sustainability***

Even with the budgetary challenges experienced for many years prior to the pandemic, the City has maintained sound financial and budgetary management practices. The continued adherence to these practices and their underlying principles are regularly cited by bond rating agencies as a factor in San José's strong credit ratings, which allows the City cost-effective access to borrowing instruments to finance the expansion of and improve the City's capital assets or to refinance existing debt obligations that can yield one-time and ongoing savings. As a recent example, in April 2022, the Finance Department strategically leveraged the strength of the City's strong General Fund credit rating to successfully refund the bonds pledged with special hotel taxes from the Convention Center Facilities District (CCFD) with lease-revenue bonds.

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

These actions yielded a net-present value savings of \$18 million and allowed the City to refinance outstanding commercial paper debt for the convention center and to begin amortizing this debt for a lower level of ongoing debt service that can be fully afforded by the still recovering CCFD special taxes and not require any General Fund support. Finally, the financing structure allowed for the conversion of the outstanding variable rate commercial paper notes to be converted to fixed rate bonds thereby reducing the City's exposure to increased debt service in a rapidly rising interest rate environment.

Our collective ability to apply strong strategic fiscal positioning and resource deployment principles enabled the City to quickly pivot when the pandemic initially struck, rebalancing both the 2019-2020 and 2020-2021 budgets within a matter of weeks, and rapidly deploying CARES Act, ARP Act, and other Federal and State funding sources to support vulnerable communities. This rebalancing was necessary due to the relatively low General Fund reserve levels. Though City Council Policy 1-18 establishes a General Purpose Reserve target of 10% of General Fund operating expenditures based on best practices, the total reserve level at the start of the pandemic was 6.5%. Due to careful budgetary management and the allocation of excess fund balance during prior Annual Reports, these reserves now sit at a combined 7.4% of the 2021-2022 Modified Budget General Fund operating expenditures.

The primary component of General Purpose reserves, the Budget Stabilization Reserve, currently sits at \$46.5 million. Directed by the Mayor's March Budget Message to add to this reserve, only an additional \$2.0 million is recommended, inching the reserve up to a preliminarily estimated 7.5% by the time the 2022-2023 Adopted Operating Budget is approved and funds allocated in the current year are rebudgeted into 2022-2023. While the Administration would have preferred a higher contribution, the need to transition such a large amount of one-time funded community-focused services into the General Fund necessitated a smaller, though still meaningful, allocation. Once reserve levels grow to a healthier balance, the City becomes more resilient to economic shocks or other unforeseen expenditure impacts without immediately needing to reduce services.

Two other General Fund General Purpose reserves are counted toward the 10% Reserve target and include the Contingency Reserve and the Workers' Compensation/General Liability Catastrophic Reserve. The Contingency Reserve at \$41.0 million stands at 3% of General Fund expenditures per City Council policy, and the Workers' Compensation/General Liability Catastrophic Reserve totals \$15.0 million. Both reserves will be included in the budget as part of the rebudgeting process before final budget adoption.

In accordance with the March Message, the \$3.0 million Essential Services Reserve is available for allocation by the City Council for important community priorities later in the budget process. Ongoing funding is set aside for a Fellows Program to leverage the cost-effective talent of mid-career professionals, such as FUSE and Packard Foundation fellows, or those near the beginning of their career, such as the case with Urban fellows. With the establishment of a Donor Wall, the City provides a platform to better elevate the generous contributions received in the past that will also hopefully generate the philanthropic support of others in the future.

A listing of the notable budget actions within this category is provided below:

- Essential Services Reserve (\$3.0 million)/ General Fund Capital, Transfers, Reserves
- Budget Stabilization Reserve (\$2.0 million)/ General Fund Capital, Transfers, Reserves
- Fellows Program (\$200,000)/City-Wide Expenses
- Donor Wall (\$150,000)/City-Wide Expenses



**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

***Other Community Services, Strategic Support, Deferred Infrastructure, and Use of Reserves***

While many of the proposed actions in the General Fund and ARP Fund center around the main priorities specified in the March Budget Message, various other adjustments are needed to continue the delivery of services expected by the community, especially since several essential programs were funded on a one-time basis in 2021-2022. In addition, adjustments are also included within a variety of restricted funding sources to effectively deliver the City's wide range of City services, from an airport to a zoo. As highlighted below, the Proposed Budget seeks to ensure that City services are effectively resourced within available funding levels to meet community expectations, as well as the goals and objectives of the Mayor and City Council and the Administration.

***Other Community Services***

The Proposed Budget includes the permanent restoration of Library hours for branches serving lower resourced communities, adds ongoing staffing to adequately resource the Dr. Martin Luther King, Jr. Library, and increases security staffing. Though making the restored hours permanent for lower resourced communities is an important ongoing commitment of funding for disproportionately impacted communities, the further expansion of branch hours should remain a top priority for future budget cycles.



PRNS has had a significant number of its core programs previously funded on a one-time basis over the past few years. Many are made permanent in the Proposed Budget, including the Pest and Turf Management Team, Parks Rehabilitation Strike Team, Police Activities League Stadium Complex and Program Support, Neighborhood Center Partnership Program Support, Welch Park Recreation Services, and Volunteer Management Support.



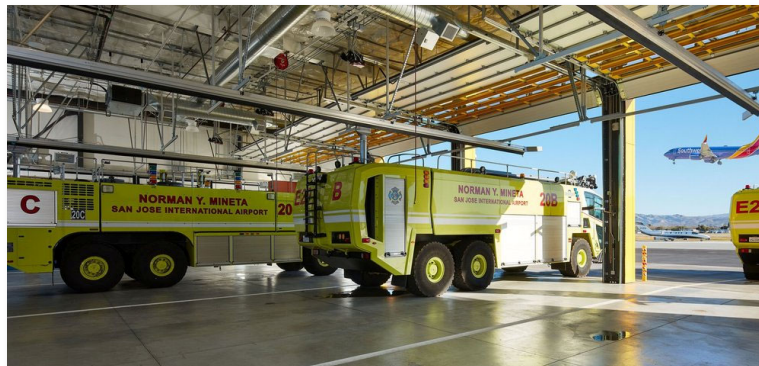
Targeted investments within the Public Works Department help to better distribute workload at the Animal Care Center and maintain quality animal care and high live release rates, including improving span of management control for veterinary staff as well as shelter and dispatch/field operations staff, and reallocates several part-time positions to full-time to provide a more sustained and predictable level of staffing for animal care and facilities operations.



## **Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

Numerous investments within various restricted funds are recommended throughout the Proposed Budget to address service level gaps, optimize or improve existing services, or address new challenges, as sampled below:

- With airport passenger levels and flights continuing to rebound from the pandemic, recommendations are included to add back a portion of the Airport Department positions previously eliminated in the 2020-2021 Adopted Budget.
- The Integrated Waste Management Fund managed by the Environmental Services Department allocates funding to conduct additional customer engagement on how to properly recycle, as customer rates are impacted by the contamination of recyclable materials, and the bi-annual waste characterization study that assesses contamination levels, which is scheduled to occur later in 2022-2023.
- Staffing and street sweeping equipment are recommended in the Transportation Department, and funded by the Storm Sewer Operating Fund, to keep up with the growing inventory of protected bike lanes that require specialized street sweeping equipment to keep the lane and gutter clear of debris.
- Resources from the South Bay Water Recycling Operating Fund managed by the Environmental Services Department invest in infrastructure maintenance projects to facilitate the continued distribution of recycled water; and increased ongoing resources in the Water Pollution Control Plant Fund are required for materials and parts for instrumentation and mechanical maintenance at the Regional Wastewater Facility.



## ***Strategic Support***

All City services – from emergency response, to underground sewer line maintenance, to digital literacy, to recreational services, and to airport operations – rely on the day-to-day work of our strategic support departments and core services. As the Mayor and City Council regularly acknowledge the need for and importance of strategic support functions, several investments are included in this category.

Significant actions include a combination of ongoing and one-time staffing resources in the Human Resources Department to continue the City-wide focus on recruiting, retaining, and training the talented workforce necessary to provide high-quality services to our community. It is important to note that consideration of our existing vacancy levels and the extremely challenging labor market was a significant factor in developing the Proposed Budget. Not only was budget development constrained by existing resources and the number of services only funded on a one-time basis in 2021-2022, the Administration was also cognizant of the issue of adding new positions in addition to those that are already hard to fill, or keep filled. As directed by the Mayor's March Budget Message, a Manger's Budget Addendum will be provided later in the budget process describing the actions the Administration has taken to recruit, hire, and retain employees.

**Focused Approach to Prioritize Community and Organizational Needs (Cont'd)**

Ongoing General Fund resources are also recommended to expand the Finance Department's procurement team by 20% and invest in facilitating technology enhancements to increase the City's capacity to timely acquire the supplies, equipment, and services that all departments require to perform their work. A recent third-party analysis identified a number of process and policy improvements that the City should undertake, including the identification of additional staffing to support the City's complex procurements. Given their strong supporting role in providing services, the Administration will continue to evaluate staffing levels within the procurement team as part of future budget development cycles.

A continued reevaluation and renewal of technology infrastructure is performed each budget cycle, and while resources are limited, several replacements are recommended in the Proposed Budget, including the replacement of the City's out-of-date intranet site with a OneCity Workplace collaborative platform that better suits a modern, hybrid workforce; the replacement of the existing recruitment and onboarding platform with a more user-friendly and functional workflow for applicants and City staff; the replacement of outdated debt management software; and the addition of a fixed assets module to the City's Financial Management System to allow for better implementation of financial reporting requirements.

***Deferred Infrastructure***

The 2022-2023 Proposed Capital Budget and 2023-2027 Capital Improvement Program describes in detail the revenues and costs associated with maintaining the City's public works infrastructure and assets. Though many of these assets have support from dedicated and restricted funding sources, many do not, or the dedicated revenue streams are insufficient. In either case, the capital maintenance and replacement of those assets becomes the responsibility of the General Fund. Even though the need is significant, given the other competing demands in this budget, only a very limited amount of General Fund resources are recommended for the replacement of deferred infrastructure, including \$2.5 million for various municipal facilities, \$2.0 million for the replacement of emergency radios for first responders that will no longer be supported after 2022-2023, and \$1.0 million for the rehabilitation of City-owned cultural facilities (offset by the reserve described below).

***Use of Reserves***

The 2023-2027 Five-Year Forecast included several reserves set aside for specific uses, and then actions are taken in the Proposed Budget to liquidate (or reduce) those reserves as a corresponding offset to the planned budgeted expense. The Proposed Budget liquidates the reserves established to help offset the cost to replace or maintain deferred infrastructure (\$2.0 million), the Cultural Facilities Capital Reserve established on an ongoing basis to help pay for rehabilitation of the City-owned cultural facilities (\$1.0 million), a number of reserves established to pay for the costs of new capital facilities coming online in 2022-2023 that need to be maintained and operated (\$1.0 million), and the use of the Measure E – 10% Homelessness Prevention and Rental Assistance Reserve to support the Bill Wilson Center Homeless Student Housing Program (\$115,000).

## 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

### Focused Approach to Prioritize Community and Organizational Needs (Cont'd)

A listing of the notable budget actions within this category is provided below:

- Transfer to the Communications Construction and Conveyance Tax Fund – Radio Replacement (\$2.0 million)/General Fund Capital, Transfers, Reserves
- South Bay Water Recycling Operational Improvements (\$1.7 million)/ESD
- Pest and Turf Management Team (\$1.1 million)/PRNS
- Library Branch Hours and Operations for Lower Resourced Communities (\$917,000)/ Library
- San José Municipal Stadium LED Lighting (\$800,000)/ General Fund Capital, Transfers, Reserves
- Recruitment and Retention Staffing (\$793,000)/Human Resources
- Animal Care and Services Staffing (\$669,000)/Public Works
- City Hall Carpet Replacement (\$650,000)/ General Fund Capital, Transfers, Reserves
- Parks Rehabilitation Strike Team (\$604,000)/PRNS
- Learning and Development Program (\$581,000)/Human Resources
- Procurement Improvement Staffing (\$552,000)/Finance
- Recovery Foundation and Drive to Digital – Hybrid Workplace (\$500,000)/City-Wide Expenses
- Recovery Foundation and Drive to Digital – OneCity Workplace (\$500,000)/City-Wide Expenses
- Recycle Right Direct Customer Outreach (\$480,000)/ESD
- Happy Hollow Park and Zoo Security (\$450,000)/PRNS
- Street Sweeping for Protected Bike Lanes (\$445,000)/Transportation
- Police Activities League (PAL) Stadium Complex and Program Support (\$337,000)/PRNS
- Martin Luther King, Jr. Library Hours and Operations (\$334,000)/Library
- Traffic Safety Team Staffing (\$338,000)/Transportation
- Upgrade Airport Electricity Service to Total Green (\$300,000)/Airport
- Debt Management Software Replacement (\$250,000)/Human Resources
- Recruiting and Onboarding Software Replacement (\$210,000)/Human Resources
- Library Security/Public Safety Supervision Staffing (\$210,000)/Library

### Fees and Charges Adjustments

The 2022-2023 Proposed Budget includes a range of adjustments to fees and charges to provide the resources necessary to pay for operating and capital improvement expenses. For utility rates, no rate increase is included for the Storm Sewer Service Charge. The Sewer Service and Use Charge proposes a 9.0% aggregate increase for 2022-2023 and the Municipal Water Utility System assumes a revenue increase of 12.2% for 2022-2023. For Recycle Plus rates, an 8.0% increase is proposed for single-family dwellings and 4.0% increase is proposed for multi-family dwellings.



*El Sueño de la Mariposa (The Dream of the Butterfly) – Morgan Bricca*

In the Development Fee Programs, fee adjustments of approximately 6% are recommended for the Planning and Building Fee Programs, 4% for the Public Works Program, and 8% for the Fire Program to align program revenues with costs, maintain works-in-progress reserves, and enhance service levels where appropriate. No fee adjustment is recommended for the Citywide Planning Program. Other upward and downward adjustments to various other departmental fee programs are included to generally maintain City Council-approved cost recovery rates. The fee changes are described in the 2022-2023 Proposed Fees and Charges document scheduled for release under separate cover.

### CONCLUSION

The 2022-2023 Proposed Operating Budget focuses on the highest needs of our community and prioritizes the identification of sustainable ongoing funding, where feasible, for critical programs and services previously funded on a one-time basis. We acknowledge the pandemic's toll on our community and organization, and I remain proud of our collective resiliency throughout this difficult period and confident in the City's ability to meet the challenges that lie ahead.

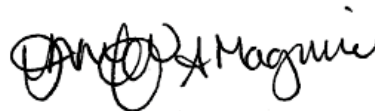
With a significantly improved General Fund position than anticipated during the pandemic's onset, and leveraging the remaining resources from the ARP Fund, the Proposed Budget reflects the continuing efforts by the Mayor, City Council, and Administration to make critical investments to further community and economic recovery efforts, while also formally incorporating a number of important community services as ongoing commitments that have previously been funded on a one-time basis. However, we still have work to do in future years as we still face an ongoing service deficit to our community. Many services reduced during the pandemic have not yet been restored on an ongoing basis, nor has the City made up for numerous years of addressing General Fund shortfalls. We also need to remain adaptable to changing economic conditions and responsive to new service delivery requirements. The City must continue our commitment to the sustainable, long-term, and equitable delivery of City services through careful revenue forecasting and budgeting across all City funds.

## 2022-2023 PROPOSED OPERATING BUDGET MESSAGE

### **CONCLUSION Cont'd.**

I want to sincerely thank our extremely dedicated and talented staff who helped prepare this budget document. Our City employees consistently demonstrate their deep commitment to public service, a collaborative spirit, and technical expertise that underlies all that we do in the City of San José. The Proposed Budget reflects these attributes – embodied by front line workers, back-of-house strategic support staff, management staff, and the incredibly hard-working members of the City Manager's Budget Office that produced this document – and guides the organization's efforts to achieve the best outcome possible for our community.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Jennifer A. Maguire". The signature is fluid and cursive, with the first name being the most prominent.

Jennifer A. Maguire  
City Manager

## 2022-2023 Budget Balancing Strategy Guidelines

1. As directed by the priorities identified in the City Council-approved Mayor's March Budget Message, develop a budget that balances the City's delivery of the most essential services to the community with the resources available. Consider current needs in the context of long-term service delivery priorities.
2. Pose explicit questions of equity – including who benefits and who is burdened – when considering changes to City services to achieve a balanced budget.
3. As the City remains committed to balancing ongoing expenditures with ongoing revenues over the long term to maintain the City's high standards of fiscal integrity and budget management, use a combination of ongoing and one-time solutions to achieve a structurally balanced budget over a two to three-year period that prioritizes the incorporation of items previously funded on a one-time basis in the General Fund in 2021-2022 and community and economic recovery workstreams currently budgeted within the American Rescue Plan Fund.
4. To the extent possible, maintain or increase General Fund reserve levels to help address any unanticipated budgetary shortfall in the following year as a stopgap measure.
5. Evaluate program-level budgets and determine if there are opportunities to shift resources or reconfigure operations to improve service delivery, meet the objectives of the City Roadmap, generate new revenues, address truly significant community or organizational risks, fund services added on a one-time basis in 2021-2022, and/or respond to specific City Council direction. Review existing vacancies for opportunities to reorganize work groups to realize cost savings or to achieve current service level demands through alternative means. Factor in performance measure data in proposal development.
6. Focus on business process redesign to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
7. Explore alternative service delivery models (e.g., partnerships with non-profit, public, or private sector for out- or in-sourcing services) to ensure no service overlap, reduce and/or share costs, and use City resources more efficiently and effectively.
8. Identify City policy changes that would enable/facilitate service delivery improvements or other budget balancing strategies to ensure equity and inclusion for how services are delivered.
9. Analyze non-personal/equipment/other costs, including contractual services, for cost savings opportunities. Contracts should be evaluated for their necessity to support City operations and to identify negotiation options to lower costs.
10. Explore expanding existing revenue sources and/or adding new revenue sources.
11. Establish a fees, charges and rates structure designed to fully recover operating costs, while considering the impacts on fee and rate payers whereby a cost recovery structure may be lower in certain circumstances, and explore opportunities to establish new fees and charges for services, where appropriate.
12. Focus any available one-time resources on investments that 1) continue high-priority programs funded on a one-time basis in 2021-2022 for which ongoing funding is not available; 2) address the City's unmet or deferred infrastructure needs; 3) leverage resources to or improve efficiency/effectiveness through technology and equipment or other one-time additions; 4) accelerate the pay down of existing debt obligations where applicable and appropriate; 5) increase budget stabilization reserves to address future budget uncertainty; and/or 6) provide for funding needs for non-bond eligible furniture, fixtures, and equipment associated with the continued implementation of Measure T.
13. Engage employees in department and/or city-wide budget proposal idea development.
14. Continue a community-based budget process where the City's residents and businesses are educated and engaged, as well as have the opportunity to provide feedback regarding the City's annual budget.
15. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.



# CITY OF SAN JOSE BUDGET PRINCIPLES

**The Mission of the City of San José is to provide quality services, facilities and opportunities that create, sustain and enhance a safe, livable and vibrant community for its diverse residents, businesses and visitors. The General Fund Budget shall be constructed to support the Mission.**

## **1) STRUCTURALLY BALANCED BUDGET**

The annual budget for the General Fund shall be structurally balanced throughout the budget process. A structurally balanced budget means ongoing revenues and ongoing expenditures are in balance each year of the five-year budget projection. Ongoing revenues shall equal or exceed ongoing expenditures in both the Proposed and Adopted Budgets. If a structural imbalance occurs, a plan shall be developed and implemented to bring the budget back into structural balance. The plan to restore balance may include general objectives as opposed to using specific budget proposals in the forecast out years.

## **2) PROPOSED BUDGET REVISIONS**

The annual General Fund Proposed Budget balancing plan shall be presented and discussed in context of the five-year forecast. Any revisions to the Proposed Budget shall include an analysis of the impact on the forecast out years. If a revision(s) creates a negative impact on the forecast, a funding plan shall be developed and approved to offset the impact.

## **3) USE OF ONE-TIME RESOURCES**

Once the General Fund budget is brought into structural balance, one-time resources (e.g., revenue spikes, budget savings, sale of property, and similar nonrecurring revenue) shall not be used for current or new ongoing operating expenses. Examples of appropriate uses of one-time resources include rebuilding the Economic Uncertainty Reserve, early retirement of debt, capital expenditures without significant operating and maintenance costs, and other nonrecurring expenditures. One time funding for ongoing operating expenses to maintain valuable existing programs may be approved by a majority vote of the Council.

## **4) BUDGET REQUESTS DURING THE YEAR**

New program, service or staff requests during the year that are unbudgeted shall be considered in light of the City's General Fund Unfunded Initiatives/Programs List and include a spending offset at the time of the request (if costs are known) or before final approval, so that the request has a net-zero effect on the budget.

## **5) RESERVES**

All City Funds shall maintain an adequate reserve level and/or ending fund balance as determined annually as appropriate for each fund. For the General Fund, a contingency reserve amount, which is a minimum of 3% of the operating budget, shall be maintained. Any use of the General Fund Contingency Reserve would require a two-thirds vote of approval by the City Council. On an annual basis, specific reserve funds shall be reviewed to determine if they hold greater amounts of funds than are necessary to respond to reasonable calculations of risk. Excess reserve funds may be used for one-time expenses.

# **CITY OF SAN JOSE BUDGET PRINCIPLES**

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## **6) DEBT ISSUANCE**

The City shall not issue long-term (over one year) General Fund debt to support ongoing operating costs (other than debt service) unless such debt issuance achieves net operating cost savings and such savings are verified by appropriate independent analysis. All General Fund debt issuances shall identify the method of repayment (or have a dedicated revenue source).

## **7) EMPLOYEE COMPENSATION**

Negotiations for employee compensation shall focus on the cost of total compensation (e.g., salary, step increases, benefit cost increases) while considering the City's fiscal condition, revenue growth, and changes in the Consumer Price Index (cost of living expenses experienced by employees.)

## **8) CAPITAL IMPROVEMENT PROJECTS**

Capital Improvement Projects shall not proceed for projects with annual operating and maintenance costs exceeding \$100,000 in the General Fund without City Council certification that funding will be made available in the applicable year of the cost impact. Certification shall demonstrate that funding for the entire cost of the project, including the operations and maintenance costs, will not require a decrease in existing basic neighborhood services.

## **9) FEES AND CHARGES**

Fee increases shall be utilized, where possible, to assure that fee program operating costs are fully covered by fee revenue and explore opportunities to establish new fees for services where appropriate.

## **10) GRANTS**

City staff shall seek out, apply for and effectively administer federal, State and other grants that address the City's priorities and policy objectives and provide a positive benefit to the City. Before any grant is pursued, staff shall provide a detailed pro-forma that addresses the immediate and long-term costs and benefits to the City. One-time operating grant revenues shall not be used to begin or support the costs of ongoing programs with the exception of pilot projects to determine their suitability for long-term funding.

## **11) GENERAL PLAN**

The General Plan shall be used as a primary long-term fiscal planning tool. The General Plan contains goals for land use, transportation, capital investments, and service delivery based on a specific capacity for new workers and residents. Recommendations to create new development capacity beyond the existing General Plan shall be analyzed to ensure that capital improvements and operating and maintenance costs are within the financial capacity of the City.

## **12) PERFORMANCE MEASURES**

All requests for City Service Area/departmental funding shall include performance measurement data so that funding requests can be reviewed and approved in light of service level outcomes to the community and organization.

## **13) FIRE STATION CLOSURE, SALE OR RELOCATION**

The inclusion of the closure, sale or relocation of a fire station as part of the City Budget is prohibited without prior assessment, community outreach, and City Council approval on the matter.

## General Fund Balancing Strategy Detail

### 2022-2023 Proposed Operating Budget

#### INTRODUCTION

This attachment is intended to provide a more detailed summary of the key actions taken to balance the 2022-2023 Proposed General Fund Budget. Revisions to the February Base Budget Forecast, as well as the key elements of the strategy to bring the General Fund into balance in the Proposed Budget, are described.

In February 2022, the Administration prepared formal projections for the 2022-2023 Proposed General Fund Budget as part of the *2022-2023 City Manager's Budget Request & 2023-2027 Five-Year Forecast and Revenue Projections* document that was released to the City Council. In that document, the 2022-2023 February Base Budget Forecast projections estimated a 2022-2023 General Fund surplus of approximately \$27.7 million. This surplus represented the difference between projected 2022-2023 General Fund resources and the expected cost of approved 2022-2023 Base Budget services in next year's dollars, as well as several City Council "committed" additions (e.g., additional operating and maintenance costs for capital projects in the 2022-2023 Capital Improvement Program or for projects approved by the City Council during 2021-2022).

Subsequent to the release of the February Forecast and based on updated information, a number of revisions to both expenditures and revenue estimates were made, which constitutes the "Revised Base Budget Forecast" included in the Proposed Budget.

The revisions to the February Base Budget Forecast included a series of changes that produced an increase in overall General Fund sources and uses. These changes resulted in an increase of \$2.4 million to the estimated General Fund surplus, for a revised surplus of \$30.1 million. These adjustments to the February Base Budget Forecast are described in more detail later in this section.

The Proposed Budget contained a set of actions that increased both the General Fund sources (by \$73.0 million), and uses (by \$103.1 million) from the Revised Base Budget Forecast, bringing the overall General Fund into balance for 2022-2023. The increase in sources of \$73.0 million included several major components, including: excess revenue and expenditure savings from 2021-2022 that will be available for use in 2022-2023 (\$25.0 million); and liquidation of various earmarked reserves for specific purposes (\$33.1 million). The increase in uses of \$103.1 million in 2022-2023 included additional funding for the following: continuation of 2021-2022 one-time funded services (\$41.1 million); service level enhancements (\$40.9 million); other fee programs, grants, and reimbursements (\$10.0 million); critical unmet/deferred infrastructure and maintenance needs (\$6.8 million); earmarked reserves (\$5.3 million); and new facilities operations and maintenance (\$3.2 million).

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**INTRODUCTION**

These increases were partially offset by savings realized from cost reductions, service delivery efficiencies, and funding shifts (\$129,000) and the use of reserves that had been established for specific purposes (\$4.1 million) that were included in the February Forecast. The result of these actions was a balanced 2022-2023 Proposed General Fund Budget of \$1.5 billion.

Table I below displays the overall projections for the 2022-2023 General Fund as they changed between the February Base Budget Forecast and the Proposed Budget. Table II summarizes the changes from the February Base Budget Forecast to the Revised Base Budget Forecast, excluding carryover for prior year encumbrances. The specific elements of the City Manager's Proposed Budget balancing strategy are summarized in Table III.

**Table I  
2022-2023 PROPOSED OPERATING BUDGET  
Forecast to Proposed Budget Reconciliation (in \$000s)**

	Total Sources	Total Uses	(Shortfall)/ Surplus
<b>February Base Budget Forecast</b>	<b>\$ 1,432,165</b>	<b>\$ 1,404,453</b>	<b>\$27,712</b>
Forecast Revisions	3,081	703	2,378
<b>Revised Base Budget Forecast (no fee impact)</b>	<b>1,435,246</b>	<b>1,405,156</b>	<b>30,090</b>
Proposed Revisions	72,966	103,056	(30,090)
<b>2022-2023 Proposed Budget</b>	<b>1,508,212</b>	<b>1,508,212</b>	<b>0</b>

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**REVISED BASE BUDGET FORECAST**

As discussed previously, following the issuance of the February Base Budget Forecast, detailed analysis of the status of General Fund revenues and expenditures continued. Based on this review, the Proposed Budget incorporated a series of changes to the February Base Budget Forecast estimates for both sources and uses to form a Revised Base Budget Forecast. These changes resulted in an increase of \$2.4 million to the estimated General Fund surplus, for a revised surplus of \$30.1 million. Changes are detailed in Table II below.

**Table II  
2022-2023 REVISED BASE BUDGET FORECAST  
Summary of Changes (in \$000s)**

<b>Sources</b>	<b>Revision</b>
Sales Tax	\$ 5,000
Revenue from State of California	1,600
Franchise Fees	600
Other Revenue	319
Fines, Forfeitures, and Penalties	100
Licenses and Permits	84
Transfers and Reimbursements	(4,469)
Fees, Rates, and Charges	(153)
<b>Net Change in Sources</b>	<b>\$ 3,081</b>

<b>Uses</b>	<b>Revision</b>
Position and Fund Realignments/Corrections	\$ 1,612
Non-Personal/Equipment, City-Wide Expenses and Capital Contributions	87
Transfers to Other Funds	(996)
<b>Net Change in Uses</b>	<b>\$ 703</b>

<b>Total Change (Shortfall)/Surplus</b>	<b>\$ 2,378</b>
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**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**REVISED BASE BUDGET FORECAST**

**Source of Funds**

A summary table is provided below for the revenue changes incorporated into the Revised Base Budget Forecast, which were used as the starting point in preparing the 2022-2023 Budget.

<u>Category</u>	<u>\$ Change</u>	<u>Description</u>
Sales Tax	\$ 5,000,000	Increase of \$5.0 million as a result of further analysis of the second quarter Sales Tax receipts that were received in February 2022 and updated information being received from the City's Sales Tax consultant, which resulted in an \$5.0 increase to the 2022-2023 Sales Tax estimate (from \$230.0 million to \$235.0 million).
Revenue from the State of California	1,600,000	Increase of \$1.6 million reflects updated information from the State of California regarding Tobacco Settlement funds.
Franchise Fees	600,000	Increase of \$600,000 reflects updated information received in April 2022, which increases the 2022-2023 estimate for Electric Franchise Fees by \$600,000.
Other Revenue	319,424	Net increase of \$319,424 aligns revenues with the estimated base costs and activity levels for Transportation Department revenues.
Fines, Forfeitures, and Penalties	100,000	Increase of \$100,000 aligns revenues with estimated base costs and activity levels for Public Works Department fines.
Licenses and Permits	83,805	Net increase of \$83,805 aligns revenues with estimated base costs and activity levels for Public Works Department permits (\$52,845), Police Department permits (\$21,948), Planning, Building and Code Enforcement permits (\$6,820), and Transportation Department permits (\$2,192).
Transfers and Reimbursements	(4,469,208)	Net decrease of \$4.5 million reflects updated overhead reimbursements from capital and operating funds based on the final 2022-2023 base budget and overhead rates (-\$4.3 million) and lower transfers and reimbursements to the General Fund (-\$187,943).
Fees, Rates, and Charges	(153,462)	Net decrease of \$153,462 aligns revenues with estimated base costs and activity levels for Police Department fees (\$96,324), Miscellaneous fees (-\$43,867), and Transportation Department fees (-\$205,919).
<b>Total</b>	<b>\$ 3,080,559</b>	

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**REVISED BASE BUDGET FORECAST**

**Use of Funds**

Provided below is a listing for all expenditure changes incorporated into the Revised Base Budget Forecast, which were used as the starting point in preparing the 2022-2023 Budget.

<u>Category</u>	<u>\$ Change</u>	<u>Department</u>
<b>Personal Services Adjustments</b>		
Salaries and Benefits Adjustments	\$1,850,127	Citywide
Emergency Vehicle Operations Training (Overtime)	395,000	Police
Fund Shift: Code Enforcement Operations	159,318	Planning, Building, and Code Enforcement
Council District Position Costing Correction	58,359	Mayor & Council
Library Department Position Change	17,162	Library
Fund Shift: Environmental Services	149	Environmental Services
Public Records Team Limit-Dated Staffing	(603,596)	Police
Fund Shift: City Attorney's Office	(106,711)	City Attorney
City Manager's Office Position Change	(102,493)	City Manager
Public Works Department Position Change	(55,446)	Public Works
<b>Non-Personal/Equipment Adjustments</b>		
Emergency Vehicle Operations Training	\$188,250	Police
California Radio Interoperable System (CRIS) Channel Access	23,464	Police
Airport Rescue & Fire Fighting Training	13,294	Fire
Contract Services: Berryessa BART Station	(209,760)	Police
<b>Capital Contributions</b>		
Capital Program and Public Works Department Support Service Costs	\$72,000	Public Works
<b>Transfers to Other Funds</b>		
City Hall Debt Service Fund	(988,009)	Finance
Downtown Property and Business Improvement District Fund	(8,513)	Transportation
<b>Total</b>	<b>\$ 702,595</b>	

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**PROPOSED BUDGET BALANCING STRATEGY**

**Table III  
2022-2023 PROPOSED OPERATING BUDGET  
General Fund Balancing Strategy (in \$000s)**

	<b>2022-2023</b>	<b>Ongoing</b>
<b>2022-2023 Revised General Fund Surplus</b>	<b>\$ 30,090</b>	<b>\$ 30,090</b>
<b>Balancing Strategy</b>		
<b>Source of Funds</b>		
Beginning Fund Balance:		
2022-2023 Future Deficit Reserve	\$ 28,300	\$ 0
2021-2022 Excess Revenue/Expenditure Savings	25,000	0
Sick Leave Payments Upon Retirement Reserve	2,000	0
Pest and Turf Management Reserve	1,000	
Other Reserve Liquidations	1,805	0
Grants/Reimbursements/Fees		
CaliforniansForAll Youth Workforce Development Grant	9,166	0
UASI Grant – Office of Emergency Management	471	0
Commercial Solid Waste CPI Adjustment	583	583
Other Fee Programs/Reimbursements/Grants	(287)	(473)
Other Revenue		
Transfer from American Rescue Plan Fund	3,310	0
Transfer from General Purpose Parking Fund	100	0
Overhead Reimbursements	1,518	1,582
<b>Subtotal Source of Funds</b>	<b>\$ 72,966</b>	<b>\$ 1,692</b>
<b>Use of Funds</b>		
2021-2022 Previously One-Time Funded Services	\$ 41,079	\$ 23,891
Service Level Enhancements	40,884	8,718
Other Fee Programs/Grants/Reimbursements	10,026	153
Unmet/Deferred Technology, Infrastructure, and Maintenance	6,766	84
Earmarked Reserves (Essential Services, Budget Stabilization, Vehicle Abatement Enhancement)	5,300	300
New Facilities Operations and Maintenance	3,236	1,713
Cost Reductions/Service Delivery Efficiencies/Fund Shifts	(129)	(96)
Use of Reserves (Committed Additions, Cultural Facilities, Deferred Maint.)	(4,107)	(2,981)
<b>Subtotal Use of Funds</b>	<b>\$ 103,056</b>	<b>\$ 31,782</b>
<b>Total Balancing Strategy</b>	<b>\$ (30,090)</b>	<b>\$ (30,090)</b>
<b>Remaining Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>

## General Fund Balancing Strategy Detail 2022-2023 Proposed Operating Budget

### PROPOSED BUDGET BALANCING STRATEGY

Specific City Council direction regarding the preparation of the Proposed Budget was provided in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council (see Appendices Section of this document). The details of the specific direction of that Message and the corresponding responses contained in this budget are provided in Attachment B following this section in the City Manager's Message. Attachment C contains information regarding the status of City Auditor recommendations with funding impacts.

### Source of Funds

From the Revised Forecast of \$1.38 billion, a net increase of \$73.0 million to the General Fund revenue estimates are included in the Proposed Budget, bringing the 2022-2023 revenue estimate to \$1.45 billion (including fund balance). The components of this change include an increase to the estimate for 2021-2022 Ending Fund Balance/2022-2023 Beginning Fund Balance (\$58.1 million) and an increase to various revenue categories (\$14.9 million). The revenue changes are summarized in the table below.

Category	\$ Change	Description
Beginning Fund Balance	\$ 58,105,000	Net increase of \$58.1 million reflects: the liquidation of various reserves (\$33.1 million), the largest of which include the 2022-2023 Future Deficit Reserve (\$28.3 million), Sick Leave Payments Upon Retirement Reserve (\$2.0 million), and Pest and Turf Management Team Reserve (\$1.0 million); and fund balance from additional revenue and expenditure savings that is anticipated to be received in 2021-2022 and be available for use in 2022-2023 (\$25.0 million).
Revenue from the State of California	9,166,334	Increase of \$9.2 million reflects new State grant funding for the CaliforniansForAll Youth Workforce Program.
Transfers and Reimbursements	4,928,892	Net increase of \$4.9 million reflects two transfers to the General Fund (\$3.4 million) and additional overhead from the budget actions that change the staffing levels funded by special and capital funds (\$1.5 million). Transfers to the General Fund include \$3.3 million from the American Rescue Plan Fund to partially reimburse the City for revenue losses resulting from the pandemic and \$100,000 from the General Purpose Parking Fund for Downtown Ice.
Franchise Fees	582,741	Increase of \$582,741 reflects an increase in the Commercial Solid Waste fees by 4.70% based on the change in the Consumer Price Index.

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**PROPOSED BUDGET BALANCING STRATEGY**

**Source of Funds**

<u>Category</u>	<u>\$ Change</u>	<u>Description</u>
Revenue from Federal Government	\$ 470,714	Increase of \$470,714 reflects new federal grant funding for Urban Areas Security Initiative (UASI) – Office of Emergency Management.
Other Revenue	159,552	Net increase of \$159,552 recognizes new grant revenue from Destination Home Silicon Valley (\$178,820) and various Transportation Department fee changes to align revenues with estimated activity levels (-\$19,268).
Revenue from Local Agencies	98,000	Increase of \$98,000 reflects new revenue anticipated to be received for various programs, the largest of which includes Animal Services payments from other agencies (\$50,000), and Placemaking/VivaCalle SJ and VivaParks (\$45,000).
Revenue from the Use of Money and Property	91,000	Increase of \$91,000 to reflect new lease revenue related to a property on Alma Avenue.
Fees, Rates, and Charges	74,514	Net increase of \$74,514 reflects various fee changes in 2022-2023 to align revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels for Parks, Recreation, and Neighborhood Services Department fee revenue (\$283,879), Transportation Department fee revenue (\$2,333), Police Department fee revenue (\$1,325), and miscellaneous fee revenue (-\$213,023).
Licenses and Permits	(710,536)	Net decrease of \$710,536 reflects various license and permit changes in 2022-2023 to align revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels for the Public Works Department (Animal Care Services) licenses and permits (\$110,000), Planning, Building, and Code Enforcement (Multi-Housing) licenses and permits (-\$408,313), Police Department licenses and permits, which includes the elimination of the fee for temporary street closure permits (-\$303,202), Fire Department licenses and permits (-\$105,000), Transportation Department licenses and permits (-\$3,072), and Finance Department licenses and permits (-\$949).
<b>Total</b>	<b>\$ 72,966,211</b>	



## General Fund Balancing Strategy Detail 2022-2023 Proposed Operating Budget

### PROPOSED BUDGET BALANCING STRATEGY

#### Use of Funds

From the Revised Base Budget Forecast of \$1.405 billion, a net increase of \$103.06 million to the General Fund expenditures was brought forward, bringing the 2022-2023 Proposed Budget Use of Funds estimate to \$1.508 billion. A listing of the Proposed Budget modifications is provided by specific categories in Table III and briefly discussed in the following table. Further detail is incorporated into the CSA and departmental sections of this document.

Category	\$ Change	Description
2021-2022 Previously One-Time Funded Services	\$41,079,308	Funding is included to continue services that were funded on a one-time basis in the 2021-2022 Adopted Budget, including programs funded by the American Rescue Plan Act in accordance with the Community and Economic Recovery spending plan. The largest investments in this category include the: Police Sworn Hire Ahead Program (\$7.5 million); Beautify San José Consolidated Model Staffing (\$4.7 million); Foot Patrols in Downtown and High Needs Neighborhoods (\$3.7 million); Placemaking/Viva Calle and Viva Parks (\$2.2 million); Climate Smart Plan Update and Carbon Neutrality Program Expansion (\$2.2 million); Small Business Recovery - Supplemental Arts + Cultural Funding (\$2.0 million); Beautify San José Landscape Maintenance Program (\$1.1 million); and, Pest and Turf Management Team (\$1.1 million). Other previously one-time funded services are described in the Department and City-Wide sections of this document.
Service Level Enhancements	40,884,464	Total funding of \$40.9 million is included in the Proposed Budget for service level enhancements. The largest investments in this category include: Emergency Interim Housing Construction and Operation (\$21.5 million); Community Forest Program (\$3.6 million); Climate and Seismic Resilience Planning and Development (\$1.75 million); School of Arts and Culture Expansion (\$1.0 million); Coyote Valley Monterey Corridor Study (\$575,000); Procurement Improvement Staffing (\$552,000); Cannabis Equity Program (\$500,000); Storefront Activation Grant Program (\$500,000); Drug Treatment and Mental Health Services Partnerships (\$500,000); and, Non-Profit Food Provider Permitting Costs (\$500,000). Other service level enhancements are described in the Department and City-Wide sections of this document.

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**PROPOSED BUDGET BALANCING STRATEGY**

**Use of Funds**

<u>Category</u>	<u>\$ Change</u>	<u>Description</u>
Other Fee Programs, Grants, and Reimbursements	\$10,025,566	The actions in this category are partially offset by revenue from fees, grants, or reimbursements and include: CaliforniansForAll Youth Workforce Program - Climate Change Pathway (\$5.9 million); CaliforniansForAll Youth Workforce Program - Learning Resilience Corps (\$3.2 million); Urban Area Security Initiative Grant Staffing (\$470,714); Non-Development Fee Program (Public Education Staffing) (\$209,698); Destination: Home Silicon Valley Staffing (\$178,820); and, CaliforniansForAll Youth Workforce Program Administration (\$75,973).
Unmet/Deferred Technology, Infrastructure, and Maintenance	6,766,481	To address a portion of the backlog for unmet and deferred technology, infrastructure and maintenance needs, funding of \$6.8 million is included in the 2022-2023 Proposed Budget for the City's most urgent repairs needs, including, among others, the: Transfer to the Communications Construction and Conveyance Tax Fund for SVRIA radio replacements (\$2.0 million); San José Municipal Stadium LED Lighting (\$800,000); City Hall Carpet Replacement (\$650,000); City Hall Security Upgrades (\$500,000); City Hall Exterior Restoration (\$300,000); History San José ADA Compliance (\$285,000); and, Debt Management Software Replacement (\$250,000). These and additional investments are described in more detail in the respective department sections of this document.
Earmarked Reserves	5,300,000	One-time Earmarked Reserves, totaling \$5.3 million, including the following: Essential Services Reserve (\$3.0 million); Budget Stabilization Reserve (\$2.0 million); and, an ongoing set-aside in the Vehicle Abatement Program Enhancement Reserve (\$300,000).
New Facilities Operations and Maintenance	3,326,260	The Proposed Budget includes \$2.3 million for furniture, fixtures, and equipment, as well as \$172,410 for staffing and associated operating costs, for the Emergency Operations Center (EOC) & Communications Room, \$292,184 to operate and maintain new parks and recreation facilities, \$224,666 to operate and maintain new Measure T facilities, \$204,000 to operate and maintain new public safety facilities, and \$43,000 to maintain new transportation infrastructure.

**General Fund Balancing Strategy Detail  
2022-2023 Proposed Operating Budget**

**PROPOSED BUDGET BALANCING STRATEGY**

**Use of Funds**

<u>Category</u>	<u>\$ Change</u>	<u>Description</u>
Cost Reductions/Service Delivery Efficiencies/Fund Shifts from Other Funds	\$(129,130)	Net decrease of \$129,130 primarily resulting from efficiencies and other cost saving measures, including the elimination of a vacant position for Building Performance Ordinance administration, the shift of funding for Housing Information Technology Roadmap Support, and the net impact of the transfer of Office of Civic Innovation core functions to the Information Technology Department and corresponding reclassification of positions. These and additional cost reductions are described in more detail in the respective department sections of this document.
Use of Reserves	(4,107,000)	The Proposed Budget includes the use of the Deferred Infrastructure and Maintenance Reserve (-\$2.0 million), Cultural Facilities Capital Maintenance Reserve (-\$1.0 million), reserves to cover additional costs to operate and maintain new facilities that are scheduled to become operational in 2022-2023 (-\$992,000), and the Measure E – 10% Homeless Prevention and Rental Assistance Reserve (-\$115,000) for the Measure E – Homeless Student Housing program.
<b>Total</b>	<b>\$ 103,055,949</b>	

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## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

The Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council on March 15, 2022, contains policy direction and a framework of priorities for the City Manager to use in the development of the Proposed Operating and Capital Budgets. The complete Budget Message can be found in the Appendix section of this document. The table below provides a summary of the central framework provided to the City Manager as direction to prepare proposals for the City Council's budget deliberations in May and to formulate the 2022-2023 Proposed Budget.

Referral	Resolution
<p><b>Balanced Budget</b> – Submit a balanced budget for Fiscal Year 2022-2023 that is guided by the policy direction and framework of priorities outlined in the Mayor's March Budget Message.</p>	<p>The 2022-2023 Proposed Operating Budget incorporates this direction.</p>
<p><b>Budget Stabilization Reserve</b> – Allocate one-time funding to make meaningful progress toward achieving the goal of City Council Policy 1-18 to increase our reserves – currently 7.5% of our General Fund expenditures – to 10%.</p>	<p>The 2022-2023 Proposed Operating Budget sets aside additional funding of \$2 million in the Budget Stabilization Reserve, which will bring the total amount, after approval of the Adopted Budget, from \$46.5 million to \$48.5 million. While the Administration would have preferred a higher contribution, the need to transition such a large of one-time funded community-focused services into the General Fund necessitated a smaller, though still meaningful, allocation. More details on this action can be found in the General Fund Capital, Transfers, Reserves section of this document.</p>
<p><b>Essential Services Reserve</b> – Set aside \$3 million in one-time funds that may be used to support services of essential importance to our residents, as determined by the Council.</p>	<p>The 2022-2023 Proposed Operating Budget includes a \$3.0 million Essential Services Reserve. More details on this action can be found in the General Fund Capital, Transfers, Reserves section of this document.</p>
<p><b>Fellowships and Service</b> – Allocate ongoing funding to support fellowships, in particular with key philanthropic organizations.</p>	<p>The 2022-2023 Proposed Operating Budget allocates funding of \$200,000 in 2022-2023 to support a Fellows Program, of which \$160,000 is ongoing. More details on this action can be found in the City-Wide Expenses section of this document.</p>



## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**Encouraging Philanthropic Support for Our City: a Donor Wall, and San José Forward Foundation** – Work through our Office of Cultural Affairs to identify a local artist to design such a display, and set aside \$150,000 for the development of such a display. Determine, after engaging with leadership of SJ Forward, an appropriate path forward (which may or may not include a modest one-time allocation of funds) that ensures that future administrations have a fiscal sponsor for City initiatives—such as for disaster relief or homelessness or jobs programs—that do not fit well under the charter or mission of the San José Parks Foundation or San José Library Foundation.

**Infrastructure and IT Reserve** – Allocate one-time funding to address long overdue capital replacement in our infrastructure, particularly in IT.

### Emergency Interim Housing Communities and Motel Conversions Funding Strategy

- **1,000 Quick-Build Apartment Units** - Allocate a sufficient amount of one-time funding—through a combination of Federal, State, and General Fund resources—to enable the development, construction, and ongoing operations of emergency and interim housing at six sites, including quick-build communities and converted motels.
- **Motel Conversions** – Align City resources for operations with the state’s Homekey funding to convert another 300 hotel or motel rooms for the unhoused.

### Resolution

The 2022-2023 Proposed Operating Budget includes one-time funding of \$150,000 for a donor wall display. More details on this action can be found in the City-Wide expenses section of this document.

The 2022-2023 Proposed Operating Budget establishes a one-time funding of \$6.8 million of one-time General Fund resources for unmet/deferred technology, infrastructure and maintenance projects. More details on these actions can be found in the General Fund Capital, Transfers, Reserves section of this document.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$21.5 million in the General Fund, supplemented by \$18.5 million from the American Rescue Plan (ARP) Fund to invest in the acquisition, construction, and operation of emergency interim housing facilities. More details on this action can be found in the City-Wide Expenses section of this document.

A Manager’s Budget Addendum will be issued later in the budget process in accordance with this direction.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

➤ **Fiscal Sustainability of Operations & Maintenance of Interim Housing** – Allocate increasing levels of ongoing General Fund resources, as necessary, to ensure that the combination of anticipated external and internal funding resources suffices to operate these housing facilities for the next half-decade.

**Accelerating Our Prevention Efforts** – Accelerate the distribution of funding for emergency rental aid after Council approval of this message, first using the remaining \$5 million from the City’s direct allocation of Emergency Rental Assistance funds (ERA 1), followed by the use of applicable Measure E resources.

**Drug Treatment and Mental Health** – Allocate one-time funding for consulting and other support to enable access to state and federal dollars for construction and operations.

**Affordable Housing Navigator** – Add an employee within the Housing Catalyst Team (OED, PBCE, or Housing) to help steer projects through the building and permitting process, and to accelerate progress.

**Homeless Outreach** – Identify one-time funding to pilot a two-year expansion of the BeautifySJ encampment management team to include therapeutic specialists who can coordinate behavioral health and other services for unhoused residents and respond effectively to their crises.

### Resolution

A Manager’s Budget Addendum will be issued later in the budget process in accordance with this direction.

The Administration implemented this direction.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$500,000 for consulting and other support to access State and federal dollars. More details on this action can be found in the City-Wide expenses section of this document.

The 2022-2023 Proposed Operating Budget adds 1.0 Senior Executive Analyst position to the Housing Catalyst Team. More details on this action can be found in the City Departments/Council Appointees section of the Office of Economic Development and Cultural Affairs.

The 2022-2023 Proposed Operating Budget includes \$521,000 for 2.0 Therapeutic Specialists limited dated to June 30, 2024, and associated non-personal/equipment. More details on this action can be found in Attachment D of this document.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**Yes in God's Backyard (YIGBY)** – Identify one-time funding to complete the required environmental study on a citywide change to the General Plan for religious facilities bearing PQP land use designation for public assembly, to accelerate the construction of affordable housing.

**Rebuilding the San José Police Department** – Dedicate ongoing funding for up to 15 sworn positions and come forward during the budget process with a recommendation to integrate gradual increases in budgeted sworn positions within the City Manager's five-year forecast.

**Walking and Bike Patrol in Downtown and other High-Need Neighborhoods** – Dedicate some of the new positions to create a designated beat of walking and/or bike patrol in the Downtown-with a particular focus on the time of day with the greatest need for eyes on the street, usually during swing shift – and a rotating walking patrol for high-crime neighborhoods as well.

**Addressing Mental Illness on Our Streets** – Add sworn and unsworn positions with ongoing dollars to fund MCAT teams going forward, drawing in part from any additional sworn SJPD positions in FY22-23.

**Re-Arresting Defendants Who Have Failed to Appear Post-Release** - Allocate one-time funding for additional overtime to re-arrest criminal defendants who have failed to appear on their warrants, with priority given to those defendants who face the most serious and violent felony charges or have been previously convicted for the most serious and violent

### Resolution

The 2022-2023 Proposed Operating Budget includes one-time funding of \$200,000 to complete the required environmental study. More details on this action can be found in the City-Wide expenses section of this document.

The 2022-2023 Proposed Operating Budget adds a total of 20.0 Police Office positions. More details on this action can be found in the City Departments/Council Appointee section of the Police Department. A Manager's Budget Addendum will be issued later in the budget process with a recommendation to integrate gradual increases in budgeted sworn positions as part of future Five-Year Forecasts.

The 2022-2023 Proposed Operating Budget adds 16.0 Police Officer positions ongoing, one-time overtime funding of \$900,000, and non-personal/equipment funding (\$818,192 one-time and \$67,536 ongoing) to support the foot patrol program across the City's four police divisions. More details on this action can be found in the City Departments/Council Appointee section of the Police Department.

The 2022-2023 Proposed Operating Budget adds 4.0 Police Officer positions and non-personal/equipment funding of \$362,548 one-time and \$16,884 ongoing to support the Mobile Crisis Assessment Team. More details on this action can be found in the City Departments/Council Appointee section of the Police Department.

The 2022-2023 Proposed Operating Budget adds overtime funding of \$300,000 to support efforts to re-arrest criminal defendants. More details on this action can be found in the City Departments/Council Appointee section of the Police Department.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

Referral	Resolution
<p>felonies, and allocate funding for non-sworn or overtime staffing for the drafting of “high bail” affidavits for uniquely dangerous arrestees.</p>	
<p><b>Traffic Safety Improvements</b> - Identify at least four high-priority projects, with a focus on quick-build projects, to implement on our highest-risk roadways—the 17 Vision Zero priority safety corridors – where close to 50% of our traffic fatalities from 2020-2022 to date have occurred. At least two of those projects should be constructed on Senter Road and Monterey Road, which have featured a rash of horrific injury-accidents and deaths.</p>	<p>Four projects are recommended in the 2022-2023 Proposed Capital Budget and the 2023-2027 Proposed Capital Improvement Program and include Senter Road Traffic Safety Improvements (\$1.0 million), Vision Zero: Safety Initiatives (\$700,000 for White Road and \$300,000 for Monterey Road), and Vision Zero: Julian and McKee Complete Streets (\$739,000) projects. More details on these actions can be found in the Traffic Capital Improvement section of the 2022-2023 Proposed Capital Budget document.</p>
<p><b>Automated Speed Detection and Messaging</b> - Identify the one-time cost to (a) cover the cost of standard speed/LPR cameras, and (b) pilot of a partnership with the DMV to cover the cost of their use of their registration database, and return with a recommendation through the budget process.</p>	<p>The 2022-2023 Proposed Operating Budget includes \$175,000 in one-time non-personal/equipment funding for LPRs. More details on this action can be found in the City Departments/Council Appointee section of the Transportation Department.</p>
<p><b>Safest Driver Program</b> – Return through the budget process to set aside \$50,000 to enable the retention of a summer cohort of Coding It Forward and/or Stanford Community Impact Fellows to support getting the program up and running.</p>	<p>The 2022-2023 Proposed Operating Budget includes one-time funding of \$50,000 to develop and implement a Safer Driver program. More details on this action can be found in the City-Wide expenses section of this document.</p>
<p><b>Police Sworn Hire Ahead Program</b> – Use one-time funding to again implement a “hire ahead” program to maintain current levels of staffing.</p>	<p>The 2022-2023 Proposed Operating Budget includes one-time overtime funding of \$7.5 million to fund the Sworn Hire Ahead Program. More details on this action can be found in the City Departments/Council Appointee section of the Police Department.</p>
<p><b>Police Reform</b> - Invest in training of officers for safe response to street demonstrations, focused first on ensuring that every lieutenant in the field has the best training available. Although the City Manager’s response identifies costs in excess of \$1.12 million for comprehensive training of every sergeant and</p>	<p>The 2022-2023 Proposed Operating Budget includes one-time overtime funding of \$324,000 and ongoing overtime funding of \$50,000 to provide National Incident Management System and Incident Command System training to all lieutenants. More details on this action can be found in the City</p>

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### **Referral**

lieutenant, changes in protocols will ensure that a lieutenant will be deployed in the field to manage any response. Accordingly, we can start with a focus on lieutenants this year—reducing the cost to \$323,904, and expand training in future years.

**Reimagining Public Safety** – Deploy the previously set aside \$800,000 in one-time funding to help enact recommendations that may be approved by the City Council.

**Security Camera Rebate Program** – Invest \$100,000 in one-time funding in a citywide security camera rebate program-conditioned on registration of the camera with SJPD-and distribute funding using an equity lens that prioritizes under-resourced, high-crime neighborhoods and small business districts.

### **Beautify San José**

➤ Commit ongoing funding to ensure one-time expansions of BeautifySJ become permanent, with emphasis on maintaining or expanding programs that empower the unhoused to become part of the BeautifySJ solution, such as San José Bridge and Cash for Trash.

➤ Develop a program evaluation plan – focusing on visible outcomes, not on outputs – for all Beautify programs, to ensure efficacy and cost-effectiveness of each program of BeautifySJ.

### **Resolution**

Departments/Council Appointee section of the Police Department.

The Administration will follow this direction..

The 2022-2023 Proposed Operating Budget includes one-time funding of \$100,000 for a Security Camera Rebate Program. More details on this action can be found in the City Departments/Council Appointee section of the Police Department.

The 2022-2023 Proposed Operating Budget allocates to Parks, Recreation, and Neighborhood Services Department (PRNS) \$4.6 million of ongoing General Fund resources for the Beautify San José program to make ongoing 34.25 positions, as well as expanded Dumpster Days (\$315,000) and the Cash for Trash program (\$220,000). Actions in the ARP Fund assume \$7.0 million of new funding and assumes the rebudget of \$3.5 million of savings from 2021-2022 for a total of \$10.5 million that are recommended to be programmed on a one-time basis for various Beautify San José programs. More details on this action can be found in the City Departments/Council Appointee section of the Parks, Recreation and Neighborhood Services Department and Attachment D.

This evaluation plan is included in the ARP Fund allocation listed above.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

Referral	Resolution
<ul style="list-style-type: none"> <li>➤ Expand BeautifySJ grants for emerging and re-emerging business and neighborhood associations, and streamline the application process and distribution of funds.</li> </ul>	<p>The Administration will follow this direction.</p>
<ul style="list-style-type: none"> <li>➤ Allocate one-time funding to purchase a compactor truck and other vehicles necessary to support BeautifySJ programs.</li> </ul>	<p>This equipment purchase is included in the ARP Fund allocation listed above.</p>
<ul style="list-style-type: none"> <li>➤ Develop a workplan and allocate funding for design and installation of bollards along trails to deter illegal dumping from vehicles, with a focus on Remillard, Story, Watson, Tully Ballfields, Guadalupe, and the three direct discharge areas of the creeks.</li> </ul>	<p>The Administration will follow this direction and the funding for bollards and other barriers is included in the ARP Fund allocation listed above.</p>
<ul style="list-style-type: none"> <li>➤ Engage haulers currently contracting with the City to negotiate reduced dumping fees – similar to the deal negotiated by the City of Fremont with Republic Services. Explore other ways to reduce costs and streamline cleanup operations for illegal dumping, including improvement of coordination with departments to optimize the use of transfer stations and maintenance yards while reducing costs and labor. If necessary, allocate one-time funding from the Integrated Waste Management Fund needed to enable longer-term savings as required through negotiation.</li> </ul>	<p>The Administration will follow this direction.</p>
<ul style="list-style-type: none"> <li>➤ Augment the Clean California Grant with matching City funding for Keep Coyote Creek Beautiful and South Bay Clean Creeks Coalition. Return through the budget process with recommendations for activating and patrolling creek trail alignments that receive escalated cleaning, such as the Notting Hill Drive / Corie Court area along Coyote Creek, to deter illegal dumping, abandoned</li> </ul>	<p>The funding to address this direction is included in the ARP Fund allocation listed above.</p>

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

Referral	Resolution
<p>vehicles, and re-encampments.</p> <p>➤ Abandoned Vehicles – (a) Allocate ongoing funding to continue the hybrid vehicle abatement model; (b) Add one-time funding to boost parking enforcement for two years; (c) Consider and return to Council with the evaluation of a more flexible standard for abating problem vehicles; and (d) Emphasize enforcement within small business corridors—such as Japantown, Story Road, East Santa Clara Street, and Alum Rock Avenue—where parking scarcity threatens the survival of small businesses the most.</p>	<p>In the Transportation Department, 1.0 Parking and Traffic Control Supervisor position was made ongoing; adds 1.0 Parking and Traffic Control Officer, through June 30, 2024; adds overtime funding of \$146,000; and adds non-personal/equipment funding of \$395,000 for vehicle abatement (General Fund) and tow-enforcement support during pavement projects (Traffic Capital Funds). More details on this action can be found in the City Departments/Council Appointee section of the Transportation Department. An additional \$300,000 to enhance vehicle abatement program outcomes and community satisfaction. The Administration is evaluating alternatives to bring forward later in 2022-2023 as part of a future budget process.</p>
<p><b>Parks Rehabilitation Strike Team</b> - Continue funding the Parks Maintenance Strike Team on an ongoing basis, and to incorporate this funding within the base budget. Prioritize parks using an equity lens, and to prioritize investments in irrigation modernization, to save water and operating dollars in the years ahead.</p>	<p>The 2022-2023 Proposed Operating Budget includes ongoing funding in the General Fund for the Parks Rehabilitation Strike Team and adds one-time non-personal/equipment funding of \$30,000. More details on this action can be found in the City Departments/Council Appointee section of the Parks, Recreation and Neighborhood Services Department.</p>
<p><b>Responsible Landlord Engagement Initiative 2.0</b> - Analyze the community benefits and burdens on other departments – particularly on increased demand for code enforcement, police, and attorneys – with a modest program of no more than \$400,000, and return through the budget process with options for implementation and funding. Consider incorporation of an enhanced “user fee” for neglectful property owners who need the attention of RLEI, consistent with the dictates of Proposition 26.</p>	<p>The 2022-2023 Proposed Operating Budget includes one-time funding of \$200,000 to continue the RLEI, with an expected additional funding of \$200,000 to be provided by a matching grant from the State of California for a total allocation of \$400,000. More details on this action can be found in the City-Wide expenses section of this document.</p>



## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**Resilience Planning and Management** - Create a team within the City Manager's Office to drive results on key resilience objectives with primarily one-time funding that will ultimately take the form of some combination of grants and ongoing General Fund support, and with ongoing funding, appoint, promote, or hire a lead Resilience Officer to drive this work, and to demonstrate to potential funders the City's commitment to accelerating outcomes.

**Resilience Corps** - Set aside sufficient one-time funding to enable a "glide path" to secure grants or advocate for ongoing state funding to enable the City to continue leveraging the energy and idealism of our young people.

**Child Care** - Staff will return to Council ahead of the budget process with a spending plan for the \$10.5 million of American Rescue Plan funding previously allocated for child-focused needs in the Fall. That spending plan should reflect prior Council direction to include \$2 million for innovative tutoring programs that can help our young students struggling with learning loss, a \$1 million investment in helping small child care providers expand their services in affordable housing developments and empty retail spaces, and continued investments in scholarships for after-school recreation and learning programs. Of the remaining funding, staff should prioritize child care funding to meet our short-term goal of expanding child care to 1,000 children from

### Resolution

The 2022-2023 Proposed Operating Budget includes one-time funding of \$1,750,000 in the General Fund and \$416,000 in the San José Clean Energy (SJCE) Fund, to be spent over a two-year period by a team led by the City Manager's Office on climate and seismic resilience planning and project development. Though the short-term goal is to provide the focus and preliminary evaluation necessary to access and leverage Federal and State resources, beginning in 2024-2025, an ongoing commitment will be established in the General Fund to fund a Resilience Officer that will provide ongoing management of this program, though that position may reside in a different department. More details on this action can be found in the City Departments/Council Appointee section of the Office of the City Manager, Environmental Services Department, and Public Works Department.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$200,000 in the ARP Fund to support efforts to identify and pursue external funding for the Resilience Corps program. More details on this action can be found in Attachment D of this document.

The spending plan for Children and Youth was approved by the City Council on April 26, 2022. The individual allocations will be incorporated as part of the Adopted Budget process later in June. More details on this item can be found in Attachment D of this document.

The 2022-2023 Proposed Operating Budget includes \$500,000 in ongoing non-personal/equipment funding in the General Fund to support the Family, Friends, and Neighbors Program. More details on this action can be found in the City-Wide expenses section of this document.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

Referral	Resolution
<p>low-income families. The City Manager is further directed to allocate ongoing funding into the base budget for continued support of the Family, Friends, and Neighbors program, to help childcare providers build skills and earn their license</p>	
<p><b>Small Business Support: Al Fresco/Storefronts Activation Grants</b> - Using one-time funding, extend the duration of activation grants that will help more cafes, restaurants, exercise studios, and other small businesses conduct commerce outdoors.</p>	<p>The 2022-2023 Proposed Operating Budget provides one-time funding of \$400,000 in the ARP Fund to extend the duration of the Al Fresco/Storefronts Activation grants. More details can be found in Attachment D of this document.</p>
<p><b>Small Business Support: Waiving Fees on Small Commercial Tenant Improvements</b> - Set aside one-time funding to enable 50 businesses to waive up to \$10,000 in city fees and permit costs per business to fill vacant storefronts, prioritizing neighborhood business districts and Downtown.</p>	<p>The 2022-2023 Proposed Operating Budget sets aside one-time funding of \$500,000 in the General Fund to enable to waive up to \$10,000 in city fees and permit costs per business. More details on this action can be found in the City-Wide expenses section of this document.</p>
<p><b>Small Business Support: Employee Transit Passes</b> - allocate one-time funding from the Parking Fund to support VTA SmartPasses for small businesses in the Downtown and surrounding business districts subjected to parking meters, such as East Santa Clara Street and Japantown. An allocation of \$200,000 could serve more than 500 employees for two years.</p>	<p>The 2022-2023 Proposed Operating Budget includes \$200,000 in one-time non-personal/equipment funding in the General Purpose Parking Fund to support VTA SmartPasses for small businesses in the Downtown and surrounding business districts subjected to parking meters. More details on this action can be found in the City Departments/Council Appointee section of the Transportation Department.</p>
<p><b>Food Access: Waiving Fees</b> - Create a one-time fund of \$500,000 to eliminate or reduce fees for these essential organizations, and to enable them to focus their scarce resources on their important work.</p>	<p>The 2022-2023 Proposed Operating Budget includes one-time funding of \$500,000 in the General Fund to eliminate or reduce fees for essential organizations. More details on this action can be found in the City-Wide expenses section of this document.</p>

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**Food Access: Community Impact** - Staff is directed to deliberate with the County, Second Harvest of Silicon Valley, and other providers, and return to Council through the budget process with an allocation that will leverage our collective impact in addressing the food insecurity of thousands of our families.

**Disparity Study** - Allocate funding for this purpose, to explore opportunities to coordinate with the County's effort, and to leverage matching dollars from foundations, businesses, and governmental agencies.

**School of Arts and Culture/Escuela de Artes y Cultura: Beyond the Plaza** - allocate \$1 million to provide a \$1 match for every \$1 that SOAC raises from other organizations to facilitate their fundraising efforts. This infusion of support will help SOAC leverage approximately \$20 million, which is the total cost of the project funded by SOAC, Gardner, New Market Tax Credits, bank financing, and philanthropic sources. The commitment shall be maintained for a duration of 2 years, and if unused, the dollars shall be kept with the City to be distributed to local arts organizations through the Cultural Funding Portfolio.

**Eastside Education Initiative/Latino Education Advancement Foundation** - Identify one-time funding that will assist in the launch of this program, in an amount to be determined by staff's engagement with SVEF to better evaluate the program's focus and efficacy.

### Resolution

The 2022-2023 Proposed Operating Budget includes one-time funding totaling \$4.8 million to transition the City from its leadership role in the coordination and funding for food services as staff continues to deliberate with the County, Second Harvest of Silicon Valley and other providers on how best to address food insecurity in San José. This amount funds food services from July-September at an assumed 25% reduction from estimated April-June levels. More details on this action can be found in Attachment D of this document.

The 2022-2023 Proposed Operating Budget includes \$400,000 for this purpose. More details on this action can be found in the City-Wide expenses section of this document.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$1.0 million in the General Fund to serve as matching funds to School of Arts and Culture (SOAC) at Mexican Heritage Plaza fundraising efforts. More details on this action can be found in the City-Wide expenses section of this document.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$200,000 to support a pilot program, Eastside Education Initiative, as included in the \$10.5 million allocation of ARP Fund resources at the City Council meeting on April 26, 2022. More information on this action can be found in Attachment D of this document.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**San José Abierto and the Cultural Funding Portfolio** - Allocate one-time funding to extend the San José Abierto grant program to support arts and cultural organizations focused on activating and convening our community in the Downtown and neighborhood business corridors. Allocate \$75,000 to Cinequest for a portion of these “reboot” costs to reignite the Cinequest Film & Creativity Festival in San Jose.

**Downtown Ice** - Allocate \$100,000 from the Downtown Parking Fund to fund the City’s share of this partnership.

**Airport Connector and Diridon Station** - Work with the VTA and MTC to advance City funding necessary to get work underway for the airport connector and the City’s acquisition of property relevant to the Diridon Station build-out, subject to future Council approval. Consider the Autumn Parkway Reserve as an interim funding source, among other potential sources.

**CreaTV** – CreaTV will become the anchor tenant of a strategically important site in the heart of Downtown’s Historic District, on 2<sup>nd</sup> Street, that will provide space for other non-profit organizations in the arts and media space. Negotiate, with CreaTV, a one-time City contribution that will also provide the City with a future “credit” for the City’s use of the space over a designated duration, such as five years.

### Resolution

The 2022-2023 Proposed Operating Budget includes one-time funding in the ARP Fund of \$2.0 million to continue support to arts and cultural organizations. More details on this action can be found in Attachment D

One-time funding of \$75,000 in the General Fund is allocated to assist Cinequest with technology upgrades. More details on this action can be found in the City Departments/Council Appointee section of the Office of Economic Development and Cultural Affairs.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$100,000 from the General Purpose Parking Fund to fund the City’s share of the capital improvements costs for the downtown ice rink. More details on this action can be found in the City-Wide expenses section of this document.

The 2022-2023 Proposed Operating Budget adds 1.0 Senior Transportation Specialist position, through June 30, 2024, funded by Traffic Capital Funds, to advance the Airport Connector Project for the City. More details on this action can be found in the City Departments/Council Appointee section of the Transportation Department.

The 2022-2023 Proposed Operating Budget includes one-time funding of \$100,000 to assist CreaTV over a multi-year period. More details on this action can be found in the City-Wide expenses section of this document.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**Recovery Task Force** - Create a modest reserve of one-time funding to implement those recommendations that Council adopts from the Recovery Task Force.

**Prior One-Time Funded Items** – Evaluate all of the remaining services funded with the \$125.4 million in one-time allocations in fiscal year 2021-22 to determine which can and should be funded in next year’s budget.

**Budget Balancing Strategy Guidelines** – Use the 2022-2023 Budget Balancing Strategy Guidelines as detailed in Attachment A to develop a balanced budget for the next fiscal year.

**Park Access for Native American Tribes** – Provide an analysis on the impact of waiving fees for use of City parks by Native American Tribes (including Muwekma Ohlone).

**Office of Equality Assurance Wage Theft Staffing and Outreach** – Produce a Manager’s Budget Addendum to address the following topics:

- Restart the backlogged Council Policy Priority #16: Wage Theft Prevention Policy, including a funding option that doesn't require removing an existing item off the City's roadmap;
- Report on the current staffing levels in the Office of Equality Assurance, and the additional staff that would be necessary to adequately implement current and upcoming Project Labor Agreements and enforce OEA wage theft enforcement responsibilities;

### Resolution

The 2022-2023 Proposed Operating Budget sets aside \$2.0 million in the ARP Fund to implement recommendations that Council adopts from the Recovery Task Force. More details on this action can be found in Attachment D of this document.

The 2022-2023 Proposed Operating Budget incorporates this direction to evaluate programs funded on a one-time basis in 2021-2022 and recommend the continuation of various services in 2022-2023. In the General Fund, 2021-2022 Previously One-Time Funded Services recommended to continue in 2022-2023 total \$40.9 million, of which \$23.9 million is recommended to be funding ongoing. More details can be found throughout this document.

The 2022-2023 Proposed Operating Budget incorporates this direction.

A Manager’s Budget Addendum will be issued later in the budget process in accordance with this direction.

A Manager’s Budget Addendum will be issued later in the budget process in accordance with this direction. In addition, the 2022-2023 Proposed Operating Budget adds 2.0 Contract Compliance Coordinator positions to support labor compliance efforts. More details on this action can be found in the City Departments/Council Appointee section of the Public Works Department.

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

Referral	Resolution
<p>➤ Develop a pilot program between the Office of Equality Assurance and the County's Office of Labor Standards Enforcement to provide outreach, education, and support to workers and businesses in an industry segment critically impacted by wage theft.</p>	
<p><b>Community Development Block Grant (CDBG) Eligibility for Community Facilities</b> – Determine if CDBG or other funding sources are available to assist Sacred Heart to acquire a new facility.</p>	<p>A Manager's Budget Addendum will be issued later in the budget process in accordance with this direction.</p>
<p><b>City Sanctioned Encampment</b> – Provide a cost estimate for a City Sanctioned Encampment.</p>	<p>A Manager's Budget Addendum will be issued later in the budget process in accordance with this direction.</p>
<p><b>City Facilities in Under-Served Communities</b> – Provide an analysis and cost estimates associated with capital improvements at facilities serving high needs communities, including – but not limited to – PAL, Rancho Del Pueblo Golf, Mexican Heritage Plaza Theatre, Plata Arroyo and Mayfair Skate Parks, Emma Prusch Regional Park and Petting Zoo, Alum Rock Youth Center, Meadowfair, Brigadoon, and Welch Park and Neighborhood Center.</p>	<p>A Manager's Budget Addendum will be issued later in the budget process in accordance with this direction.</p>
<p><b>Parks, Recreation and Neighborhood Service Department (PRNS) Scholarships and Fee Activities</b> – Propose technical changes to align PRNS' recreation services' budget policies with Budget Balancing Strategy #2 and citywide equity policy goals, while de-emphasizing strict cost recovery policies for child care, afterschool care, and aquatics programs. Align these changes with ongoing policy work, as presented to the Neighborhood Services and Education Committee, as well as the Child and Youth Master Plan.</p>	<p>A Manager's Budget Addendum will be issued later in the budget process in accordance with this direction.</p>

## Status of Mayor and City Council Referrals 2022-2023 Proposed Operating Budget

### Referral

**Restoration of Library Hours** – Prepare a report with analysis and recommendations for restoring San José Public Library’s citywide operations to pre-pandemic levels, including Sunday hours.

**Fire Staffing Needs** – Review and report on staffing needs for the Fire Department to enhance fire services.

**Police and Fire Mental Health Resources for First Responders** – Prepare an analysis regarding a strategy for our public safety employees and first responders to access mental health resources.

**Vision Zero Analysis** – Direct City staff to evaluate the effectiveness of all traffic safety projects implemented since adoption of the 2019 Vision Zero Action Plan. City Manager is directed to increase staffing resources, through the upcoming budget process if needed, to expedite data analysis and project evaluation. Direct the City Manager in the upcoming budget cycle to explore:

- Increasing staffing resources for project management of various grant funded initiatives such as the OTS-funded walk audits, fatality and citywide collision reviews to ensure resulting recommendations are being implemented, where feasible;
- Developing a Vision Zero post-incident protocol that addresses community engagement, data collection and policy development similar to the Mayor’s Gang Prevention Task Force’s incident protocol;
- Seek out funding/grant opportunities and, if needed, allocate matching funds to maintain existing quick-build project or convert to permanent infrastructure where warranted, such as protected bike lanes.

### Resolution

A Manager’s Budget Addendum will be issued later in the budget process in accordance with this direction.

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**Status of Mayor and City Council Referrals  
2022-2023 Proposed Operating Budget**

**Referral**

**Strategies for Recruitment, Hiring, and Retention:** Review challenges and present strategies to alleviate staffing vacancies, including both potential investments in the Human Resources Department as well as strategies to enable Departments to recruit, hire, and retain workers more effectively. Include information regarding updates to minimum qualifications and reducing steps in the hiring process.

**Resolution**

A Manager’s Budget Addendum will be issued later in the budget process in accordance with this direction.

## Status of City Auditor Recommendations with Funding Impact 2022-2023 Proposed Operating Budget

There are audit recommendations that are addressed in actions included in the 2022-2023 Proposed Budget. The table below provides a summary of those audit recommendations. While this report focuses on audit recommendations with budget actions in 2022-2023, there are numerous outstanding audit recommendations with financial implications that are not being implemented as part of the 2022-2023 Proposed Budget. The City Auditor's Office reports on all outstanding audit recommendations on a semi-annual basis. These status reports can be found on the Auditor's Office website at: <https://www.sanjoseca.gov/your-government/appointees/city-auditor/audit-recommendations>.

Department	Item	Remarks
Planning, Building, and Code Enforcement (PBCE)	Audit of Code Enforcement Management Controls: Improvement to Oversight and Coordination Needed.  <a href="#">(Issued 9/2/2021, #17)</a>	The 2022-2023 Adopted Operating Budget converts two temporary positions to permanent status, adding 1.0 Code Enforcement Inspector II and 1.0 Code Enforcement Supervisor in the Code Enforcement Division in PBCE. The Code Enforcement Inspector position will perform inspections for the Massage program and create and maintain a massage business roster with active Business Tax Certificates and certified massage therapists under the California Massage Therapy Council. The Code Enforcement Supervisor position will oversee the Massage Fee Program, Cannabis Fee Program, and the Vacant/Dangerous Building Fee Programs, focusing on the following for these code fee programs: performance measures and outcomes, management of the annual permit fee billing process, oversight of personnel conduct, safety and inspection protocols, and increased coordination with other City departments ensuring optimum efficiency and effectiveness and appropriate conduct and oversight.  More detail on this action can be found in the City Departments/Council Appointees section of the 2022-2023 Adopted Operating Budget for the Planning, Building, and Code Enforcement Department.

**Status of City Auditor Recommendations with  
Funding Impact  
2022-2023 Proposed Operating Budget**

Department	Item	Remarks
Public Works	<p>Audit of the Office of Equality Assurance: Increase Workload Warrants Reevaluation of Resource Needs.</p> <p><u>(Issued 3/20/2017, #01)</u></p>	<p>The 2022-2023 Proposed Operating Budget adds 2.0 Contract Compliance Coordinator positions to support labor compliance efforts. One of the new positions will support the Division Manager with ongoing policy work, starting with the Wage Theft Policy, assist in the development of a pilot program with the County of Santa Clara's Office of Labor Standards Enforcement to improve outreach and education to the diverse multilingual and multicultural community that works within the City, and lead the implementation of Project Labor Agreements. The other position will focus on ensuring City vendor agreement and capital improvement contracts are appropriately adhering to revisions to wage theft policy. Both positions will also assist in providing overall workload capacity within the Division.</p> <p>More detail on this action can be found in the City Departments/Council Appointees section of the 2022-2023 Proposed Operating Budget for the Public Works Department.</p>

## American Rescue Plan Fund Allocations - 2021-2022 Modified and 2022-2023 Proposed

Of the \$212.3 million of American Rescue Plan Act funds disbursed to the City of San José, approximately \$59.3 million is remaining and available to be appropriated in the Proposed Budget. The Administration recommends the allocation of this funding in accordance with the priorities and direction provided by City Council's approval of the Mayor's March Budget Message for Fiscal 2022-2023. The first column provides the name of the Community and Economic Recovery Workstream previously approved by the City Council. The second column contains the modified budget for each workstream in 2021-2022. The third column is the recommended amount of new funding recommended to be spent on each workstream in 2022-2023; this column totals to \$59.3 million and the specific amounts are budgeted in the American Rescue Plan Fund Source and Use Statement in the 2022-2023 Proposed Operating Budget. The fourth column provides explanatory notes for how the recommended funding will be spent, as applicable.

Community and Economic Recovery Workstream	2021-2022 Modified Budget	2022-2023 Proposed Budget	Notes
<b>BeautifySJ and Encampment Waste Pick-up</b>	<b>19,165,000</b>	<b>10,000,000</b>	
BeautifySJ Consolidated Model	14,000,000	7,000,000	Provides \$7.0 million of new funding and assumes the rebudget of \$3.5 million of savings from 2021-2022 for a total of \$10.5 million. Planned services and expenditures include encampment trash pickups, abatement at buffer zones, and inter-agency coordination at Tier 3 "High Touch" sites (\$3.0 million) and Tier 2 "Medium Touch" sites (\$1.1 million); operation of the Trash for Cash Program at Tier 1 "Low Touch" sites (\$400,000); associated trash disposal fees (\$1.0 million); vehicle purchases and leases (\$1.2 million); physical deterrents (\$900,000); a new BSJ Outreach Team in PRNS (\$520,000) which includes 2.0 Therapeutic Specialists limit-dated to June 30, 2024; contractual services and supplies for the RAPID illegal dumping team (\$350,000); a temporary expansion of Dumpster Days for a surge in activity (\$300,000); support to community-based organizations for trash and debris removal along Coyote Creek and Guadalupe River (\$210,000); tow operator costs (\$200,000); graffiti removal vendor costs (\$200,000); education and outreach materials (\$200,000); a platform to integrate data and workflow for Housing and PRNS (\$150,000); Police Department overtime (\$120,000); the development of a program evaluation plan for all Beautify SJ programs (\$250,000); and associated contractual services, supplies, utilities, and equipment (\$400,000). The 2022-2023 Proposed Operating Budget also recommends ongoing General Fund support of 34.25 positions previously funded on a one-time basis in the ARP Fund, and continues on an ongoing basis the expansion of Dumpster Days (from 50 events to 75-85 events annually) and Cash for Trash program (\$4.7 million).
Downtown Automated Public Toilets	400,000		This workstream is recommended to be funded on a one-time basis in the General Fund in the 2022-2023 Proposed Operating Budget.
Dumpster Days	315,000		The expansion of the Dumpster Days program is recommended to be budgeting ongoing in the General Fund in the 2022-2023 Proposed Operating Budget.
San José Bridge Program	4,000,000	3,000,000	As directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, this allocation secures funding for an estimated 150 participants for 2023-2024. The existing allocation funds participants through June 30, 2023.
Vehicle Abatement Program, Proactive Patrol and Complaint Response	450,000		This workstream is recommended to be funded on an ongoing basis, and further enhanced, in the General Fund in the 2022-2023 Proposed Operating Budget.
<b>Community Engagement, Communications,</b>	<b>2,000,000</b>	<b>3,180,000</b>	

## American Rescue Plan Fund Allocations - 2021-2022 Modified and 2022-2023 Proposed

Community and Economic Recovery Workstream	2021-2022 Modified Budget	2022-2023 Proposed Budget	Notes
Community Engagement	500,000	700,000	Provides an additional infusion of \$500,000 to engage communities disproportionately impacted by the pandemic, including the potential extension of the pilot promotores model that is expected to launch at the end of 2021-2022. An additional \$200,000 will support the City's leadership in driving vaccinations and boosters as the pandemic evolves.
COVID-19 Recovery Taskforce	500,000	2,000,000	As directed by the City Council's approval of the Mayor's March Budget Message for 2022-2023, sets aside an amount of \$2.0 million from which the Recovery Taskforce may recommend community-focused relief and recovery efforts toward the end of the calendar year.
Emergency Public Information	1,000,000	480,000	Continues funds for pandemic recovery communication strategies including resources for four temporary staffing for functions such as writing, graphic design, translations, social media content, and mass media buys.
<b>Child and Youth Services</b>	<b>3,838,000</b>	<b>10,950,000</b>	
Child and Youth Success	500,000		The 2021-2022 allocation provided two-year funding for 1.0 limit-dated Assistant to the City Manager to support the development of the Children and Youth Services Master Plan. The remaining funds from 2021-2022 will be rebudgeted in 2022-2023 to complete this work.
Continued Child and Youth Services (was Childcare Learning Pods)	1,800,000	10,000,000	At their meeting on April 26, 2022, the City Council approved a spending plan for the \$10.5 million previously earmarked for Child and Youth Services at the November 30, 2021 City Council meeting. Due to the proximity of City Council's approval and release of the 2022-2023 Proposed Budget, the specific allocations are not detailed in this document, but will be brought forward for itemization as part of the Adopted Budget process in June. The additional \$500,000 of the \$10.5 million is allocated to the San José Learns workstream listed below.
Family, Friend and Neighborhood Program	500,000	-	As directed by the City Council's approval of the Mayor's March Budget Message for 2022-2023, an ongoing allocation of \$500,000 is included in the General Fund in the 2022-2023 Proposed Operating Budget.
San José Aspires Administrative Support	538,000	450,000	Continues support for one more year by continuing a Literacy Program Specialist and a Library Clerk to provide administrative support for the program. This program provides performance-based micro scholarships to guide and inform students about their college and career choices. Funds enable the San Jose Public Library Foundation to leverage 100% of donations for students.
San José Learns	500,000	500,000	This allocation of the \$500,000 is included as part of the \$10.5 million allocation of funding for Child and Youth Services approved by the City Council at their meeting on April 26, 2022.

## American Rescue Plan Fund Allocations - 2021-2022 Modified and 2022-2023 Proposed

Community and Economic Recovery Workstream	2021-2022 Modified Budget	2022-2023 Proposed Budget	Notes
<b>Digital Equity</b>	<b>5,320,000</b>	<b>1,075,000</b>	
Community Wi-Fi	2,250,000		The 2021-2022 allocation helped support the community Wi-Fi network construction at Andrew P. Hill, Oak Grove, and Independence high school attendance areas. The construction for all three sites are expected to begin in spring 2022.
Data Equity Lead	200,000		One-time funds added in the General Fund and will be rebudgeted to 2022-2023 and reallocated to the Information Technology Department.
Device Access	2,120,000	875,000	Of the 10,300 hotspots in the program (6,100 for youth through schools and libraries and 4,200 hotspots for general patrons), 4,200 are not covered by the Federal Emergency Connectivity Fund Grant through June 30, 2023. This new allocation pays for data plans in 2022-2023 for the 4,200 general patron hotspots, Google Chrome licenses for the 1,500 Chromebooks, associated non-personal/equipment to replace damaged or lost equipment associated with the hotspots, and library content filtering for the hotspots and laptops.
Digital Equity Communications, Outreach & Education	750,000	200,000	Continues temporary staffing support for Digital Equity initiatives through June 30, 2023. The team provides digital literacy resources and services with community partner support and engagement, and communication and outreach in multiple languages to increase adoption of digital access programs. An additional \$222,000 is expected to be rebudgeted from current year savings and will be used to augment funding for the two positions totaling \$422,000.
<b>Emergency Housing</b>	<b>4,000,000</b>	<b>18,500,000</b>	
Emergency Housing Construction and Operation	4,000,000	18,500,000	As directed by the City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023, along with the General Fund contribution of \$21.5 million, this allocation provides a significant infusion of funding to make meaningful progress to have 1,000 Emergency Interim Housing sites under development by December 2022.
<b>Food and Necessities Distribution</b>	<b>14,812,771</b>	<b>3,000,000</b>	
Continued Food Services	14,812,771	3,000,000	As directed by the City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023, this allocation continues the City's transition from its leadership role in the coordination and funding for food services as staff continues to deliberate with the County, Second Harvest of Silicon Valley and other providers on how best to address food insecurity in San José. The amount of \$3.0 million funds food services from July-September at an assumed 25% reduction from estimated April-June levels.
<b>Housing Stabilization</b>	<b>10,650,000</b>	<b>-</b>	
Eviction Help Center	3,100,000		The existing allocation provided in 2021-2022 is expected to be sufficient to support the Eviction Help Center in 2022-2023.
Hotel Sheltering Operations and Services	4,000,000		See Emergency Construction and Operation above.
South Hall Demobilization and Housing	3,550,000		This work effort completed in 2021-2022.

## American Rescue Plan Fund Allocations - 2021-2022 Modified and 2022-2023 Proposed

Community and Economic Recovery Workstream	2021-2022 Modified Budget	2022-2023 Proposed Budget	Notes
<b>Sheltering and Enhanced Encampment</b>	<b>4,200,000</b>	<b>300,000</b>	
Homeless Services Outreach Assistance + Resources (SOAR) Program	3,000,000		The 2021-2022 allocation allows for the expansion of the SOAR program to 10 additional sites. The contract for the extension is scheduled for execution later in spring 2022; the existing funding is expected to support the SOAR extension through 2022-2023.
Downtown Homeless Mental Health Response and Support	1,200,000	300,000	This allocation of \$300,000 provides funding to ensure that the 12-month contract recently executed can be extended through June 30, 2023.
<b>Reemployment and Workforce</b>	<b>17,750,000</b>	<b>2,000,000</b>	
Environment Resilience Corps	3,760,000	200,000	As directed in the City Council-approved Mayor's March Budget Message, this allocation provides support to identify and pursue external funding support for the Resilience Corps program beyond the expiration of the CaliforniansForAll Youth Workforce Program Grant in 2023-2024.
Food Distribution Resilience Corps	10,100,000	1,800,000	As discussed in the Continued Food Services workstream above, provides funding for food boxing support from July-September, at an assumed 25% reduction from estimated April-June levels.
Guadalupe River Park + Coyote Creek Clean-up Resilience Corps	1,400,000		Funded through the CaliforniansForAll Youth Workforce Program Grant in the 2022-2023 Proposed Operating Budget.
Learning Resilience Corps	1,370,000		
Small Business Resilience Corps	1,120,000		
<b>Recovery Foundation and Drive to Digital</b>	<b>7,469,000</b>	<b>2,260,000</b>	
Audio Visual Upgrades to Chambers and Committee Rooms	1,131,000		
Effective Teams	850,000		
Contract Processing and Support (City Clerk)	100,000		Additional one-time funding of \$100,000 is included in the General Fund in the 2022-2023 Proposed Operating Budget.
Hybrid Workplace	1,000,000	500,000	This allocation of \$500,000 provides second-year funding to help transition City conference rooms to support hybrid meetings. This allocation will be funded from a Revenue Loss Reimbursement transfer to the General Fund.
Omnichannel Strategy, Process Engineering, and Service Delivery Automation (San Jose 311)	460,000	210,000	This allocation of \$210,000 provides second-year funding for improvements to San José 3-1-1. This allocation will be funded from a Revenue Loss Reimbursement transfer to the General Fund.
OneCity Workplace	400,000	500,000	This allocation of \$500,000 provides second-year funding for to transition the City's exiting intranet site, the license for which is set to expire, and transition to a more functional collaborative space to better suit a modern organization and hybrid workforce. This allocation will be funded from a Revenue Loss Reimbursement transfer to the General Fund.
Recovery Management, Coordination and Compliance	3,300,000	1,050,000	This allocation of \$1.05 million provides necessary expert consultant and training support to maximize the City's cost recovery efforts for the numerous workstreams and initiatives funded through various emergency Federal relief programs (e.g. FEMA, CRF, ARP, etc.).
Safe Workplace	228,000		This workstream not expected to be needed in 2022-2023.



## American Rescue Plan Fund Allocations - 2021-2022 Modified and 2022-2023 Proposed

Community and Economic Recovery Workstream	2021-2022 Modified Budget	2022-2023 Proposed Budget	Notes
<b>Small Business Recovery</b>	<b>14,737,000</b>	<b>4,000,000</b>	
Placemaking - Viva Calle and Viva Parks (San José Abierto)	3,712,000	1,200,000	As directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, this allocation of \$1.2 million continues support to arts and cultural organizations focused on activating and convening the community in the Downtown and neighborhood business corridors. Placemaking for Viva Calle and Viva Parks is recommended to be funded on an ongoing basis in the General Fund as part of the 2022-2023 Proposed Operating Budget.
San Jose Abierto - Council District Outdoor Activation	440,000		Ongoing funding for Council District Outdoor Activation totaling \$250,000 is recommended to be continued on an ongoing basis in the General Fund as part of the 2022-2023 Proposed Operating Budget.
Downtown Outdoor Activities Marketing Campaign	200,000	200,000	Provides \$200,000 in one-time funding to the San Jose Downtown Association for marketing, promotions and special event campaigns to help the Downtown transition out of the pandemic. Examples of the funding uses in 2021-2022 included an outdoor movie series and outdoor music concert in August and a weekly farmers' market from May through mid-November.
Downtown Pedestrian Quality of Life + Streetscape Improvements	100,000	100,000	This allocation of \$100,000 will continue to fund activation efforts to improve pedestrian experiences as the Downtown continues to recover, including building illumination and internet connectivity. This allocation will be funded from a Revenue Loss Reimbursement transfer to the General Fund.
San José Al Fresco	850,000	400,000	As directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, this allocation of \$400,000 extends the duration of the Al Fresco activation grants to help more cafes, restaurants, exercise studios, and other small businesses disproportionately impacted by the pandemic to conduct commerce outdoors.
Storefront Activation Grants	200,000		The 2022-2023 Proposed Operating Budget includes \$500,000 in the General Fund to continue this program in 2022-2023 in accordance with the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023.
Supplemental Business Development Communications	300,000	100,000	This allocation continues to supplement business development communications as the pandemic recovery continues.
Supplemental Arts and Cultural Grant Funding	2,000,000	2,000,000	As directed by City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023, this \$2.0 million allocation continues support of the arts and cultural grants program due to the pandemic's continued negative impact on hotel activity and Transient Occupancy Tax revenues, which have historically provided significant funding to the City's arts partners. This allocation will be funded from a Revenue Loss Reimbursement transfer to the General Fund.

## American Rescue Plan Fund Allocations - 2021-2022 Modified and 2022-2023 Proposed

Community and Economic Recovery Workstream	2021-2022 Modified Budget	2022-2023 Proposed Budget	Notes
Quetzal Gardens Operations	75,000		A number of the Small Business Recovery workstreams are expected to continue into 2022-2023. Actions to rebudget savings from 2021-2022 into 2022-2023, as appropriate, will occur as part of the Adopted Budget process that occurs at the end of the fiscal year.
Shop Local Hub to Support Neighborhood	100,000		
Small Business + Manufacturing Recovery	1,000,000		
Small Business Displacement Index Study	60,000		
Small Business District Outreach (Spanish + Vietnamese)	300,000		
Small Business Grants	2,750,000		
Small Business Technical Assistance Revamp	125,000		
Supplemental Economic Development	1,000,000		
Supplemental Legal Assistance for Tenants	150,000		
Support Festival Programming	200,000		
Underwrite Creation of New Property Business Improvement Districts	1,000,000		
Virtual Accelerator Program for New Businesses	175,000		
<b>Other</b>	<b>825,000</b>	<b>-</b>	
Energy Saving Retrofits	500,000		As directed by the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, a one funding of \$200,000 is included in the General Fund as part of the 2022-2023 Proposed Operating Budget to complete the required environmental study on a city-wide change to the General Plan for religious facilities bearing PQP land use designations for public assemblable, to accelerate the construction of affordable housing.
YIGBY Land Use Policy Development	75,000		
License Plate Readers	250,000		Funding for the ongoing leasing of license plate readers is recommended to be funded in the General Fund as part of the 2022-2023 Proposed Operating Budget.
<b>Support to the Convention and Cultural Affairs Fund</b>	<b>2,500,000</b>	<b>4,000,000</b>	While hotel activity and convention-related activity is beginning to rebound, recovery here is slower than elsewhere in the local economy. A total of \$4.0 million is anticipated to be needed to maintain a positive fund balance within the Convention and Cultural Affairs Fund (Fund 536) in 2022-2023. By the end of 2021-2022, Team San Jose will have exhausted previous reserve levels within the Convention and Visitors Bureau accounts and will have access to a very limited ending fund balance in Fund 536. To ensure that Team San Jose can continue modest marketing programs to drive additional leisure activity and to increase convention center activation, a higher level of support from the American Rescue Plan Fund will be needed in 2022-2023.
<b>TOTAL</b>	<b>\$ 107,266,771</b>	<b>\$ 59,265,000</b>	The 2022-2023 Proposed Operating Budget recommends fully allocating remaining American Rescue Plan Funding. Small adjustments are anticipated at year-end and as part of the 2021-2022 Annual Report to reallocate any savings from current year allocations, appropriate interest earnings, or perform other technical corrections within categories.

# CITY OF SAN JOSE

## 2022-2023 PROPOSED OPERATING BUDGET

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### SAN JOSE AT A GLANCE

#### STRATEGIC LOCATION

Situated between the Diablo and Santa Cruz mountain ranges, San José encompasses approximately 181 square miles at the southern tip of the San Francisco Bay. San José's central location between San Francisco to the north and Monterey/Carmel to the south makes the "Capital of Silicon Valley" a gateway to adventures throughout California.

With a population of over one million, San José is the 10th largest city in the nation.<sup>1</sup> Over 1.9 million people reside in Santa Clara County, of which San José is the county seat.

#### HISTORY

In November 1777, El Pueblo San José de Guadalupe became the first civil settlement in California. The settlement was mostly occupied by the Ohlone Indians along the Guadalupe River and Spanish settlers. At that time, San José was a farming community cultivating a number of different crops, which served the military communities in San Francisco and Monterey. In 1850, San José became the first capital of California, but this honor remained for only two years due to flooding in downtown and the lack of hotel capacity. Furthering San José's difficulties, the city was plagued with floods, earthquakes, and fires in the early 1900s. However, over the next century, San José experienced one of the most significant economic changes in California history, transforming from an agricultural community to what is known today as the "Capital of Silicon Valley."



#### QUALITY OF LIFE

San José's quality of life is unsurpassed. With an average of 300 days of sunshine per year and temperature averages varying from 50 degrees in January to 70 degrees in July, those living and working in San José can enjoy the city's many attractions, cultural and performing arts, sports and recreation opportunities, and year-round festivals and celebrations. San José has received accolades from The Milken Institute, Forbes, The Atlantic, and other national media as the place to live and do business.

#### DIVERSITY

Diversity is a hallmark of San José; a city proud of the cultural and ethnic diversity of its population and workforce and the rich cultural identity of its many neighborhoods. City residents speak more than 50 different languages. A full 40% of San Jose residents were born in a country outside the US, including 52% of adult residents over the age of 25.<sup>2</sup> Japantown is a popular tourist stop and a cornerstone neighborhood full of tradition.



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<sup>1</sup> State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State with Annual Percentage Change – January 1, 2020 and 2021. (Released May 2021)

<sup>2</sup> City of San José, Office of Economic Development and Cultural Affairs

# CITY OF SAN JOSE 2022-2023 PROPOSED OPERATING BUDGET

## SAN JOSE AT A GLANCE

### DIVERSITY

Little Saigon is a haven of Vietnamese-owned and operated businesses where customers and tourists can experience unique shopping experiences and diverse restaurants. Biblioteca Latinoamericana, one of the City's innovative library branches, boasts one of the largest collections of Spanish language materials in northern California. The city hosts many cultural festivals and numerous ethnic chambers of commerce are active in the community. According to the United States Census Bureau as of April 2021, San José residents are 37.2% Asian, 31.0% Hispanic, 25.1% White, 2.9% African American, and 3.8% other/two or more races. 31.0% Hispanic, 25.1% White, 2.9% African American, and 3.8% other/two or more races.

### EDUCATION

Sixteen public school districts and an estimated 300 private and parochial schools provide families with a range of educational choices. Innovative programs in local school districts include a



nationally acclaimed performing arts magnet and concentrations in aerospace, international studies, math and science, and radio and television. Higher education facilities in and around San José are distinguished. San José State University (SJSU) is California's oldest public university, founded in 1857. It offers strong programs in business, information technology, journalism, mass communications, and engineering, with SJSU graduating twice as many engineers annually as any nearby university. In addition, the collaboration between SJSU and the City of San José to construct and operate the Dr.

Martin Luther King, Jr. Library (King Library), the first joint City/University library, earned the prestigious national title of Gale/Library Journal 2004 Library of the Year. The King Library also received the National Medal for Museum and Library Service from the Institute of Museum and Library Services in 2011.

Area colleges include Santa Clara University, the State's oldest institution of higher private education, founded in 1851. Other excellent nearby universities include Stanford University, University of California at Berkeley, University of California at San Francisco, and University of California at Santa Cruz. Seven community colleges serve the County of Santa Clara, offering a variety of two-year programs and work-ready certificate programs. Community-based programs like Metropolitan Education District and the Center for Employment Training fill the need for basic skills and job training.

### ECONOMIC DIVERSITY

Perhaps more important than rankings and statistics, the term "Capital of Silicon Valley" describes not only a city and geographic region, but also a culture, an entrepreneurial energy, a spirit of innovation, and a symbol of opportunity. While San José and the greater Silicon Valley are largely associated with the technology industry, the city's business profile is diverse and healthy. San José is home to approximately 66,000 businesses employing a total of 439,000 workers in sectors ranging from advanced manufacturing to healthcare to software.<sup>3</sup> Commercial, retail, industrial, professional, and service businesses all thrive in San José.

<sup>3</sup> City of San José, Office of Economic Development and Cultural Affairs



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**SAN JOSE AT A GLANCE**

**INTERNATIONAL**

On the international front, San José attracts significant foreign investment from throughout the globe, particularly in information technology industrial sectors. San José is also a leading city in exporting goods and services. The City’s Office of Economic Development and Cultural Affairs also administers the Foreign Trade Zone, which allows manufacturing companies like Tesla, Lam Research, and Maxar Space to import parts used in manufacturing advanced technologies with reduced or delayed tariff assessment.

**TOURISM**

Residents and visitors enjoy the city’s many attractions year-round: museums, parks, sports, multicultural festivals, theme parks, shopping, and, of course, great hotels and restaurants. Attractions include the Tech Museum of Innovation, San José Museum of Art, Raging Waters, Happy Hollow Park & Zoo, Japanese Friendship Garden, Winchester Mystery House, and Children’s Discovery Museum of San José.

**SPORTS**

Several professional sports teams call San José home: the Sharks, National Hockey League; the Earthquakes, Major League Soccer; the Barracuda, Minor League Hockey; and the Giants, Minor League Baseball. The city also has a state-of-the-art community ice center, golf courses, and parklands, including over 61 miles of beautiful walking and biking trails.

**TRANSPORTATION**

San José/Silicon Valley has the following masstransportation options:

- The Norman Y. Mineta San José International Airport, located within minutes of downtown, served 11.3 million passengers in fiscal year 2019-2020, 4.2 million in fiscal year 2020-2021 and an estimated 9.04 million passengers in fiscal year 2021-2022 as the Airport recovers from disruptions caused by the COVID-19 pandemic. As of June 30, 2022, there were 8 major passenger airlines operating service to 41 nonstop domestic and international destinations at SJC.
- The Santa Clara Valley Transportation Authority (VTA) carried an estimated total of 35.2 million passenger trips in 2019 on its bus and light rail system.
- Caltrain, a commuter rail service with 32 stations, runs from Gilroy through San José and north to San Francisco, with an average weekday ridership of 63,597 (2019). Caltrain operates 92 weekday trains, including 22 Baby Bullet express route trains that travel from San José to San Francisco in about an hour. Electrification of the Caltrain system is under construction, with electric trains anticipated to be in service in 2024.
- Bay Area Rapid Transit (BART) and California High-Speed Rail both have planned routes to Diridon Station in San José. In April 2012, construction began on phase one of the BART Silicon Valley Extension. Phase I construction activities are complete and passenger service began on June 13, 2020. Phase II construction activities are anticipated to begin in 2023.



# CITY OF SAN JOSE 2022-2023 PROPOSED OPERATING BUDGET SAN JOSE AT A GLANCE

## Basic City Facts

***Founded:*** 1777; California's first civilian settlement

***Incorporated:*** March 27, 1850; California's first incorporated City, and site of the first State capital

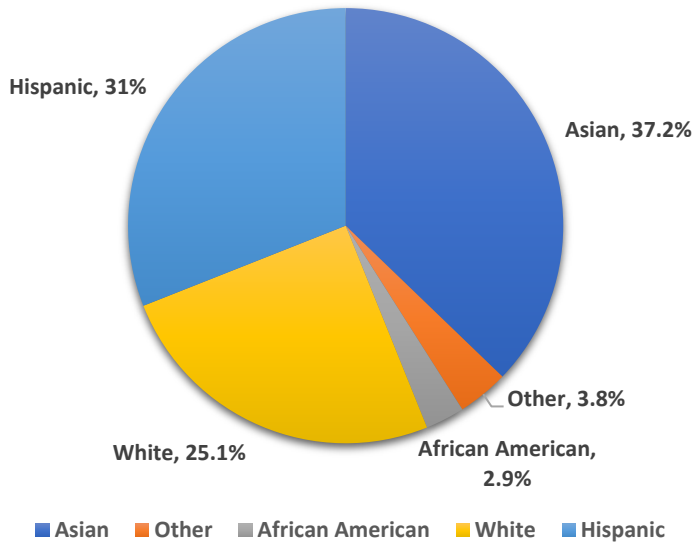
## General Data

<b>Population<sup>4</sup></b>	<b>1,029,782</b>
Registered Voters <sup>5</sup>	519,453
Median Household Income <sup>6</sup>	\$117,324
Miles of Streets	2,519
Miles of Alleys	2.58
Area of City (square miles)	180.7
<b>Land Use:</b>	
Single-Family	34%
Two-Family	2%
Multi-Family	4%
Mobile Home	1%
Commercial	4%
Industrial	10%
Public/Quasi-Public	0.75%
Airports	1%
Schools	3%
Parks/Open Space	17%
Roadways	16%
Downtown	0.25%
Other	7%



## Demographics

Breakdown of Race/Ethnicities<sup>7</sup>



<sup>4</sup> State of California, Department of Finance, E-1 Population Estimates for Cities, Counties, and the State, January 1, 2020 and 2021 (Released May 2021)

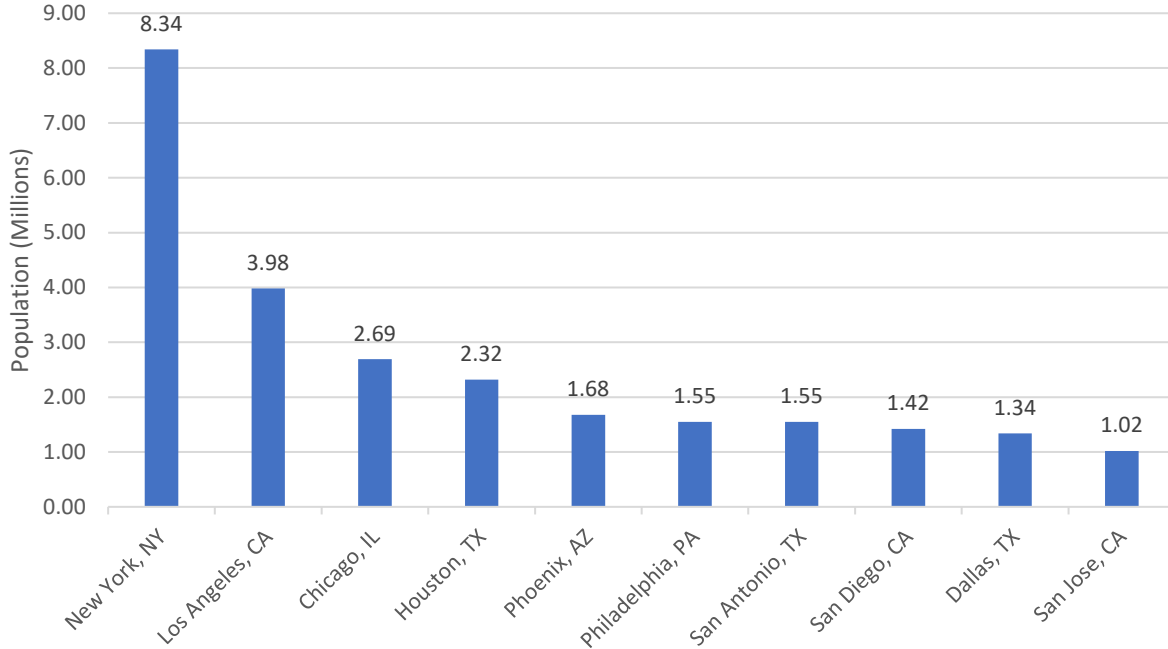
<sup>5</sup> Santa Clara County Registrar of Voters as of April 5, 2022

<sup>6</sup> United States. Census Bureau, American Community Survey (ACS), 5-Year Estimates

<sup>7</sup> United States. Census Bureau, Population Estimates Program (PEP) as of July 1, 2021

# CITY OF SAN JOSE 2022-2023 PROPOSED OPERATING BUDGET SAN JOSE AT A GLANCE

## Population of 10 Largest U.S. Cities

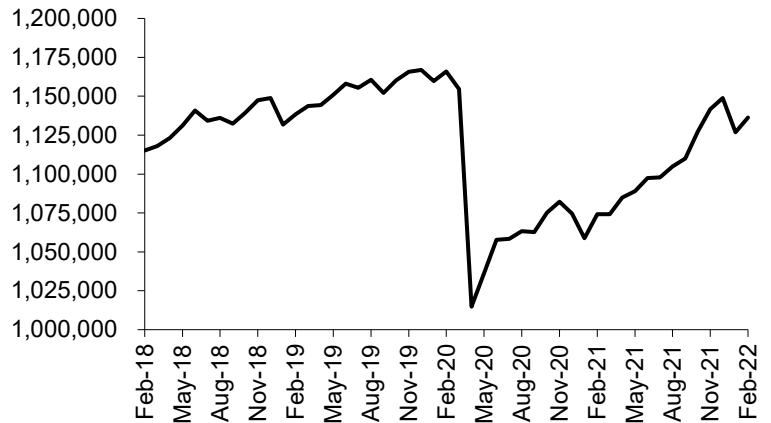


U.S. Source: Census Bureau, Population Division, Annual Estimates of the Resident Population for Incorporated Places of 50,000 or More, Ranked by July 1, 2019 Population (Released May 2020)

## Major Employers<sup>8</sup>

Company	Number of Employees
County of Santa Clara	19,900
Cisco Systems	7,500
City of San José	6,647
PayPal, Inc.	4,250
San José State University	4,512
Adobe Systems Inc.	3,825
Kaiser Permanente	3,673
Western Digital	2,892
Broadcom	2,753
eBay	2,700
Target Stores	2,437
Super Micro Computer	2,180
IBM	2,070
Cadence Design Systems	1,956
Good Samaritan Health	1,850
Intel	1,800
Safeway	1,648
NetApp	1,521
Regional Medical Center	1,118

## San José Employment - MSA<sup>9</sup>



<sup>8</sup> Source: City of San José, Office of Economic Development and Cultural Affairs Estimates as of April 2021. The information was gathered on an informal basis from sources believed to be reliable. The City can provide no assurances as to the accuracy or completeness of the information shown.

<sup>9</sup> Source: U.S. Census Bureau, California Employment Development Department



**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
SAN JOSE AT A GLANCE**

**Airport\***

Approx. Acres	1,050
Terminals	2
Runways	2
Hours of Operation	24
Flights in 2021-2022 (estimated):	
Commercial Airline Operations	87,824
Cargo Commercial Airlines Operations	1,147
General Aviation	49,653
Military Flights	293
Landings per Day in 2021-2022 (estimated):	
Commercial	120
General Aviation	68
Number of Passengers in 2021-2022 (estimated):	9.0 Million
Public Parking Spaces:	
Hourly Parking/Daily Parking	2,781
Economy Parking	2,524
Services:	
Passenger Airlines	8
All-Cargo Airlines	2
General Aviation Based Aircraft	140



**Environment and Utilities\***

Miles of Municipal Sewer Mains	2,030
Number of Water Pollution Control Plants <sup>10</sup>	1
Number of Square Miles the Sanitary Sewer System Spans	180.7
Gallons of Wastewater the Plant has the Capacity to Treat Per Day	167 Million
Gallons of Wastewater Treated Per Day	91.3 Million
Number of Municipal Water Systems <sup>11</sup>	1
Water Services in Municipal Water Service Area	26,980
Miles of Water Mains	344
Gallons of Potable Municipal Water Delivered	5.1 Billion
Gallons of Recycled Municipal Water Delivered	1.4 Billion
2021-2022 Recycled Materials:	
Tons of Paper	48,260.40
Tons of Glass	22,582.10
Tons of Cardboard	13,811.60
Tons of Metals	4,006.30
Tons of Plastics	6,115.30
Tons of Other Materials	595
Total Tons of Recyclables	95,370.70



\* Current Counts or 2021-2022 Year-End Estimates

<sup>10</sup> Serving the San José, Santa Clara, Milpitas, Campbell, Cupertino, Los Gatos, Saratoga, and Monte Sereno areas.

<sup>11</sup> Serving the Evergreen, North San José, Alviso, Edenvale, and Coyote Valley areas. Other areas served by private water companies.

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
SAN JOSE AT A GLANCE**

**Environment and Utilities\***

2021-2022 Recycled Materials:	
Multi-Family Dwelling Tons Composted	71,636.40
Single-Family Dwelling Tons Composted	131,116.40
Tons of Yard Trimmings	125,176.80
Tons of Used Motor Oil	2,700
Tons of Used Oil Filters	6.7

**Fire\***

Fire Stations	34
Companies	44
Squad Units	3
Equipment	
Engines:	
Front Line	33
Relief	18
Trucks:	
Front Line	9
Relief	5
Brush Patrol Apparatus:	
Front Line	7
Relief	6
Aircraft Rescue and Firefighting Apparatus:	
Front Line	2
Relief	1
Urban Search/Rescue and Hazmat Apparatus:	
Front Line	3
Auxiliary Apparatus	95
Emergency Medical Calls	54,945
Fire Safety Code Inspections	15,828
Fires	4,271



**Libraries\***

Number of Outlets:	
Main Library	1
Branches	24
Items Checked Out (Circulation)	5,396,400
Electronic Resources Checked Out (Circulation)	1,403,000
Books (Inventory)	1,600,000
Audio Visual Materials (Inventory)	275,000



\*Current Counts or 2021-2022 Year-End Estimates

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
SAN JOSE AT A GLANCE**

**Parking\***

Parking Meters	2,253
City Parking Lots (1,107 total spaces)	6
City Parking Garages (6,186 total spaces)	8

**Parks, Recreation and Neighborhood Services\***

Park Sites	212
Basketball Hoops	158
Bocce Ball Courts	21
Exercise Courses	41
Handball Courts	11
Horseshoe Pits	52
Lawn Bowling Greens	1
Volleyball Courts	19
Skate Parks	7
Bike Parks	2
Multi-Use Fields	111
Swimming Pools	6
Tennis Courts	84.5
Park Acreage <sup>12</sup>	3,613
Playgrounds	295
City-Operated Community Centers	12
Neighborhood Center Partner Program Operated Sites	31
Public Golf Courses	3
Gymnasiums	9
Fitness Rooms	6
Youth Centers	8
Walking and Biking Trails (miles)	62.36
Total Participation in Recreation Programs at Community Centers	513,205
Total Participation in Recreation Programs at Neighborhood Center Partners Program (formerly Re-Use Centers)	3,392



**Police\***

Police Stations	1
Police Marked Vehicles	316
Motorcycles	51
Horses	0
Dogs	15
Aircraft:	
Helicopter	1
Fixed Wing	0
Number of Emergency Calls Received	660,552
Number of Non-Emergency Calls Received	488,298
Cases Assigned Per Year	30,000

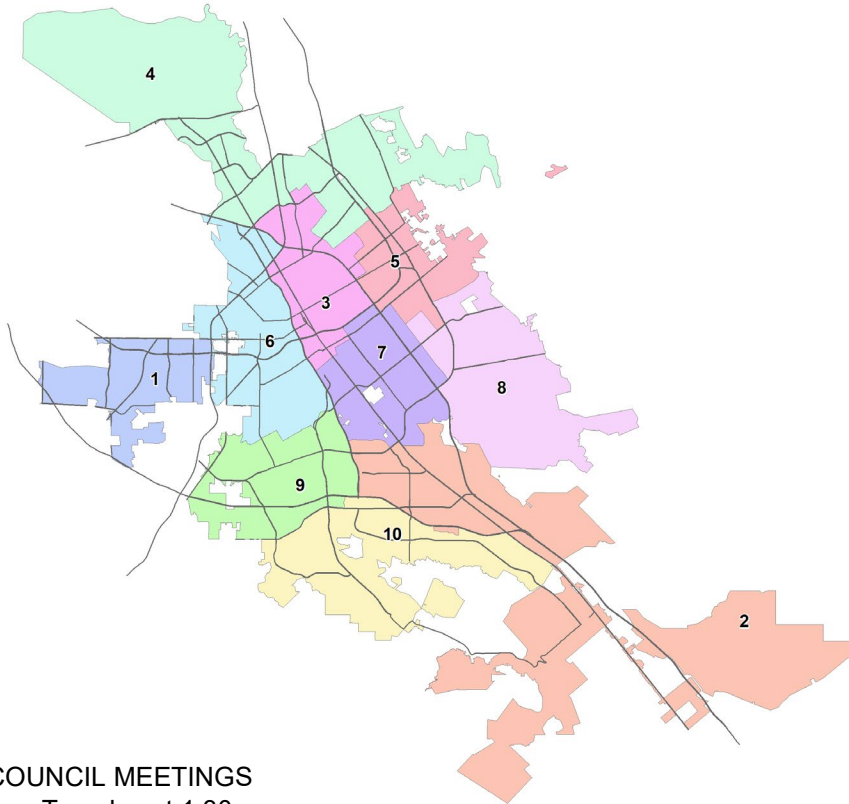


<sup>12</sup> Data represents City services (excludes school data)

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**ROSTER OF ELECTED OFFICIALS**

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<b>CITY COUNCIL</b>	<b>DISTRICT</b>	<b>TELEPHONE</b>	<b>E-MAIL</b>
<b>Sam Liccardo</b>	<b>Mayor</b>	<b>535-4800</b>	<b><u><a href="mailto:mayoremail@sanjoseca.gov">mayoremail@sanjoseca.gov</a></u></b>
Chappie Jones	1	535-4901	<u><a href="mailto:district1@sanjoseca.gov">district1@sanjoseca.gov</a></u>
Sergio Jimenez	2	535-4902	<u><a href="mailto:district2@sanjoseca.gov">district2@sanjoseca.gov</a></u>
Raul Peralez	3	535-4903	<u><a href="mailto:district3@sanjoseca.gov">district3@sanjoseca.gov</a></u>
David Cohen	4	535-4904	<u><a href="mailto:district4@sanjoseca.gov">district4@sanjoseca.gov</a></u>
Magdalena Carrasco	5	535-4905	<u><a href="mailto:district5@sanjoseca.gov">district5@sanjoseca.gov</a></u>
Dev Davis	6	535-4906	<u><a href="mailto:district6@sanjoseca.gov">district6@sanjoseca.gov</a></u>
Maya Esparza	7	535-4907	<u><a href="mailto:district7@sanjoseca.gov">district7@sanjoseca.gov</a></u>
Sylvia Arenas	8	535-4908	<u><a href="mailto:district8@sanjoseca.gov">district8@sanjoseca.gov</a></u>
Pam Foley	9	535-4909	<u><a href="mailto:district9@sanjoseca.gov">district9@sanjoseca.gov</a></u>
Matt Mahan	10	535-4910	<u><a href="mailto:district10@sanjoseca.gov">district10@sanjoseca.gov</a></u>



**CITY COUNCIL MEETINGS**

- Every Tuesday at 1:30 p.m.
- Evening meetings at 6:00 p.m. in addition to the afternoon meeting twice a month, as listed in the approved City Council Meeting Schedule.
- Closed sessions every Tuesday at 9:30 a.m.
- No meetings are held in July when the City Council is in recess.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**STATE AND LOCAL LEGISLATIVE HIGHLIGHTS**

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Following is a list of significant State and local voter-approved initiatives.

**2020s Initiatives**

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**Measure G** was placed on the ballot by the City Council. It amended the San José City Charter to expand the Independent Police Auditor’s oversight, including review of officer-involved shootings and use of force incidents causing death or great bodily injury, review of department-initiated investigations against officers, and other technical amendments; increase the Planning Commission to 11 members with the City Council appointing one member from each Council District and one “at-large” member; and allow the City Council to establish timelines for redistricting when Census results are late. Measure G was approved by the voters in November 2020.

**Measure H**, Cardroom Tax, was placed on the ballot by the City Council. It amended the San José Municipal Code to increase the cardroom tax on the gross revenues of cardrooms, add a new tax on the gross revenues of third-party providers of proposition player services, and increase the number of card tables. The increased tax imposed on the cardrooms and the new tax imposed on third-party providers of proposition player services are general taxes. The revenues received from these taxes may be used for general governmental purposes. Measure H was approved by the voters in November 2020.

**Measure E**, Real Property Transfer Tax, was placed on the ballot by the City Council. It amended the San José Municipal Code to enact a tax on the transfer of any real property valued over \$2 million, subject to a CPI adjustment every five years. While the revenue is deposited into the General Fund and may be used for any City purpose, City Council Policy 1-18 allocates this funding for affordable housing, homelessness prevention, and homeless support.

**2010s Initiatives**

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**Measure S**, Construction Contract Procurement Modernization, was placed on the ballot by the City Council. It allowed the City to amend the City Charter to modify construction contract procurement and the bidding process. Measure S was approved by the voters in November 2018.

**Measure T**, Disaster Preparedness, Public Safety, and Infrastructure Bond, was placed on the ballot by the City Council. It authorized the issuance of up to \$650 million in general obligation bonds to upgrade 9-1-1 communications, police, fire, and paramedics facilities to improve emergency disaster response; repair deteriorating bridges vulnerable to earthquakes; repave streets and potholes in the worst condition; prevent flooding and water quality contamination; and repair critical infrastructure. Measure T was approved by the voters in November 2018.

**Measure U** was placed on the ballot by the City Council. It allowed the City Charter to be amended to remove the City Council from voting on their own salaries, require the Salary Setting Commission to adjust the base salaries for the Mayor and City Council once every five years, and limit base salary increases after each five-year adjustment to annual adjustments for inflation based on the Consumer Price Index. Additionally, Measure U amended the City Charter to align with State Law, allowing Council to submit an alternative measure to a citizen initiative. Measure U was approved by the voters in November 2018.

**Measure C**, an Act to Limit Urban Sprawl and the Fiscal and Environmental Effects of Specified Development in Outlying Areas, was placed on the ballot by the City Council. This measure restricts the development of non-employment uses on designated lands in outlying areas near San Jose’s Urban

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**STATE AND LOCAL LEGISLATIVE HIGHLIGHTS**

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Growth Boundary, including Almaden Valley, Coyote Valley, and Evergreen Foothills, unless City Council determines such development will not adversely affect the City financially, will satisfy increased affordable housing requirements, and will mitigate environmental impacts, and pay appropriate fees for road improvements to address traffic impacts. Measure C was approved by the voters in June 2018.

**Proposition 64** legalized recreational marijuana for persons aged 21 years or older under state law. Effective January 1, 2018, Proposition 64 allowed for the sale and taxation of recreational marijuana. Proposition 64 was approved by California voters in November 2016.

**Measure E**, Opportunity to Work, a citizen initiative measure, amended the San José Municipal Code to require employers to offer additional work hours to existing qualified part-time employees before hiring new employees, including sub-contractors and use of temporary staffing services. The requirement to offer additional work hours does not apply where the existing qualified part-time employees would be paid overtime or other premium rate under any law or collective bargaining agreement. Measure E was approved by the voters in November 2016.

**Measure F**, Alternative Pension Reform Act, was placed on the ballot by the City Council. It amended the San José City Charter to change employee retirement contributions and benefits and retiree healthcare benefits. This measure superseded the Measure B modifications approved by the voters in 2012 and included the following components: retirement benefits for Tier 2 members were improved to levels similar to other Bay Area agencies and the costs of the benefit will be shared 50/50 between the City and employees; the defined benefit retiree healthcare plan was closed to new members; Tier 1 employees who return after leaving the City will be Tier 1 employees; the pre-

Measure B definition of disability was reinstated; an independent medical panel will be created to determine eligibility for disability retirements; the elimination of the Supplemental Retiree Benefit Reserve will continue and it will be replaced with a Guaranteed Purchasing Power benefit to protect retirees against inflation; both the City and employees will be required to make the full annual required plan contributions calculated by the applicable retirement board; voter approval is required for any future enhancements to defined retirement benefits; and retroactive benefit enhancements are prohibited. Measure F was passed by the voters in November 2016.

**Measure G**, Business Tax Modernization, was placed on the ballot by the City Council. It enacted an ordinance to revise San José's 1986 Business Tax. Effective July 1, 2017, the revised ordinance 1) increases the minimum base tax; 2) requires payment of the minimum base tax by all businesses; 3) sets graduated rates for businesses with more employees paying higher rates and residential and commercial landlords paying more per unit, lot, and square feet of leased space; 4) requires water companies to pay an amount per San José meter connection; and 5) raises the annual caps on the maximum amount of tax payable. Where a business owes the tax based on both its number of employees and leased number of units, lots, or square feet, the business is required to pay the higher of the two calculations. The revised ordinance also provides for an annual adjustment for inflation based on a consumer price index beginning on July 1, 2018, subject to specified limits. Measure G was approved by the voters in November 2016.

**Measure B**, Local Sales Tax, enacted a ¼ percent sales tax in San José beginning October 1, 2016 for 15 years to fund essential City services, such as: improving public safety (e.g., additional police officers to improve emergency response times, reduce violent and non-violent crimes,

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**STATE AND LOCAL LEGISLATIVE HIGHLIGHTS**

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increase neighborhood patrols, and increase fire resources to improve fire and emergency medical response times); maintaining and repairing major streets (e.g., increase pavement maintenance funding for major streets to significantly slow the incidence of pothole formation and general pavement deterioration); and increasing neighborhood services (e.g., additional resources for reducing homelessness, increasing youth and senior services, and other high priority neighborhood services, such as blight eradication and gang prevention). Measure B was passed by the voters in June 2016.

**Measure B**, Library Parcel Tax, authorized the collection of a parcel tax to enhance the City's library services and facilities. The tax is collected twice per year on each parcel of real property and deposited into the Library Parcel Tax Fund. All proceeds, including interest, must be expended for Library purposes. Measure B was approved by voters in 2014 and will sunset in 2039. This measure follows two prior voter approved measures to support library services. In November 1994, voters approved Measure E (sunset in 2005), and in November 2004 voters approved Measure S (sunset in 2015).

**Measure D** requires the payment of minimum wages in San José at \$10 per hour with an annual increase, if any, based on the Consumer Price Index beginning January 1, 2014; City enforcement through fines, penalties, civil actions, or revocation or suspension of permits or licenses; voter approval of substantive changes to the ordinance; and allows private enforcement through civil actions. Measure D was passed by the voters in 2012.

**Measure B** allowed the City Charter to be amended to modify retirement benefits of City employees and retirees by increasing employees' contributions, establishing a voluntary reduced pension plan for current employees, establishing pension cost and benefit limitations for new employees, modifying disability retirement procedures,

temporarily suspending retiree Cost of Living Adjustments during emergencies, and requiring voter approval for increases in future pension benefits. This Measure was superseded by Measure F in November 2016. Measure B was passed by the voters in 2012.

**Measure K** increased the Cardroom Tax rate on gross revenues from 13% to 15%, allowed each cardroom to seek City approval to increase the number of tables from 40 to 49, removed the limit on the number of permissible card games to allow any card game permissible under State law consistent with City regulations, and increased the betting limit from \$200 to that allowed under State law. Measure K was passed by the voters in 2010.

**Measure U** allowed the City Council to impose a business tax on marijuana businesses in San José at a rate of up to 10% of gross receipts. The revenues from the marijuana business tax are subject to an annual audit. Measure U was passed by the voters in 2010.

**Measure V** changed the mandatory arbitration process regarding the selection of the Chair of the Board and required all hearings and documents submitted in arbitration to be accessible to the public. Further, it requires that the Arbitration Board consider the City's financial condition and ability to pay; provide consideration to the rate of increase or decrease of compensation approved by the City Council for other bargaining units; be precluded from rendering a decision or issuing an award that increases the projected cost of compensation at a rate that exceeds the rate of increase in certain revenues, retroactively increases or decreases compensation, creates a new or additional unfunded liability, or interferes with the discretion of the Police or Fire Department to make managerial, operational, or staffing decisions. Measure V was passed by the voters in 2010.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  

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**STATE AND LOCAL LEGISLATIVE HIGHLIGHTS**

**Measure W** allowed the City Council to adopt an ordinance to exclude future City officers and employees from any existing retirement plans or benefits and establish retirement plans for future employees that do not provide for the current minimum requirements set forth in the San José City Charter. Measure W was passed by the voters in 2010.

**Proposition 22** reduces or eliminates the State's authority to delay or redirect the distribution of tax revenues for transportation, redevelopment, or local government projects and services, even during periods of severe fiscal hardship. The proposition requires the State Controller to reimburse local governments or accounts if a court rules that the State violated a provision of Proposition 22. Proposition 22 was passed by the voters in 2010.

**Proposition 26** requires that certain State fees be approved by a two-thirds vote of the State legislature and certain local fees be approved by two-thirds of voters. The proposition broadened the definition of a State or local tax to include some fees and charges that governments previously could impose with a majority vote. Proposition 26 was passed by the voters in 2010.

**2000s Initiatives**

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**Measure J** replaced the Emergency Communication System Support Fee of \$1.75 per telephone line per month with a tax of \$1.57 per telephone line per month. The City ceased collecting the fee and began collecting the tax on April 1, 2009. The tax is collected from telephone users on their phone bills. Exemptions to the tax include low-income seniors and disabled persons who receive lifeline telephone service. Measure J was passed by the voters in 2008.

**Measure K** reduced the telephone utility rate from 5.0% to 4.5% (10% reduction) in San José. This measure broadened the base for

the utility tax and the definition of technologies covered by the tax. The utility company collects the tax from consumers on a monthly basis and is required to remit the tax to the City by the 25<sup>th</sup> of the following month. The tax is not applicable to State, County, or City agencies. Measure K was passed by the voters in 2008.

**Proposition 1A** prohibits the State from reducing local governments' property tax revenue. The provisions may be suspended only if the governor declares a fiscal necessity and two-thirds of the State legislature approves the suspension. Suspended funds must be repaid within three years. Proposition 1A also requires local sales tax revenues to remain with local governments and for the State to fund legislative mandates. Proposition 1A was passed by the voters in 2004 and became effective in 2006.

**Measure A**, the Airport Security and Traffic Relief Act, authorized the City to implement infrastructure improvements at the Airport to meet federally mandated security requirements, improve passenger facilities, and add nine new gates once the Airport street system is within three years of completion and funding has been identified for the implementation of the Airport People Mover transit connection. Measure A was passed by the voters in 2003.

**Measure O** authorized the issuance of a \$159 million general obligation bond (Neighborhood Security Act Bond Measure) to improve San José's fire, police, and paramedic response times by adding and improving fire stations, police stations, and training facilities and creating state-of-the-art 9-1-1 communications facilities. Measure O was passed by the voters in 2002.

**Measure K** approved an update to San José's General Plan to modify greenline/urban boundaries. Measure K was passed by the voters in 2000.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  

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**STATE AND LOCAL LEGISLATIVE HIGHLIGHTS**

**Measure O** authorized the issuance of \$212 million in bonds over 10 years for the establishment of six new and 14 expanded branch libraries in San José. Measure O was passed by the voters in 2000.

**Measure P** authorized the issuance of \$228 million in general obligation bonds for the establishment of new and improved existing public parks and facilities in San José. Measure P was passed by the voters in 2000.

**1990s Initiatives**

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**Measure I** authorized the construction of a new City Hall, located in downtown San José. Measure I was passed by the voters in 1996.

**Proposition 218** extended the two-thirds majority vote requirement for any new user fees or new taxes to be levied at the local level. Assessments, fees, and charges must be submitted to property owners for approval or rejection after notice and public hearing. Proposition 218 was passed by the voters in 1996.

**Proposition 172** enacted a half-cent sales tax increase. Monies derived from this tax must be utilized solely for public safety services. Revenue is distributed to cities and counties for purposes such as police, sheriffs, fire, district attorneys, and corrections. Proposition 172 was passed by the voters in 1993.

**Measure I** established term limits for the City. City Council members and the mayor can only serve for two successive four-year terms in office. Measure I was passed by the voters in 1990.

**Proposition 8** allowed a property owner to file an assessment appeal when the market value of the property is less than the current assessed value. If the appeal is successful, the assessed valuation is lowered to reflect

current market conditions. Proposition 8 also provided that the value of reassessed properties may be increased to previous levels when market values increase. Proposition 8 was passed by the voters in 1990.

**Proposition 111** enacted a state-wide traffic congestion relief program and changed the procedures for calculating the Gann Limit by updating the spending limit on state and local government to better reflect the needs of a growing California population. It provided new revenues to reduce traffic congestion by building state highways, local streets and roads, and public mass transit facilities. Proposition 111 was passed by the voters in 1990.

**1980s Initiatives**

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**Measure C** authorized the City to use public funds to build low-rent housing. Measure C was passed by the voters in 1988.

**Measure H** authorized the City to build a sports arena, currently known as the SAP Center at San José. Measure H was passed by the voters in 1988.

**1970s Initiatives**

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**Proposition 4**, otherwise known as the “Gann Limit,” stipulated that the City must compute an annual appropriations limit, which places a ceiling on the total amount of tax revenues the City can appropriate annually. The limit is adjusted each year using the following criteria: (1) the percentage change in California Per Capita Income or the change in the City’s Assessed Valuation due to new non-residential construction, whichever is greater and (2) the percentage change in the city-wide population, whichever is greater. Proposition 4 was passed by the voters in 1979.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  

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**STATE AND LOCAL LEGISLATIVE HIGHLIGHTS**

**Proposition 13** placed a substantial limitation on the ability of local governments to collect sufficient property taxes commensurate with the historical role this revenue source has played in funding both municipal operations and new public facilities. Proposition 13 specified that an assessed value may increase at the rate of the Consumer Price Index, not to exceed two percent per year based on the 1979 value, unless the property is improved or sold aligning the newly assessed value to the market value. Proposition 13 was passed by the voters in 1979.

**1890 – 1970 Initiatives**

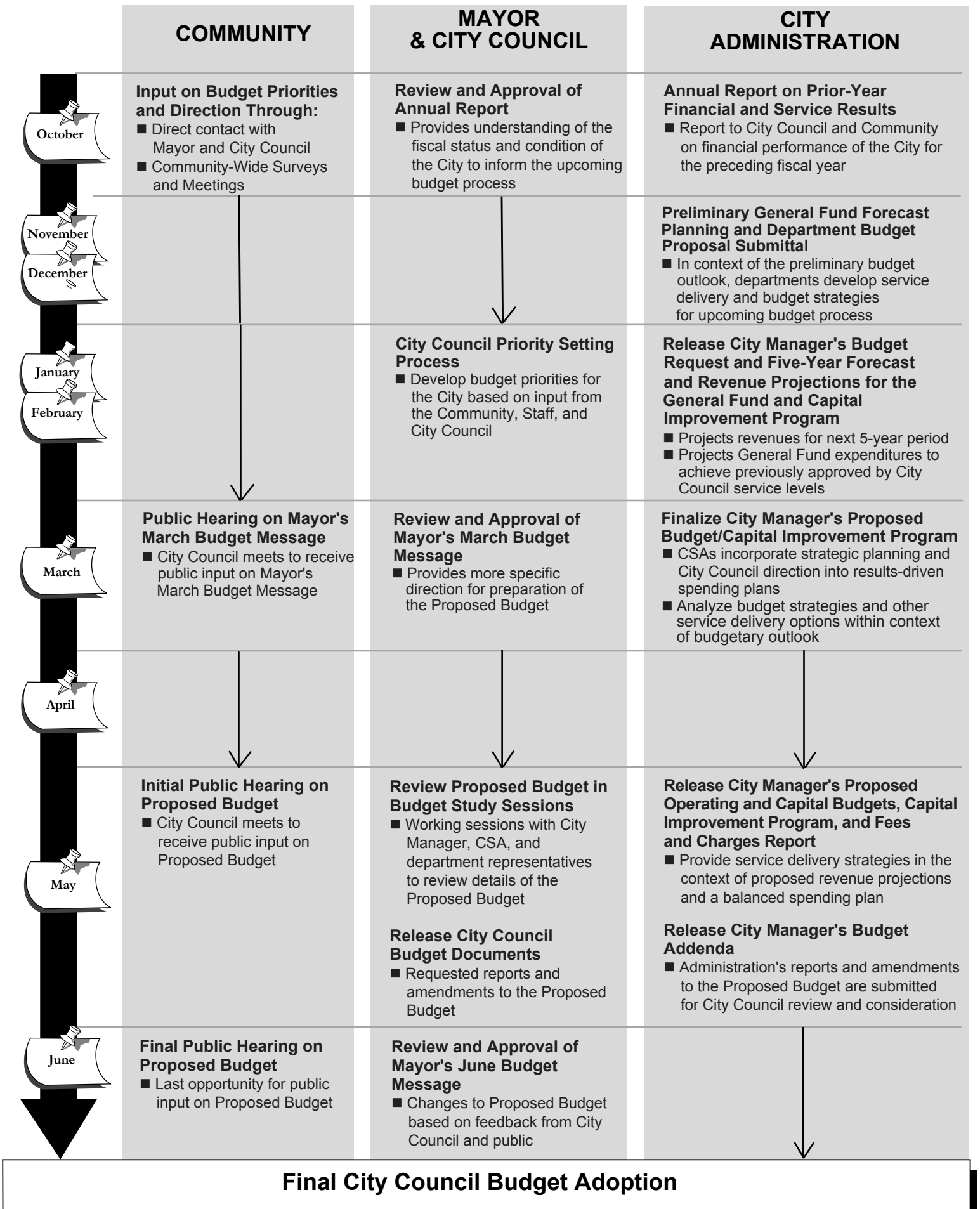
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**1965** – Passed by the voters in 1965, the City Charter reaffirms the Council-Manager form of government in San José. The City consists of 10 council members elected by district and a mayor elected at large.

**1897** – The City Charter was adopted in 1897. The Charter generally establishes the organization and structure of City government. The Charter also empowers the City Council to make and enforce all ordinances and regulations with respect to municipal affairs, subject only to the limitations specified in the Charter.

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# CITY OF SAN JOSE ANNUAL BUDGET PROCESS



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**CITY ORGANIZATION BY CITY SERVICE AREA**

**Community and Economic Development**

**Economic Development and Cultural Affairs**

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**

Citywide Land Use Planning  
 Development Plan Review and Building Construction

**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  
 Community Services  
 Parks Maintenance and Operations  
 Recreation 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**

**Finance**

Debt and Treasury Management  
 Disbursements  
 Financial Reporting  
 Purchasing and Risk Management  
 Revenue Management

**Information Technology**

Business Solutions  
 San José 311  
 Technology Infrastructure and Operations

**Human Resources**

Employee Benefits  
 Employment Services  
 Health and Safety  
 Training and Development

**Public Works**

Facilities Management  
 Fleet and Equipment Services  
 Plan, Design, and Construct Public Facilities and Infrastructure

**Mayor, City Council, and Appointees**

**Mayor and City Council**

City Council  
 Council General  
 Office of the Mayor

**City Attorney**

Legal Services

**City Auditor**

Audit Service

**City Clerk**

City Clerk Services

**City Manager**

Lead and Manage the Organization

**Retirement Services**

Retirement Plan Administration

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  


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**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 Terminals 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> Administration, Policy, and Intergovernmental Relations Budget Office Civic Innovation Communications Employee Relations Executive Leadership/City Management Racial Equity <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 Conventional Energy Supply Community Energy Hydro Power Supply Community Energy Power Scheduling and Other Supply Community Energy Regulatory Compliance Community Energy Renewable Energy Supply Community Energy Risk Management <b>Community Energy Customer Support</b> Community Energy Data and Call Center Management Community Energy Marketing and Public Affairs <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>City Clerk</b>
<b>Strategic Support CSA</b> <b>City Clerk Services</b> Facilitate the City's Legislative Process <b>Strategic Support*</b>

<b>Economic Development and Cultural Affairs</b>
<b>Community and Economic Development CSA</b> <b>Arts and Cultural Development</b> Arts and Cultural Development Administration Convention and Visitors Bureau Cultural Grants Cultural Facilities Operations and Maintenance Outdoor Events Public Art/Placemaking <b>Business Development and Economic Strategy</b> Business District Management Business Outreach and Assistance Development Attraction and Facilitation 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 Development Services Workforce Innovation and Opportunity Act Board Support and Administration <b>Strategic Support*</b>



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  


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

**Environmental Services**

**Environmental and Utility Services CSA**

**Potable Water Delivery**

Municipal Water System Operations and Maintenance  
Municipal Water System Planning and Capital Project  
Delivery

**Recycled Water Management**

South Bay Water Recycling Operations and  
Maintenance  
South Bay Water Recycling Planning and Capital  
Project Delivery

**Recycling and Garbage Services**

Civic/Other Solid Waste Collection Services  
Commercial Solid Waste Collection Services  
Recycling and Garbage Services Administration  
Residential Solid Waste Collection Services

**Stormwater Management**

Stormwater Administration  
Stormwater Enforcement  
Stormwater Policy and Compliance

**Sustainability and Environmental Health**

Environmental Compliance and Safety  
Policy, Legislative Advocacy, and Education

**Wastewater Management**

Facility Land Use and Planning  
Laboratory Services  
Pretreatment  
Regulatory Compliance and Safety  
San José-Santa Clara Treatment Plant Capital Project  
Delivery  
San José-Santa Clara Treatment Plant Operations and  
Maintenance

**Strategic Support\***

**Finance**

**Strategic Support CSA**

**Debt and Treasury Management**

Banking Management  
Cashiering and Payment Processing  
Debt Management  
Investment Management

**Disbursements**

Accounts Payable  
Payroll

**Financial Reporting**

General Accounting  
Special Accounting

**Purchasing and Risk Management**

Purchasing  
Risk Management

**Revenue Management**

Accounts Receivable  
Business Tax  
Revenue Audit and Compliance  
Utility Billing System

**Strategic Support\***

**Fire**

**Public Safety CSA**

**Fire Department Emergency Response**

Fire and Emergency Medical Services Dispatch  
Fire and Emergency Medical Services Response  
Fire Stations/Apparatus Operations and Maintenance  
Fire Sworn Training  
Special Operations Airport Rescue & Fire Firefighting  
Special Operations - Hazardous Incident Team  
Special Operations - Urban Search and Rescue

**Fire Prevention**

Fire Cause Investigation  
Fire Safety Education, Review, and Inspections

**Strategic Support\***

**Community and Economic Development CSA**

**Fire Safety Code Compliance**

Fire Development Services

**Strategic Support\***

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**CITY ORGANIZATION BY DEPARTMENT/  
 CITY SERVICE AREA/CORE SERVICE/PROGRAM**

**Housing**

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

**Human Resources**

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

**Independent Police Auditor**

**Public Safety CSA**  
**Independent Police Oversight**  
 Oversight of Police Misconduct Complaints and Public Outreach  
**Strategic Support\***

**Information Technology**

**Strategic Support CSA**  
**Business Solutions**  
 Advanced Applications and Services  
 Data Services  
 Enterprise Resource Management  
 Productivity and Collaboration Applications  
**San José 311**  
 City Customer Contact Center  
**Technology Infrastructure and Operations**  
 Cybersecurity Office  
 Desktop/Virtual Desktop Infrastructure  
 IT Customer Care  
 IT Systems and Operation  
 Telecommunications Billing  
 Voice and Data Network Infrastructure  
**Strategic Support\***

**Library**

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

**Mayor and City Council**

**Strategic Support CSA**  
 City Council  
 Council General  
 Office of the Mayor

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  


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

**Parks, Recreation, and Neighborhood Services**

**Neighborhood Services CSA**

**Community Facilities Development**

- Major Capital Improvement Projects Management
- Minor Parks Capital Improvement Projects

**Community Services**

- Anti-Graffiti & Anti-Litter
- Illegal Dumping and Homeless Encampment Trash Collection and Abatement Services
- Youth Gang Prevention and Intervention

**Parks Maintenance and Operations**

- Family Camp
- Happy Hollow Park & Zoo
- Municipal Golf Courses
- Neighborhood Parks and Regional Parks
- Park Rangers
- Parks Administration
- Sports Fields Maintenance & Reservations
- Volunteer, Adopt a Park, and Community Gardens

**Recreation Services**

- Aquatics
- Community Center Operations
- Neighborhood Center Partners Program
- Park Activation/Placemaking
- PRNS Re-Use Program
- RCS Administration (includes Youth Commission)
- Senior Services
- Youth Services

**Strategic Support\***

**Planning, Building and Code Enforcement**

**Community and Economic Development CSA**

**Development Plan Review and Building Construction**

- Building Development Services
- Development Services Administration
- Planning Development Services

**Citywide Land Use Planning**

- Citywide Planning
- Planning Administration
- Planning Environmental Review and Historic Preservation

**Strategic Support\***

**Neighborhood Services CSA**

**Code Enforcement**

- Code Enforcement Administration
- Community Code Enforcement
- Multiple Housing Code Enforcement
- Solid Waste Code Enforcement

**Strategic Support\***

**Police**

**Public Safety CSA**

**Crime Prevention and Community Education**

- Crime Prevention
- Police Activities League
- School Liaison/Truancy Abatement
- School Safety

**Investigative Services**

- Assaults
- Court Liaison
- Crime Analysis
- Family Violence
- Financial Crimes/Burglary
- Gang Investigations
- Homicide/Crime Scene
- Internal Affairs
- Investigations Administration
- Juvenile/Missing Persons
- Robbery
- Sexual Assaults
- Special Investigations

**Regulatory Services**

- Cannabis Regulation
- Gaming
- Permits

**Respond to Calls for Service and Patrol Support**

- 9-1-1 Call Taking & Police Dispatch
- Air Support
- Airport Division
- Downtown Services
- Field Operations Administration
- Field Patrol
- Metro
- Police - Reserves Unit
- Special Operations
- Traffic Enforcement
- Violent Crimes Enforcement

**Strategic Support\***

**CITY OF SAN JOSE**  
**2022-2023 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**  
Retirement Benefits  
Retirement 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  
Pandemic Response

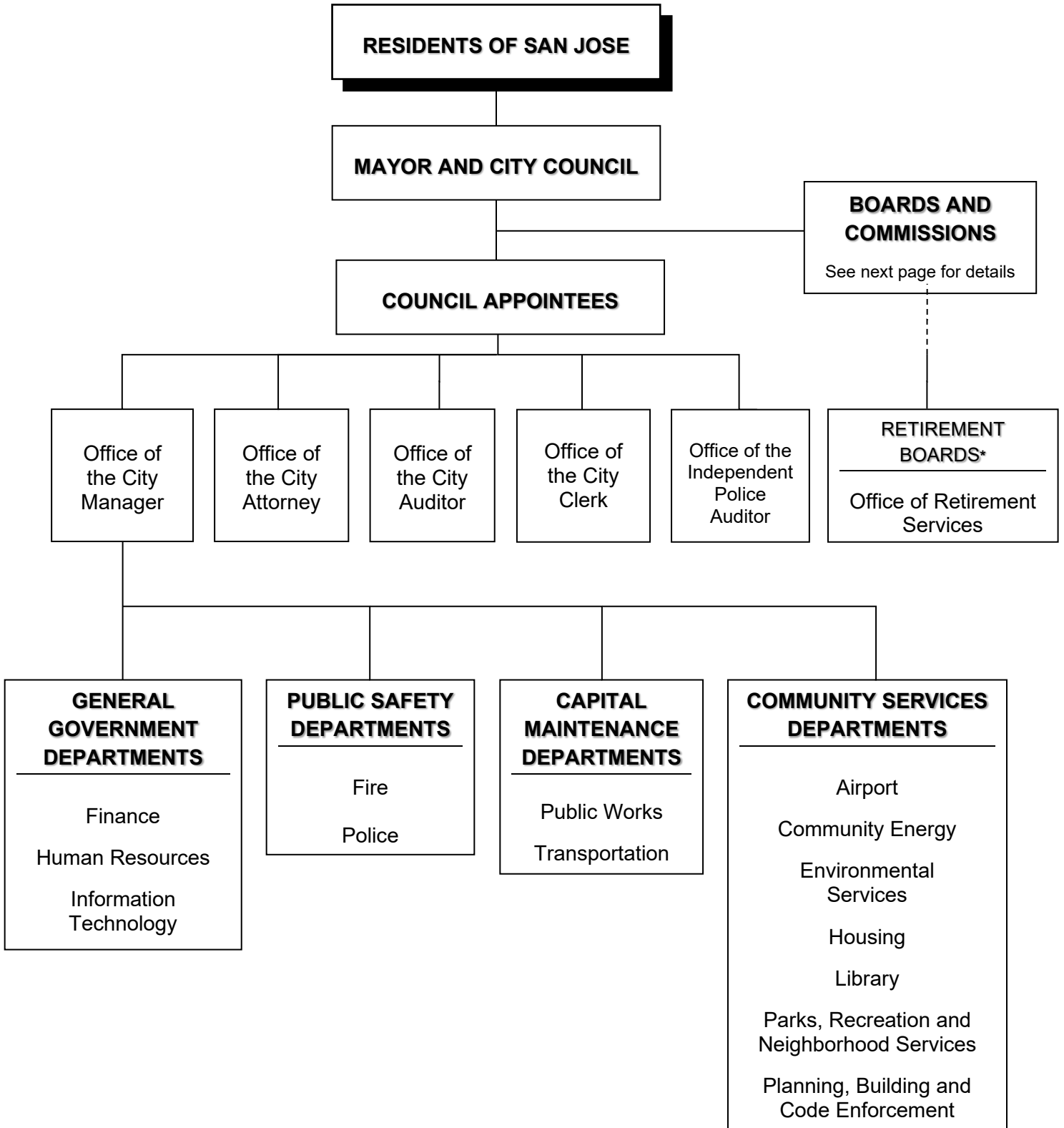
**Strategic Support – Fund Balance & Reserves**

Earmarked Reserves  
Ending Fund Balance

**Strategic Support – Other**

Capital  
Debt/Financing Costs  
Gifts  
Other Departmental – Administration  
Other Departmental – City-Wide  
Other Departmental – Grants  
Overhead  
Transfers  
Workers' Compensation

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**CITY ORGANIZATION BY FUNCTION**



\*Federated City Employees Retirement System Board of Administration and Police and Fire Department Retirement Plan Board of Administration

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**BOARDS, COMMISSIONS AND COMMITTEES**

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Airport Commission  
Appeals Hearing Board  
Arts Commission  
Bicycle Pedestrian Advisory Committee  
Board of Fair Campaign and Political Practices  
Civil Service Commission  
Clean Energy Community Advisory Commission  
Council Appointment Advisory Commission  
Council Salary Setting Commission  
COVID-19 Recovery Task Force  
Deferred Compensation Advisory Committee  
Downtown Parking Board  
Federated City Employees' Retirement Board  
Historic Landmarks Commission  
Housing and Community Development Commission  
Library and Education Commission  
Mayor's Gang Prevention Task Force  
Measure T Community Oversight Committee  
Neighborhoods Commission  
Parks and Recreation Commission  
Planning Commission  
Planning Director's Hearing  
Police and Fire Department Retirement Board  
Reimagining Public Safety Community Advisory Committee  
Retirement Stakeholder Solutions Group  
San José Arena Authority  
San Jose-Santa Clara Clean Water Financing Authority  
Small Business Advisory Task Force  
Senior Citizens Commission  
Smart City Advisory Board  
Station Area Advisory Group (SAAG)  
Treatment Plant Advisory Committee (TPAC)

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**BOARDS, COMMISSIONS AND COMMITTEES**

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Vision Zero Task Force

Voluntary Employees Beneficiary Association (VEBA) Advisory Committee

Work2Future Innovation and Opportunities Act Board

Youth Commission



# CITY OF SAN JOSE

## 2022-2023 PROPOSED OPERATING BUDGET

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### OPERATING BUDGET GUIDE

The Operating Budget document includes the **City Manager's Budget Message**, outlining major policy issues and changes to City programs, including the General Fund Balancing Strategy Detail, status of Mayor and City Council referrals, and status of City Auditor recommendations with funding impact. The **Community Profile** section includes the roster of elected officials, as well as a listing of State and local legislative highlights. The **Budget Guide** section provides a flow chart of the City of San José's annual budget process; City organization charts by City Service Area, Function, and Department/Core Service/Program; this operating budget guide; a list of boards, commissions, and committees; fund descriptions; a glossary of terms; and an acronyms index. **Summary Information** of expected revenues, expenditures and staffing is then presented, along with comparative five-year **History and Trend** information on revenues, expenditures, and staffing. The **Budget Policies and Practices** section includes budgeting policies, a City Service Area policy framework, significant accounting practices, and information regarding debt service obligations. The **General Fund Revenue Estimates** section contains assumptions used in budget development, as well as descriptions of major General Fund revenue sources. The remaining Operating Budget document is organized by the following sections as discussed below.

**City Service Areas (CSAs)** align services provided in individual departments into the City's six key lines of business as viewed from the community's perspective. A collection of core services from various partner departments, CSAs show the results of the collaboration among the departments at a higher organizational level:

- Community and Economic Development
- Environmental and Utility Services
- Neighborhood Services
- Public Safety
- Transportation and Aviation Services
- Strategic Support

Strategic Support represents functions that provide organization-wide guidance and support to enable the delivery of the City's direct services.

As an introduction to the CSA section, an **Overview** of the CSA concept, structure, and role in strategic planning and cross-departmental management of service delivery is included. Also, a **City Service Area/Core Service Map** is provided.

#### CITY SERVICE AREAS (CSA)

Individual sections on each of the six CSAs follow. Each individual CSA section begins with a **Cover Page** that lists the **CSA Mission Statement**, **Outcomes**, and **Primary Partners**, followed by a **Service Delivery Framework** that maps the linkage between the CSA mission, outcomes, and core services. A **CSA Dashboard** highlights key performance measures for the CSA.

A **Budget Summary** follows, which includes the **CSA's Expected 2022-2023 Service Delivery and 2022-2023 Budget Actions** for the next year, and a detailed **City Service Area Budget Summary**.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**OPERATING BUDGET GUIDE**

**CITY SERVICE AREAS (CSA)**

The CSA Budget Summary is followed by a **CSA Overview** that includes highlights of the CSA's **Service Delivery Accomplishments, Service Delivery Environment, and Priorities/Key Services**. The CSA Overview continues with the **Budget Dollars At Work: Performance Goals** section, which focuses on strategic goals and performance measures by outcome. A chart is displayed under each outcome outlining the current year, subsequent year, and five-year Strategic Goals and associated performance measures. The **Budget Changes** section provides a listing of actions including position and budget changes.

**CITY DEPARTMENTS/COUNCIL APPOINTEES**

Next, the **City Departments** section, organized alphabetically, reflects technical budget information for each department and provides a full description of budget changes. Each department section begins with a brief synopsis of the department, including the department's **Mission Statement**, listing of the **City Service Areas** supported by the department, and listing and description of the department's **Core Services**. A **Service Delivery Framework** follows, which maps the linkage between the department's **Core Services** and **Programs** and provides program descriptions.

This framework is followed by a **Department Budget Summary**, which includes a summary description of expected 2022-2023 service delivery, impacts of 2022-2023 key budget actions, and a list of operating funds managed by the department (if applicable). A table reflecting funding by core service, category, and funding source for four separate points in time: 2020-2021 Actual Expenditures, 2021-2022 Adopted Budget, 2022-2023 Forecast (Base Budget), and 2022-2023 Proposed Budget, follows. Starting in 2017-2018, the data included in this section has been expanded to include all operating costs managed by the department (e.g., City-Wide Expenses, debt service/financing costs) except Transfers, Reserves and Ending Fund Balances. Total Authorized Positions by Core Service are also provided. This section also includes a Dollars by Program that reflects the budget by Core Service and Budget Program.

Next, the **Budget Reconciliation** is presented, which reconciles the Personal Services and Non-Personal/Equipment budget from the 2021-2022 Adopted Budget to the 2022-2023 Proposed Budget. The significant Base Budget adjustments are described (such as negotiated salary and benefit changes and contractual obligations) from the prior year's Adopted Budget and a listing of Budget Actions for 2022-2023 is included.

The details of **Budget Changes by Department** are provided next. Included for each change is a budget action title; the action's impact on positions, all funds, and the General Fund; a list of the CSAs, core services and programs impacted; followed by a description of what will be added or deleted, the need for the change, and the amount and nature of the funding involved.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**OPERATING BUDGET GUIDE**

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**CITY DEPARTMENTS/COUNCIL APPOINTEES**

The **Performance Summary** charts are next. These charts present the measures and data used in evaluating core service results. Most core services include performance measures that describe expected results in four key measurement areas:



Quality – How well is the service doing what it is intended to do?



Cost – What resources are used to achieve results?



Cycle Time – Timeliness of service delivery.



Customer Satisfaction – How customers view the City's service efforts.

The **Activity and Workload Highlights** chart shows the scope and extent of the workload demand and the activities completed. For example, while the Performance Summary section focuses on percentages of workload accomplished successfully, the Activity and Workload Highlights section may provide a count of the total workload attempted/completed.

The City Departments section ends with a **Departmental Position Detail** that provides the authorized positions for the department and a one-year history of changes.

**CITY-WIDE**

The next major section of the budget document includes technical budget information. **City-Wide Expenses** are General Fund allocations that relate to more than one department or are not directly associated with ongoing departmental operations. These expenses are categorized to align to the CSAs to which they primarily contribute. **General Fund Capital, Transfers, and Reserves** includes budget information regarding capital contributions, transfers to other funds, earmarked reserves, and the contingency reserve. Both the City-Wide Expenses and General Fund Capital, Transfers, and Reserves sections include a **Mission Statement**, listing of **City Service Areas** and **Expense Types** supported by these allocations, **Budget Summary**, **Budget Reconciliation**, **Budget Changes by Expense Type**, and **Detail of Costs Description** (a listing of all allocations for each Expense Type).

**SOURCE AND USE OF FUNDS STATEMENTS**

The **Source and Use of Funds Statements** detail projected revenues, expenditures, and fund balances and are included for all budgeted special funds.

**APPENDICES**

In the Proposed Budget, the appendices section includes the Mayor's March Budget Message and the Community Development Block Grant (CDBG) Fund 2022-2023 Funding Allocation.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  

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**FUND DESCRIPTIONS**

**Airport Capital Funds**

These Enterprise Funds account for the Airport's capital expenditures and revenues and consist of the following: Airport Capital Improvement Fund; Airport Revenue Bond Improvement Fund; Airport Renewal and Replacement Fund; and Airport Passenger Facility Charge Fund.

**Airport Operating Funds**

These Enterprise Funds account for the operation of the Airport and consist of the following: Airport Revenue Fund; Airport Maintenance and Operation Fund; Airport Surplus Revenue Fund; Airport Customer Facility and Transportation Fee Fund; and the Airport Fiscal Agent Fund.

**Affordable Housing Impact Fee Fund**

This Special Revenue Fund accounts for funding related to the Affordable Housing Impact Fee for the development of new market rate residential rental units.

**American Rescue Plan Fund**

This Special Revenue Fund accounts for funding authorized by the federal American Rescue Plan (ARP) Act.

**Benefit Funds**

These Internal Service Funds account for the provision and financing of benefits to City employees, retirees, and their dependents. It consists of the Dental Insurance Fund, Life Insurance Fund, Unemployment Insurance Fund, Self-Insured Medical Fund, and Benefit Fund.

**Branch Libraries Bond Projects Fund**

This Capital Fund accounts for General Obligation Bond proceeds approved by voters on the November 2000 ballot (Measure O). The use of this fund is restricted to the acquisition of property and the expansion and construction of branch libraries.

**Building Development Fee Program Fund**

This Special Revenue Fund accounts for fees collected from developers for all new development and tenant improvements in the City. The use of this fund is restricted to provide for enforcing building and structures are erected, constructed, enlarged, altered, or repaired in accordance to the City's building, residential, mechanical, plumbing, and electrical codes.

**Building and Structure Construction Tax Fund**

This Capital Fund accounts for the tax on residential, commercial, and industrial development. The use of these funds, along with grant revenues, is restricted to traffic capital improvements on major arterials and collectors, including bridges, culverts, lighting, and traffic control systems.

**Building Homes and Jobs Act Fund**

This Special Revenue Fund accounts for state grant monies received from the Department of Housing and Community Development under the Building Homes and Jobs Act (SB2).

**Business Improvement District Fund**

This Special Revenue Fund accounts for assessments involving Business Improvement District activities.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  

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**FUND DESCRIPTIONS**

**Cash Reserve Fund**

In the City's Comprehensive Annual Financial Report, this fund is grouped with the City's General Fund. This accounts for the payment of authorized expenditures for any fiscal year in anticipation of and before the collection of taxes and other revenues, and for payment of authorized expenses for any fiscal year that must be paid prior to the receipt of tax payments and other revenues.

**City Hall Debt Service Fund**

This Special Revenue Fund accounts for the debt service payments for City Hall and the City Hall off-site parking garage. This fund receives transfers from the General Fund, special funds, and capital funds in amounts sufficient to cover the debt service payments.

**Citywide Planning Fee Program Fund**

This Special Revenue Fund accounts for fees collected from developers for all new development and tenant improvements in the City. The use of this fund is restricted to provide for activities related to maintain an updated General Plan, zoning code, and other citywide plans and policies to allow development and new construction to occur consistent with the City's development policy and community objectives.

**Community Development Block Grant Fund**

This Special Revenue Fund accounts for federal grant monies received from the U.S. Department of Housing and Urban Development under Title II Housing and Community Development Act of 1974 and Rental Rehabilitation Program funds.

**Community Facilities and Maintenance Assessment District Funds**

These Special Revenue Funds account for the maintenance and administration of assessment districts throughout the City.

**Community Facilities Revenue Fund**

This Special Revenue Fund accounts for the rental revenues received from Hayes Mansion operations and provides for the accumulation and transfer of base rental income to the appropriate debt service funds for repayment of facilities-related debts.

**Construction and Conveyance Tax Funds**

These Capital Funds account for Construction and Conveyance tax receipts. The Construction Tax is a flat rate assessed to residential, commercial, and industrial development. The Conveyance Tax is a fee imposed at a rate of \$3.30 for each \$1,000 of the value of property conveyed. Construction and Conveyance Tax Funds are dedicated to the Parks and Community Facilities Development, Communications, Public Safety (for Fire capital purposes), Library, and Service Yards Capital Programs.

**Construction Excise Tax Fund**

This Capital Fund accounts for the tax on the construction of residential, commercial, and mobile home developments (also referred to as the Commercial, Residential, Mobile Home Park Building Tax). This general purpose tax is based on building valuation, with the majority of the revenues in the fund historically being used for traffic improvements.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Contingent Lien District Fund**

This Capital Fund accounts for cost sharing agreements through special districts between private parties in regards to the construction of public improvements as required by the City for development purposes. The use of this fund is restricted to completing any unconstructed improvements specified in the engineer's report as approved by the City Council.

**Convention and Cultural Affairs Capital Fund**

This Capital Fund accounts for transfers received from the Convention Center and Cultural Affairs Fund for the use of capital improvements and repairs to the McEnery Convention Center and other City owned Cultural Facilities.

**Convention and Cultural Affairs Fund**

This Special Revenue Fund accounts for the costs of managing and operating the San José McEnery Convention Center, California Theatre, Center for the Performing Arts (CPA), Civic Auditorium, Montgomery Theatre, Parkside Hall, South Hall, and their related facilities and grounds.

**Convention Center Facilities District Project Fund**

This Special Revenue Fund accounts for the bond proceeds and construction costs related to the expansion and renovation of the San José McEnery Convention Center.

**Convention Center Facilities District Capital Fund**

This Capital Fund, supported by transfers from the Convention Center Facilities District Revenue Fund, accounts for

capital rehabilitation and improvements to the San Jose McEnery Convention Center.

**Convention Center Facilities District Revenue Fund**

This Special Revenue Fund accounts for Special Tax revenues collected by the City on behalf of the Convention Center Facilities District No. 2008-1.

**Coronavirus Relief Fund**

This Special Revenue Fund accounts for funding authorized by the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act.

**Downtown Property and Business Improvement District Fund**

This Special Revenue Fund accounts for revenue collected and expenses related to maintaining and operating any public improvements, which are payable from annual assessments apportioned among the several lots of parcels or property within the Downtown area.

**Economic Development Administration Loan Fund**

This Special Revenue Fund accounts for federal funds and loan repayments associated with the economic development administration program, which provides loans to small businesses for business expansion, remodeling, working capital, equipment or other specified uses with the goal of generating additional employment opportunities as a result of such assistance to businesses within the City of San José.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Edward Byrne Memorial Justice Assistance Grant Trust Fund**

This Special Revenue Fund accounts for the City's portion of funding from the U.S. Department of Justice through the County of Santa Clara as a fiscal agent. Funds are restricted to law enforcement, prevention and education programs, and planning, evaluation, and technology improvements for front line law enforcement.

**Emergency Reserve Fund**

This Special Revenue Fund accounts for reserves established from local revenues to meet public emergencies.

**Emma Prusch Memorial Park Fund**

This Capital Fund accounts for the development and improvement of the Emma Prusch Memorial Park.

**Federal Drug Forfeiture Fund**

This Special Revenue Fund accounts for federal drug forfeiture monies received pursuant to the drug abuse prevention and control provisions of Title 21, Chapter 13 of the United States Code. Federal guidelines for this fund stipulate that seizure monies be used for the financing of programs or costs required for the direct or indirect enhancement of narcotics-related enforcement activities.

**Fire Development Fee Program Fund**

This Special Revenue Fund accounts for construction fees collected from developers for all new development and tenant improvements in the City. The use of this fund is restricted to provide for activities related to fire safety plan reviews and inspections for construction projects.

**Gas Tax Maintenance and Construction Funds**

These Special Revenue Funds account for the City's portion of the State collected Gas Tax. Revenues are restricted for acquisition, construction, improvement, and maintenance of public streets subject to provisions of the Streets and Highways Code of the State of California and to provide for traffic capital improvements.

**General Purpose Parking Capital Fund**

This Capital Fund accounts for capital construction of certain parking facilities. The parking system provides parking to the general public. This Fund is supported by a transfer from the General Purpose Parking Fund.

**General Purpose Parking Fund**

This Enterprise Fund accounts for the operation of City parking lot facilities and parking meters.

**Gift Trust Fund**

This Special Revenue Fund accounts for revenues and expenditures related to gifts, donations, and bequests to the City.

**Home Investment Partnership Program Trust Fund**

This Special Revenue Fund accounts for all monies allocated to the City by the U.S. Department of Housing and Urban Development for affordable housing projects pursuant to the HOME Investment Partnership Act.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Homeless Housing, Assistance, and Prevention Fund**

This Special Revenue Fund accounts for Homeless Housing, Assistance and Prevention grant funding from the State of California to address immediate homelessness challenges.

**Housing Trust Fund**

This Special Revenue Fund accounts for funding to assist non-profit service providers and organizations by providing one-time grants for housing-related projects.

**Ice Centre Expansion Bond Fund**

This Capital Fund accounts for the lease revenue bond proceeds to fund costs related to the expansion of the Solar4America Ice Rink.

**Ice Centre Revenue Fund**

This Special Revenue Fund accounts for the rental revenues received from Ice Centre operations and provides for the accumulation and transfer of base income to the appropriate debt service funds for repayment of facilities-related debts, as well as facility capital repair and renovation.

**Improvement District Fund**

This Special Revenue Fund accounts for revenues and expenditures related to the acquisition and construction of a variety of public infrastructure projects for which individual improvement districts were formed.

**Inclusionary Fee Fund**

This Special Revenue Fund accounts for fees, related to the Mitigation Fee Act requirement, for the new program on new

housing developments as approved by the City.

**Integrated Waste Management Fund**

This Special Revenue Fund accounts for activities related to the Integrated Waste Management Program, which includes garbage collection, recycling services, and related billing operations. The fund collects revenues from the City's Recycle Plus program. These funds are expended for programs related to the City's efforts to comply with State law requiring cities to reduce waste sent to landfills along with other integrated waste management services.

**Lake Cunningham Fund**

This Capital Fund accounts for the parking fees and lease payment revenues used for the purchase of equipment, maintenance, and operations at Lake Cunningham Park.

**Library Parcel Tax Capital Fund**

This Capital Fund supports Library Program capital improvements and is funded by a transfer from the Library Parcel Tax Fund revenue.

**Library Parcel Tax Fund**

This Special Revenue Fund accounts for annual parcel tax revenues used for enhancing the City's library services and facilities.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Low and Moderate Income Housing Asset Fund**

This Special Revenue Fund accounts for housing assets and functions related to the Low and Moderate Income Housing Program retained by the City. This fund provides funding for the administrative costs associated with managing the Successor Housing Agency assets and the continuation of affordable housing programs in the future.

**Major Collectors and Arterial Fund**

This Capital Fund accounts for the collection of monies owed by developers for previously completed street improvements.

**Major Facilities Fund**

This Capital Fund accounts for fees associated with the connection of municipal water activities for many water facilities constructed in the North San José, Evergreen, Alviso, Edenvale, and Coyote Valley areas. These fees are assessed for the future construction of large water mains, reservoirs, and other large projects.

**Multi-Source Housing Fund**

This Special Revenue Fund accounts for grants, inclusionary fees, and rental dispute mediation fees to support the rental rights and referrals program, to expand the supply of affordable housing for low and very-low income residents by providing both financial and technical assistance to non-profit organizations in the production and operation of affordable housing, and to preserve the existing supply of affordable housing by providing rehabilitation grants and loans to low and moderate income homeowners.

**Municipal Golf Course Fund**

This Special Revenue Fund accounts for the construction, management, and operation of various City golf courses, including the San José Municipal Golf Course, Los Lagos Golf Course, and Rancho del Pueblo Golf Course.

**Neighborhood Security Act Bond Fund**

This Capital Fund accounts for General Obligation Bond proceeds authorized by voters on the March 2002 ballot (Measure O). This fund is dedicated for the acquisition of real property and construction and rehabilitation of public safety-related facilities.

**Parks and Recreation Bond Projects Fund**

This Capital Fund accounts for General Obligation Bond proceeds approved by voters on the November 2000 ballot (Measure P). The use of this fund is restricted to acquisition of property, upgrades, and construction of neighborhood parks, community centers, trails, regional parks, and sports complexes.

**Planning Development Fee Program Fund**

This Special Revenue Fund accounts for fees collected from developers for all new development and projects in the City. The use of this fund is restricted to provide for enforcing important economic, social, environmental, or planning goals of the city, public improvements, facilities, or services from which the public will benefit.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Public Safety and Infrastructure Bond Fund**

This Capital Fund accounts for General Obligation Bond proceeds authorized by voters on the November 2018 ballot (Measure T). The use of this fund is for acquisition of property or construction related to improvements in public safety and disaster preparedness. A portion of the fund will be used to pave streets and repair potholes.

**Public Works Development Fee Program Fund**

This Special Revenue Fund accounts for fees collected from developers for all new development and tenant improvements in the City. The use of this fund is restricted to provide for planning application revenue, plan revenue and inspection of public improvements, review of subdivision maps, grading permits, and revocable encroachment permits.

**Public Works Program Support Fund**

This Internal Service Fund accounts for Public Works administrative costs compensated absences, unfunded activities, and non-personal costs. An annual cost allocation plan is utilized to equitably allocate these costs to capital programs on the basis of service levels received as compensated time-off is earned rather than charging the costs when the time-off is taken. Various capital projects are charged a rate for each hour Public Works' staff spends on the project and corresponding revenue is received by this fund.

**Public Works Small Cell Permitting Fee Program Fund**

This Special Revenue Fund accounts for fees collected from telecommunication

companies to install small cells and fiber on city's property, such as streetlights, traffic lights, and rooftops. The use of this fund is restricted to provide for the permitting and inspection of small cell installations and fiber optic permitting as well as field services.

**Rent Stabilization Program Fee Fund**

This Special Revenue Fund accounts for fees, collected in accordance with the Mitigation Fee Act requirements, associated with implementing the Apartment Rent Ordinance, Tenant Protection Ordinance, Ellis Act Ordinance, and Mobilehome Ordinance programs.

**Residential Construction Tax Contribution Fund**

This Capital Fund accounts for taxes imposed upon the construction of single-family dwelling units or any mobile home lots in the City. The tax is used to reimburse developers who have constructed that portion of an arterial street that is wider than what is normally required in connection with residential development. The funds are also used to construct median island landscaping and other street improvements.

**Retirement Funds**

These Trustee Funds account for the accumulation of resources to be used for retirement annuity payments and consist of the following: Federated Retiree Health Care Trust Fund; Federated Retirement Fund; Fire Retiree Health Care Trust Fund; Police Retiree Health Care Trust Fund; and Police and Fire Retirement Fund.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**San José Arena Capital Reserve Fund**

This Capital Fund provides funding for repairs and replacements of capital items at the San José Arena, including fixtures, machinery, and equipment. The fund receives revenues from San José Arena Management, the ownership group of the San Jose Sharks, and a General Fund contribution supported by revenue generated from the Arena. The amount of funding and the eligible capital repair items are specified by agreement between the City of San José and the San José Arena Management.

**San José Clean Energy Operating Fund**

This Enterprise Fund accounts for revenues from the sale of electricity and the costs of the San José Clean Energy Program.

**San José Municipal Stadium Capital Fund**

This Special Revenue Fund accounts for revenues received pursuant to an agreement with the Baseball Acquisition Company for the use, operation, and management of the Municipal Stadium.

**San José-Santa Clara Treatment Plant Capital Fund**

This Capital Fund accounts for the construction of improvements to the San José/Santa Clara Water Pollution Control Plant (WPCP), and the purchase of equipment through contributions from the City of Santa Clara and other tributary agencies and transfers from the Sewer Service and Use Charge Operating Fund.

**San José-Santa Clara Treatment Plant Income Fund**

This Enterprise Fund accounts for revenues and expenditures not related to

the day-to-day operation and maintenance of the WPCP. It contains the City's share of revenue from activities such as land rentals, legal settlements, and purchase of land located at the WPCP.

**San José-Santa Clara Treatment Plant Operating Fund**

This Enterprise Fund accounts for the revenues and expenditures required for day-to-day operation and maintenance of the WPCP.

**Sanitary Sewer Connection Fee Fund**

This Capital Fund accounts for connection fees charged to developers for access to the City's sanitary sewer system. Funds are restricted to the construction and reconstruction of the sewer system.

**Sewage Treatment Plant Connection Fee Fund**

This Enterprise Fund accounts for revenues from new residential, commercial, and industrial connections to the WPCP. These revenues pay the City's share of acquisition, construction, reconstruction or enlargement of the WPCP.

**Sewer Service and Use Charge Capital Improvement Fund**

This Capital Fund accounts for the reconstruction of the sanitary sewer system and is funded primarily by annual transfers from the Sewer Service and Use Charge Fund.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Sewer Service and Use Charge Fund**

This Enterprise Fund accounts for Sewer Service and Use Charge fees collected from San José property owners to be used for financing, construction, and operation of the City's sewage collection system, and the City's share of the WPCP.

**South Bay Water Recycling Capital Improvement Fund**

This Capital Fund accounts for revenues from the sale of recycled water to South Bay Water Recycling (SBWR) retail customers and supports the expenditures for acquisition, construction, and installation of SBWR capital improvements.

**South Bay Water Recycling Operating Fund**

This Enterprise Fund accounts for the monies received from the sale of wholesale recycled water produced by the South Bay Water Recycling (SBWR) program for the operations and maintenance of the SBWR system.

**St. James Park Management District Fund**

This Special Revenue Fund accounts for the donations from developers collected in the Downtown Parks Management District for the activation, operations, and maintenance at St. James Park.

**State Drug Forfeiture Fund**

This Special Revenue Fund accounts for State drug forfeiture monies received whenever the Police Department is involved in asset seizures from convicted drug law violators. City Council guidelines for this fund stipulate that seizure monies be used for the financing of programs or costs required for the

direct or indirect enhancement of narcotics-related enforcement activities.

**Storm Drainage Fee Fund**

This Capital Fund accounts for fees collected from developers as a result of connections to the storm drainage sewer system, which may be used for expansion or capacity improvements of the storm drainage system or land acquisition for the system.

**Storm Sewer Capital Fund**

This Capital Fund accounts for the construction and reconstruction of the storm drainage system, and is funded primarily by transfers from the Storm Sewer Operating Fund.

**Storm Sewer Operating Fund**

This Special Revenue Fund accounts for revenues collected from owners of properties that benefit from the storm drainage system. Funds may be used for maintenance and operation of the storm drainage system. Expenditures are focused on maintenance and operation of the storm drainage system, as well as non-point source pollution reduction.

**Subdivision Park Trust Fund**

This Capital Fund accounts for payments of fees in lieu of dedication of land for park and recreation purposes in residential subdivisions. Moneys in the fund, including accrued interest, may be expended solely for the acquisition or development of improvements on parkland to serve the subdivision for which the fees were paid.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FUND DESCRIPTIONS**

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**Supplemental Law Enforcement Services Fund**

This Special Revenue Fund accounts for revenues received from the State of California (AB 3229) to be used for front line municipal police services.

**Transient Occupancy Tax Fund**

This Special Revenue Fund accounts for receipts generated through the assessment of a percentage of the rental price for transient occupancy lodging charged when the period of occupancy is less than 30 days. The tax rate is currently 10%, 6% of which is placed in this fund and 4% of which is deposited in the General Fund. The uses of revenues from this source are specified by City Ordinance and include grants and rental subsidies for fine arts and cultural programs, and subsidies for the San José Convention and Visitors Bureau, and Convention and Cultural Facilities.

**Underground Utility Fund**

This Capital Fund accounts for fees collected from developers in lieu of placing utility facilities underground at the time of development. The Underground Utility Program implements the City's General Plan goals and policies, which state that the City should encourage the movement of existing overhead utilities underground. The fund is used to establish Rule 20B Underground Utility Districts.

**Vehicle Maintenance and Operations Fund**

This Internal Service Fund accounts for the operation, maintenance, and replacement of City vehicles and equipment.

**Water Utility Capital Fund**

This Capital Fund accounts for the acquisition, construction, and installation of water system capital improvements for the Municipal Water System. This system provides water service to North San José, Evergreen, Alviso, Edenvale, and Coyote Valley areas and is primarily funded through user charges.

**Water Utility Fund**

This Enterprise Fund accounts for the operation of five water system districts: North San José, Evergreen, Coyote Valley, Edenvale, and Alviso. The water system provides services to the general public on a continuing basis and is financed through user charges.

**Workforce Development Fund**

This Special Revenue Fund accounts for the administration of a federal program that provides primary employment and training services to dislocated and low-income residents.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GLOSSARY OF TERMS**

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**Accrual Basis**

Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place.

**Appropriation**

The legal authorization granted by the City Council to the Administration to make expenditures and incur obligations for purposes specified in the Appropriation Ordinance.

**Balanced Budget**

Budgeted revenue levels are equivalent to budgeted expenditure levels, including use of reserves and fund balance.

**Base Budget**

The ongoing expense level necessary to maintain service levels previously authorized by the City Council.

**Capital Budget**

A financial plan of capital projects and the means of financing them for a given period of time.

**Capital Expenditures**

Expenditures to acquire, rehabilitate, or construct general fixed assets and major improvements.

**Capital Improvement Program (CIP)**

On December 18, 1986, the City Council, in order to delineate the purpose of the Five-Year Capital Improvement Plan, adopted the following definition: The Five-Year Capital Improvement Plan (Program) is a long-range study of financial wants, needs, expected revenues, and policy intentions. It provides the necessary information for prudent budget recommendations. It compares the organization's various needs over a period of five years with the various anticipated revenues and puts them into a single focus for analytical purposes. It is not law, such as an annual budget, but a planning tool that provides a collection of facts, trends, and suggestions to the City Administration and Council. After it is adopted by the City Council, it is a non-binding assertion of future intent only. However, when an appropriation for the annual capital budget is adopted as part of the regular budget, it represents the amount which will be used to implement part of the Program in the coming year.

**Carryover**

Unspent funds, either encumbered, reserved, or unobligated, brought forward from prior fiscal years.



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**GLOSSARY OF TERMS**

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**City Service Area (CSA)**

City Service Areas integrate Core Services provided by individual departments into the City's key lines of business, as viewed from the community's perspective. CSAs enable the City to plan and show results of the collaboration among the departments at a higher organizational level. There are six CSAs, five of which deliver direct services (Community and Economic Development, Environmental and Utility Services, Neighborhood Services, Public Safety, and Transportation and Aviation Services). The sixth, Strategic Support, represents functions that provide guidance and support contributing to the delivery of direct services.

**CSA Primary Partners**

City departments with Core Services most directly responsible for overall CSA service delivery.

**CSA Outcome**

A desirable overall condition or "Picture of Success." At the CSA level, the specified outcomes are the "ends" toward which the plans, efforts, resources, and results of the CSA are directed.

**Contingency Reserve**

An appropriation of funds to cover unforeseen events during the budget year, such as emergencies, newly required programs, shortfalls in revenue, or other unforeseen eventualities.

**Contractual Services**

Operating expenditures for services provided by outside organizations and businesses, including maintenance contracts, management services, etc.

**Core Services**

The City departments' key lines of business. Core Services produce the primary deliverables of a department.

**Debt Service**

The amount required to pay interest on and to retire the principal of outstanding debt. A complete discussion of the City's Debt Service Obligations as well as a description of its Debt Management Policy are included in the Budget Policies and Practices section.

**Encumbrance**

Financial commitments, such as purchase orders or contracts, which are chargeable to an appropriation and for which a portion of the appropriation is reserved.

**Fiscal Year**

A 12-month accounting period to which the annual budget applies; for San José, it is the period from July 1 through June 30.

**Fund**

An independent fiscal and accounting entity used to account for all financial transactions related to the specific purpose for which the fund was created by ordinance.

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**GLOSSARY OF TERMS**

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**Fund Balance**

The difference between total revenue sources and total expenditures in a fund. The fund balance is calculated at the end of the fiscal year.

property taxation, estimated unencumbered balances of funds to be carried over from the preceding year, estimated unencumbered available reserves, and all proposed expenditures, including debt service for the ensuing year.

**General Fund**

The primary operating fund used to account for all the revenues and expenditures of the City, which are not related to special or capital funds.

**Infrastructure Management System (IMS)**

The City's computerized system used to identify the condition of streets, sewers, and other infrastructure, forecast maintenance needs, and project future replacement expenditures.

**Mission**

A unifying statement of why an organization exists.

**Non-Personal/Equipment Expenses**

Operating costs which are not related to personnel, such as supplies, training, contract services, utilities, and vehicles.

**Ongoing Cost/Savings**

The 12-month value of partial year additions or reductions.

**Operating Budget**

An annual financial plan for the provision of direct services and support functions to the community. Per the City Charter, it shall begin with a clear general summary of its contents and shall show in detail all estimated income, including the amount proposed to be raised by

**Overhead**

Administrative costs associated with city-wide operations, which cannot be attributed to any specific department (such as Finance or Human Resources). These costs are subject to a city-wide overhead cost allocation plan to distribute costs on an equitable basis to departments and funds that are the beneficiaries of such expenses.

**Performance Measure**

Measures the results of services delivered to customers. Performance measures fall into four Key Measurement Areas: Quality; Cost; Cycle Time; and Customer Satisfaction. Performance measures are developed at the CSA, Core Service, and Operational Service levels.

**Performance Measure Goals and Targets**

Quantitative benchmarks for each Performance Measure (PM). **PM Goals** represent the optimum performance level, or the long-range planned level of performance identified in the CSA Overview. **PM Targets**, for CSAs and departmental Core Services, represent the one-year performance level commitment, given allocated resources.

**Personal Services**

Salary and fringe benefit costs of City employees.

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**2022-2023 PROPOSED OPERATING BUDGET**  
**GLOSSARY OF TERMS**

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**Programs**

Grouping of activities to deliver the core services of the City; discrete service to identifiable users, or the “front-line” of service delivery.

**Rebudget**

Unspent or unencumbered prior year funds reauthorized for the same purpose as previously approved, usually as a result of delayed program implementation.

**Reserve**

Funds budgeted for a particular purpose but not authorized for immediate obligation.

**Special Funds**

Funds, exclusive of the General Fund and capital funds, which are separately administered because they are associated with a distinct function or enterprise.

**Strategic Goals/Objectives**

Represent elements or sub-elements of a strategic plan and are the City’s planned response to address service delivery needs and priorities. Strategic goals and objectives are guided by the related Outcomes, but represent only the City’s contribution toward those Outcomes. Strategic goals and objectives also determine how the City’s Core Services, Operational Services, and special projects should be aligned and directed toward producing the planned service delivery response.

**Strategic Support**

Includes various functions that support and/or guide delivery of direct services. Examples include technology, financial and human resources administration, purchasing, and training, as well as strategic leadership and policy development.

**Successor Agency**

Successor Agency to the former San Jose Redevelopment Agency, a public entity.

**Transfers**

Transfers between funds to account for reimbursements for services, overhead expenses, or other payments.

**Vision**

A guiding statement describing a desirable future state toward which efforts should be directed. An effective vision statement inspires creativity while keeping an organization “on track” for the future by aligning its priorities.

**CITY OF SAN JOSE**  
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**ACRONYMS INDEX**

**A**

<b>ACT</b>	Acoustical Treatment Program
<b>ACA</b>	Affordable Care Act
<b>ADA</b>	Americans with Disabilities Act
<b>AFR</b>	Automated Field Reporting
<b>AIP</b>	Airport Improvement Program
<b>ARC</b>	Annual Retirement Contribution
<b>ARFF</b>	Airport Rescue and Fire Fighting
<b>ARRA</b>	American Recovery and Reinvestment Act

**B**

<b>BACWA</b>	Bay Area Clean Water Agencies
<b>BART</b>	Bay Area Rapid Transit
<b>BD</b>	Budget Document (Mayor/City Council)

**C**

<b>C&amp;C</b>	Construction and Conveyance
<b>CAD</b>	Computer Aided Dispatch System
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAP</b>	Community Action and Pride Grant
<b>CAPS</b>	City Administrative Project System
<b>CARES</b>	Coronavirus Aid, Relief, and Economic Security
<b>CBO</b>	Community-Based Organization
<b>CCF</b>	Convention and Cultural Facilities
<b>CDBG</b>	Community Development Block Grant
<b>CDDD</b>	Construction and Demolition Diversion Deposit
<b>CDI</b>	Community Development Improvements
<b>CDLAC</b>	California Debt Limit Allocation Committee
<b>CED</b>	Community and Economic Development CSA
<b>CEQA</b>	California Environmental Quality Act
<b>CFC</b>	Customer Facility Charges
<b>CIO</b>	Chief Information Officer
<b>CIP</b>	Capital Improvement Program
<b>CIS</b>	Customer Information System
<b>CIWMB</b>	California Integrated Waste Management Board
<b>CNEL</b>	Community Noise Equivalent Level
<b>CNG</b>	Compressed Natural Gas
<b>COPS</b>	Citizens Option for Public Safety (State)
<b>CPE</b>	Cost Per Enplaned Passenger
<b>CPMS</b>	Capital Project Management System
<b>CSA</b>	City Service Area
<b>CSMFO</b>	California Society of Municipal Finance Officers
<b>CVB</b>	Convention and Visitors Bureau
<b>CWFA</b>	Clean Water Financing Authority

**D**

<b>DCAC</b>	Deferred Compensation Advisory Committee
<b>DMV</b>	Department of Motor Vehicles

**CITY OF SAN JOSE**  
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**ACRONYMS INDEX**

<b>E</b>	<b>EUS</b>	Environmental and Utility Services CSA
	<b>EHS</b>	Employee Health Services
	<b>EIR</b>	Environmental Impact Report
	<b>EMS</b>	Emergency Medical Services
	<b>EOC</b>	Emergency Operations Center
	<b>EPA</b>	Environmental Protection Agency
<b>F</b>	<b>FAA</b>	Federal Aviation Administration
	<b>FCERS</b>	Federated City Employees' Retirement System
	<b>FEHA</b>	Fair Employment and Housing Act
	<b>FF&amp;E</b>	Fixtures, Furnishings and Equipment
	<b>FMS</b>	Financial Management System
	<b>FT</b>	Full-Time
	<b>FTE</b>	Full-Time Equivalent
<b>G</b>	<b>GAAP</b>	Generally Accepted Accounting Principles
	<b>GASB</b>	Government Accounting Standards Board
	<b>GFOA</b>	Government Finance Officers Association
	<b>GIS</b>	Geographic Information System
<b>H</b>	<b>HBRR</b>	Highway Bridge Replacement and Rehabilitation Program
	<b>HHW</b>	Household Hazardous Waste
	<b>HNVF</b>	Healthy Neighborhoods Venture Fund
	<b>HUD</b>	Housing and Urban Development
	<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>I</b>	<b>I&amp;I</b>	Inflow/Infiltration
	<b>IBS</b>	Integrated Billing System
	<b>ICC</b>	International Code Council
	<b>ICMA</b>	International City/County Management Association
	<b>IDC</b>	International Disposal Corporation
	<b>IMS</b>	Infrastructure Management System
	<b>IPA</b>	Independent Police Auditor
	<b>ITI</b>	Industrial Tool Installation
	<b>ITS</b>	Intelligent Transportation System
	<b>IWM</b>	Integrated Waste Management
<b>J</b>		
<b>K</b>		

**CITY OF SAN JOSE**  
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**ACRONYMS INDEX**

**L**

<b>LED</b>	Light Emitting Diode
<b>LEED</b>	Leadership in Energy and Environmental Design Program
<b>LOCC</b>	League of California Cities
<b>LOI</b>	Letter of Intent
<b>LPT</b>	Library Parcel Tax
<b>LRT</b>	Light Rail Transit

**M**

<b>MBA</b>	Manager's Budget Addendum
<b>MCA</b>	Master Contract Agreement
<b>MFD</b>	Multi-Family Dwelling
<b>MGPTF</b>	Mayor's Gang Prevention Task Force
<b>MMRS</b>	Metropolitan Medical Response System
<b>MWS</b>	Municipal Water System (San José)

**N**

<b>NAC</b>	Neighborhood Action Coalition
<b>NDC</b>	Neighborhood Development Center
<b>NEPA</b>	National Environmental Policy Act
<b>NIMS</b>	National Incident Management System
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>NS</b>	Neighborhood Services CSA

**O**

<b>O&amp;M</b>	Operating and Maintenance
<b>OBAG</b>	One Bay Area Grant
<b>OES</b>	Office of Emergency Services
<b>OSA</b>	Open Space Authority
<b>OTS</b>	Office of Traffic Safety

**P**

<b>P&amp;CFD</b>	Parks and Community Facilities Development
<b>P&amp;F</b>	Police and Fire
<b>PAB</b>	Police Administration Building
<b>PAC</b>	Project Area Committee
<b>PBID</b>	Property and Business Improvement District Fund
<b>PCI</b>	Pavement Condition Index
<b>PDO</b>	Parkland Dedication Ordinance
<b>PFC</b>	Passenger Facility Charge
<b>PG&amp;E</b>	Pacific Gas and Electric Company

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**ACRONYMS INDEX**

**P**

<b>PIO</b>	Park Impact Ordinance
<b>PLF</b>	Public Library Fund
<b>PM</b>	Performance Measure
<b>PMMS</b>	Parks Maintenance Management System
<b>PMP</b>	Parking Management Plan
<b>PMP</b>	Plant Master Plan
<b>PS</b>	Public Safety CSA
<b>PT</b>	Part-Time
<b>PWCAP</b>	Public Works Cost Allocation Plan

**Q**

**R**

<b>RCTCF</b>	Residential Construction Tax Contribution Fund
<b>RDA</b>	Redevelopment Agency
<b>RECS</b>	Registration and E-Commerce System
<b>RFP</b>	Request for Proposal
<b>RFQ</b>	Request for Quote
<b>RLF</b>	Revolving Loan Fund
<b>RMS</b>	Records Management System
<b>RSBAP</b>	Revised South Bay Action Plan
<b>RWF</b>	Regional Wastewater Facility
<b>RWQCB</b>	Regional Water Quality Control Board

**S**

<b>SAFER</b>	Staffing for Adequate Fire and Emergency Response
<b>SAN</b>	Storage Area Network
<b>SARA</b>	Successor Agency to the Redevelopment Agency of the City of San José, a public entity
<b>SBAP</b>	South Bay Action Plan
<b>SBWR</b>	South Bay Water Recycling
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SCBA</b>	Self Contained Breathing Apparatus
<b>SCVWD</b>	Santa Clara Valley Water District
<b>SDMS</b>	Storm Drain Management System
<b>SERAF</b>	Supplemental Education Revenue Augmentation Fund
<b>SFD</b>	Single-Family Dwelling
<b>SJC</b>	Norman Y. Mineta San José International Airport
<b>SJDA</b>	San José Downtown Association
<b>SJPD</b>	San José Police Department
<b>SJRA</b>	San Jose Redevelopment Agency
<b>SJSU</b>	San José State University
<b>SRTF</b>	Sunshine Reform Task Force
<b>SS</b>	Strategic Support CSA
<b>SS&amp;UC</b>	Sewer Service and Use Charge
<b>SSMP</b>	Sanitary Sewer Management Plan



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**ACRONYMS INDEX**

**S**

<b>SSO</b>	Sanitary Sewer Overflow
<b>STI</b>	Special Tenant Improvements
<b>SUASI</b>	Super Urban Area Security Initiative
<b>SV-ITS</b>	Silicon Valley Intelligent Transportation Systems
<b>SVRCS</b>	Silicon Valley Regional Communications System
<b>SVRIA</b>	Silicon Valley Regional Interoperability Authority
<b>SVWIN</b>	Silicon Valley Workforce Investment Network
<b>SWRCB</b>	State Water Resources Control Board

**T**

<b>TAS</b>	Transportation and Aviation Services CSA
<b>TMC</b>	Transportation Management Center
<b>TLC</b>	Technology Leadership Council
<b>TOT</b>	Transient Occupancy Tax
<b>TSA</b>	Transportation Security Administration
<b>TSJ</b>	Team San Jose

**U**

<b>UAAL</b>	Unfunded Accrued Actuarial Liability
<b>UASI</b>	Urban Area Security Initiative
<b>URMP</b>	Urban Runoff Management Plan
<b>USGBC</b>	United States Green Building Council
<b>USPTO</b>	United States Patent and Trademark Office
<b>UUT</b>	Utility Users Tax

**V**

<b>VEBA</b>	Voluntary Employee Beneficiary Association
<b>VoIP</b>	Voice over Internet Protocol
<b>VTA</b>	Valley Transportation Authority (Santa Clara)

**W**

<b>WDF</b>	Workforce Development Fund
<b>WEP</b>	Water Efficiency Program
<b>WIB</b>	Workforce Investment Board (work2future Board)
<b>WPCP</b>	Water Pollution Control Plant (San José/Santa Clara)

**X**

**Y**

**Z**

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**TOTAL CITY SOURCE AND USE OF FUNDS**

	2020-2021 Adopted	2021-2022 Adopted	2022-2023 Proposed
<b>GENERAL FUND</b>			
<b>Fund Balance</b>			
Encumbrance Reserve	\$ 46,555,359	\$ 46,905,760	\$ 57,027,730
Carryover	346,335,718	321,188,401	124,355,000
<b>Beginning Fund Balance</b>	<b>\$ 392,891,077</b>	<b>\$ 368,094,161</b>	<b>\$ 181,382,730</b>
<b>General Revenue</b>			
Property Tax	\$ 370,500,000	\$ 395,500,000	\$ 427,000,000
Sales Tax	242,500,000	280,200,000	325,000,000
Transient Occupancy Tax	9,000,000	10,000,000	11,000,000
Franchise Fees	45,921,096	44,651,652	49,168,393
Utility Tax	95,800,000	97,060,000	107,450,000
Telephone Line Tax	20,000,000	74,500,000	20,000,000
Business Taxes	70,900,000	40,000,000	86,000,000
Real Property Transfer Tax	30,000,000	20,000,000	65,000,000
Licenses and Permits	20,023,167	21,002,985	20,993,100
Fines, Forfeitures, and Penalties	15,730,100	8,676,000	12,232,000
Revenue from the Use of Money/Property	11,754,800	14,832,684	8,779,000
Revenue from Local Agencies	18,194,536	9,304,000	16,375,711
Revenue from the State of CA	14,319,906	18,784,335	22,866,334
Revenue from Federal Government	3,714,762	13,247,111	470,714
Fees, Rates, and Charges	25,575,702	3,684,826	23,928,232
Other Revenue	48,511,658	9,242,806	8,811,587
<b>Subtotal General Revenue</b>	<b>\$ 1,042,445,727</b>	<b>\$ 1,060,686,399</b>	<b>\$ 1,205,075,071</b>
<b>Transfers and Reimbursements</b>			
Overhead Reimbursements	\$ 69,197,893	\$ 68,557,276	\$ 73,800,407
Transfers	27,408,535	72,607,412	31,657,064
Reimbursements for Services	15,745,997	16,791,968	16,296,377
<b>Subtotal Transfers and Reimbursements</b>	<b>\$ 112,352,425</b>	<b>\$ 157,956,656</b>	<b>\$ 121,753,848</b>
<b>Total General Fund</b>	<b>\$ 1,547,689,229</b>	<b>\$ 1,586,737,216</b>	<b>\$ 1,508,211,649</b>
<b>Less Transfers, Loans, and Contributions</b>	<b>(239,860,851)</b>	<b>(272,862,346)</b>	<b>(156,273,425)</b>
<b>NET GENERAL FUND TOTAL</b>	<b>\$ 1,307,828,378</b>	<b>\$ 1,313,874,870</b>	<b>\$ 1,351,938,224</b>

**CITY OF SAN JOSE**  
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**TOTAL CITY SOURCE AND USE OF FUNDS**

	<u>2020-2021</u> <u>Adopted</u>	<u>2021-2022</u> <u>Adopted</u>	<u>2022-2023</u> <u>Proposed</u>
<b>SPECIAL FUNDS</b>			
Affordable Housing Impact Fee Fund	\$ 0	\$ 6,511,241	\$ 16,403,489
Airport Customer Facility and Transportation Fee Fund	29,943,627	22,426,540	24,380,612
Airport Fiscal Agent Fund	178,984,262	130,721,113	121,151,014
Airport Maintenance and Operation Fund	147,921,826	148,547,311	155,736,961
Airport Revenue Fund	262,309,359	235,381,628	288,018,382
Airport Surplus Revenue Fund	16,086,320	19,032,581	83,704,771
American Rescue Plan Fund	0	130,955,000	60,197,302
Benefit Funds - Benefit Fund	79,910,999	86,779,963	87,360,211
Benefit Funds - Dental Insurance Fund	16,764,453	17,332,144	19,392,047
Benefit Funds - Life Insurance Fund	1,923,714	1,963,670	2,087,005
Benefit Funds - Self-Insured Medical Fund	780,288	104,308	0
Benefit Funds - Unemployment Insurance Fund	1,423,242	4,038,958	3,696,150
Building Development Fee Program Fund	49,005,375	59,870,263	65,118,942
Building Homes and Jobs Fund	0	0	11,074,788
Business Improvement District Fund	3,648,510	2,731,274	2,959,150
Cash Reserve Fund	6,105	6,231	6,317
City Hall Debt Service Fund	27,199,000	25,215,000	25,653,262
Citywide Planning Fee Program Fund	4,784,123	7,116,088	7,464,853
Community Development Block Grant Fund	19,201,610	30,212,877	23,141,157
Community Facilities Revenue Fund	2,079,396	356,696	0
Convention and Cultural Affairs Fund	10,504,267	11,652,368	13,322,777
Convention Center Facilities District Revenue Fund	35,435,130	26,179,499	31,958,925
Coronavirus Relief Fund	99,045,248	18,042,587	0
Downtown Property and Business Improvement District Fund	5,080,180	5,340,141	6,802,354
Economic Development Administration Loan Fund	7,060	7,319	7,395
Edward Byrne Memorial Justice Assistance Grant Trust Fund	842,197	963,191	30,750
Emergency Reserve Fund	5,837,655	28,999,879	13,020,371
Federal Drug Forfeiture Fund	221,896	9,061	9,416
Fire Development Fee Program Fund	12,448,506	11,760,658	10,872,186
Gas Tax Maintenance and Construction Fund - 1943	6,600,000	7,200,000	6,300,000
Gas Tax Maintenance and Construction Fund - 1964	3,200,000	3,300,000	3,400,000
Gas Tax Maintenance and Construction Fund - 1990	5,200,000	5,500,000	5,800,000
General Purpose Parking Fund	18,094,026	15,912,257	19,203,462
Gift Trust Fund	2,830,323	1,949,760	1,258,584
Home Investment Partnership Program Trust Fund	13,466,273	25,002,179	20,628,881
Homeless Housing, Assistance, and Prevention Fund	0	28,540,889	32,680,742
Housing Trust Fund	3,704,914	6,729,257	7,070,102
Ice Centre Revenue Fund	3,611,568	1,667,585	6,242,620
Inclusionary Fee Fund	31,213,523	41,756,175	45,587,691
Integrated Waste Management Fund	185,159,196	206,408,474	221,216,723
Library Parcel Tax Fund	15,240,470	14,437,740	14,619,580
Low and Moderate Income Housing Asset Fund	143,239,920	176,806,461	144,425,335
Multi-Source Housing Fund	79,992,165	118,426,712	47,291,354
Municipal Golf Course Fund	10,738,152	2,827,181	3,074,976
Planning Development Fee Program Fund	7,991,284	8,430,356	12,380,261
Public Works Development Fee Program Fund	15,312,684	18,551,626	19,883,037
Public Works Program Support Fund	21,489,818	22,779,823	23,590,664
Public Works Small Cell Permitting Fee Program Fund	4,420,413	4,689,809	3,127,683
Rent Stabilization Program Fee Fund	5,697,375	6,008,081	5,725,921

**CITY OF SAN JOSE**  
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**TOTAL CITY SOURCE AND USE OF FUNDS**

	<u>2020-2021</u> <u>Adopted</u>	<u>2021-2022</u> <u>Adopted</u>	<u>2022-2023</u> <u>Proposed</u>
<b>SPECIAL FUNDS</b>			
San José Arena Capital Reserve Fund	8,206,631	6,519,511	8,608,654
San José Clean Energy Operating Fund	380,189,219	341,773,840	513,589,394
San José Municipal Stadium Capital Fund	39,000	39,000	0
San José-Santa Clara Treatment Plant Income Fund	539,764	713,868	857,982
San José-Santa Clara Treatment Plant Operating Fund	\$ 171,659,500	\$ 146,626,080	\$ 170,299,106
Sewage Treatment Plant Connection Fee Fund	21,142,355	21,948,871	24,214,235
Sewer Service and Use Charge Fund	253,265,695	258,379,168	280,767,386
Special Assessment Maintenance District Funds:			
Community Facilities District No. 1 (Capitol Auto Mall) Fund	713,502	743,456	657,569
Community Facilities District No. 2 (Aborn - Murillo) and No. 3 (Silverland - Capriana) Fund	3,383,278	3,188,865	2,963,638
Community Facilities District No. 8 (Communications Hill) Fund	1,574,529	1,222,180	1,417,825
Community Facilities District No. 11 (Adeline - Mary Helen) Fund	249,123	142,602	145,214
Community Facilities District No. 12 (Basking Ridge) Fund	831,025	655,550	508,232
Community Facilities District No. 13 (Guadalupe Mines) Fund	444,827	416,718	433,283
Community Facilities District No. 14 (Raleigh - Charlotte) Fund	1,220,758	1,363,687	1,555,556
Community Facilities District No. 15 (Berryessa - Sierra) Fund	679,276	781,023	713,523
Community Facilities District No. 16 (Raleigh - Coronado) Fund	1,171,779	1,267,495	1,177,704
Community Facilities District No. 17 (Capitol Expy - Evergreen Place)	104,300	160,693	247,811
Maint. District No. 1 (Los Paseos) Fund	562,376	669,252	756,427
Maint. District No. 2 (Trade Zone Blvd. - Lundy Ave.) Fund	256,300	296,603	329,522
Maint. District No. 5 (Orchard Parkway - Plumeria Dr.) Fund	223,407	219,397	250,651
Maint. District No. 8 (Zanker - Montague) Fund	374,596	258,723	195,626
Maint. District No. 9 (Santa Teresa - Great Oaks) Fund	469,903	478,860	496,236
Maint. District No. 11 (Brokaw Rd. from Junction Ave. to Old Oakland Rd.) Fund	253,063	167,714	240,766
Maint. District No. 13 (Karina - O'Nel) Fund	207,391	213,371	234,345
Maint. District No. 15 (Silver Creek Valley) Fund	1,807,066	1,653,394	1,724,977
Maint. District No. 18 (The Meadowlands) Fund	233,021	206,008	253,160
Maint. District No. 19 (River Oaks Area Landscaping) Fund	405,938	451,033	353,328
Maint. District No. 20 (Renaissance - N. First Landscaping) Fund	241,996	202,768	182,242
Maint. District No. 21 (Gateway Place - Airport Parkway) Fund	253,061	267,823	304,396
Maint. District No. 22 (Hellyer Ave. - Silver Creek Valley Rd.) Fund	271,760	268,702	191,013
Southbay Water Recycling Fund	16,718,933	18,155,160	23,093,091
St. James Park Management District Fund	2,610,657	2,160,901	5,018,684
State Drug Forfeiture Fund	715,281	522,126	406,223
Storm Sewer Operating Fund	53,112,540	55,866,915	50,701,717
Supplemental Law Enforcement Services Fund	4,499,871	3,806,280	3,133,176
Transient Occupancy Tax Fund	16,640,056	16,431,902	19,373,848
Vehicle Maintenance and Operations Fund	28,770,368	32,264,846	32,688,085
Water Utility Fund	70,277,629	72,834,454	80,217,570
Workforce Development Fund	11,319,802	12,890,727	12,165,117
<b>Total Special Funds</b>	<b>\$ 2,644,236,028</b>	<b>\$ 2,755,411,520</b>	<b>\$ 2,957,545,515</b>
<b>Less Transfers, Loans, and Contributions</b>	<b>(568,563,990)</b>	<b>(514,406,784)</b>	<b>(633,631,262)</b>
 <b>NET SPECIAL REVENUE FUNDS TOTAL</b>	 <b>\$ 2,075,672,038</b>	 <b>\$ 2,241,004,736</b>	 <b>\$ 2,323,914,253</b>
 <b>CAPITAL IMPROVEMENT PROGRAM FUNDS</b>			
Beginning Fund Balance	\$ 800,102,995	\$ 669,380,243	\$ 694,970,053
Commercial Paper Proceeds/Sale of Bonds	91,452,000	338,542,000	480,265,000
Taxes, Fees, and Charges	74,685,000	92,165,000	107,425,000

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**TOTAL CITY SOURCE AND USE OF FUNDS**

	<u>2020-2021 Adopted</u>	<u>2021-2022 Adopted</u>	<u>2022-2023 Proposed</u>
<b>CAPITAL IMPROVEMENT PROGRAM FUNDS</b>			
Revenue from Other Agencies	\$ 253,458,330	\$ 250,414,488	\$ 185,801,183
Transfers, Loans, and Contributions	162,898,341	203,792,666	185,951,000
Interest Income	16,695,600	12,769,000	11,818,240
Miscellaneous Revenue	6,489,000	1,606,000	534,000
Development Contribution	650,000	1,055,500	963,000
<b>Total Capital Improvement Program Funds</b>	<b>\$ 1,406,431,266</b>	<b>\$ 1,569,724,897</b>	<b>\$ 1,667,727,476</b>
<b>Less Transfers, Loans, and Contributions</b>	<b>(4,095,000)</b>	<b>(5,259,000)</b>	<b>(11,565,000)</b>
<b>NET CAPITAL FUNDS TOTAL</b>	<b>\$ 1,402,336,266</b>	<b>\$ 1,564,465,897</b>	<b>\$ 1,656,162,476</b>
<b>NET CITY SOURCE OF FUNDS</b>	<b>\$ 4,785,836,682</b>	<b>\$ 5,119,345,503</b>	<b>\$ 5,332,014,953</b>
<b>GENERAL FUND EXPENDITURES</b>			
City Attorney	\$ 16,333,103	\$ 16,830,419	\$ 17,719,807
City Auditor	2,372,657	2,505,488	2,771,338
City Clerk	2,413,660	2,650,692	3,289,189
City Manager	21,026,730	21,671,366	20,264,533
Community Energy	0	300,000	0
Economic Development	5,516,428	5,638,221	5,553,327
Environmental Services	4,730,003	3,491,975	5,082,414
Finance	19,392,440	20,215,451	20,712,839
Fire	243,723,250	267,922,459	270,830,754
Housing	566,404	538,773	562,658
Human Resources	10,453,086	10,448,308	12,492,164
Independent Police Auditor	1,481,672	1,530,503	1,599,974
Information Technology	25,791,499	25,794,917	28,598,282
Library	36,416,647	37,238,915	39,288,904
Mayor and City Council	16,875,883	18,338,288	14,054,760
Parks, Recreation and Neighborhood Services	82,254,789	87,279,938	103,481,712
Planning, Building and Code Enforcement	15,951,411	15,413,888	17,151,314
Police	455,188,814	481,146,688	483,602,739
Public Works	36,710,756	38,480,325	42,835,678
Transportation	37,300,446	37,517,002	42,882,166
<b>Subtotal Departmental Charges</b>	<b>\$ 1,034,499,678</b>	<b>\$ 1,094,953,616</b>	<b>\$ 1,132,774,552</b>
City-Wide Expenses	\$ 123,611,596	\$ 120,724,042	\$ 122,556,199
Capital Contributions	54,442,200	84,117,000	9,847,000
Transfers	74,103,233	30,391,452	25,468,954
Earmarked Reserves	174,477,163	169,645,346	119,537,214
Contingency Reserve	40,000,000	40,000,000	41,000,000
Encumbrance Reserve	46,555,359	46,905,760	57,027,730
<b>Subtotal Non-Departmental Charges</b>	<b>\$ 513,189,551</b>	<b>\$ 491,783,600</b>	<b>\$ 375,437,097</b>
<b>Total General Fund Expenditures</b>	<b>\$ 1,547,689,229</b>	<b>\$ 1,586,737,216</b>	<b>\$ 1,508,211,649</b>

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

**TOTAL CITY SOURCE AND USE OF FUNDS**

	<u>2020-2021</u> <u>Adopted</u>	<u>2021-2022</u> <u>Adopted</u>	<u>2022-2023</u> <u>Proposed</u>
<b>SPECIAL FUNDS</b>			
Affordable Housing Impact Fee Fund	\$ 0	\$ 6,511,241	\$ 16,403,489
Airport Customer Facility and Transportation Fee Fund	29,943,627	22,426,540	24,380,612
Airport Fiscal Agent Fund	178,984,262	130,721,113	121,151,014
Airport Maintenance and Operation Fund	147,921,826	148,547,311	155,736,961
Airport Revenue Fund	262,309,359	235,381,628	288,018,382
Airport Surplus Revenue Fund	16,086,320	19,032,581	83,704,771
American Rescue Plan Fund	0	130,955,000	60,197,302
Benefit Funds - Benefit Fund	79,910,999	86,779,963	87,360,211
Benefit Funds - Dental Insurance Fund	16,764,453	17,332,144	19,392,047
Benefit Funds - Life Insurance Fund	1,923,714	1,963,670	2,087,005
Benefit Funds - Self-Insured Medical Fund	780,288	104,308	0
Benefit Funds - Unemployment Insurance Fund	1,423,242	4,038,958	3,696,150
Building Development Fee Program Fund	49,005,375	59,870,263	65,118,942
Building Homes and Jobs Fund	0	0	11,074,788
Business Improvement District Fund	3,648,510	2,731,274	2,959,150
Cash Reserve Fund	6,105	6,231	6,317
City Hall Debt Service Fund	27,199,000	25,215,000	25,653,262
Citywide Planning Fee Program Fund	4,784,123	7,116,088	7,464,853
Community Development Block Grant Fund	19,201,610	30,212,877	23,141,157
Community Facilities Revenue Fund	2,079,396	356,696	0
Convention and Cultural Affairs Fund	10,504,267	11,652,368	13,322,777
Convention Center Facilities District Revenue Fund	35,435,130	26,179,499	31,958,925
Coronavirus Relief Fund	99,045,248	18,042,587	0
Downtown Property and Business Improvement District Fund	5,080,180	5,340,141	6,802,354
Economic Development Administration Loan Fund	7,060	7,319	7,395
Edward Byrne Memorial Justice Assistance Grant Trust Fund	842,197	963,191	30,750
Emergency Reserve Fund	5,837,655	28,999,879	13,020,371
Federal Drug Forfeiture Fund	221,896	9,061	9,416
Fire Development Fee Program Fund	12,448,506	11,760,658	10,872,186
Gas Tax Maintenance and Construction Fund - 1943	6,600,000	7,200,000	6,300,000
Gas Tax Maintenance and Construction Fund - 1964	3,200,000	3,300,000	3,400,000
Gas Tax Maintenance and Construction Fund - 1990	5,200,000	5,500,000	5,800,000
General Purpose Parking Fund	18,094,026	15,912,257	19,203,462
Gift Trust Fund	2,830,323	1,949,760	1,258,584
Home Investment Partnership Program Trust Fund	13,466,273	25,002,179	20,628,881
Homeless Housing, Assistance, and Prevention Fund	0	28,540,889	32,680,742
Housing Trust Fund	3,704,914	6,729,257	7,070,102
Ice Centre Revenue Fund	3,611,568	1,667,585	6,242,620
Inclusionary Fee Fund	31,213,523	41,756,175	45,587,691
Integrated Waste Management Fund	185,159,196	206,408,474	221,216,723
Library Parcel Tax Fund	15,240,470	14,437,740	14,619,580
Low and Moderate Income Housing Asset Fund	143,239,920	176,806,461	144,425,335
Multi-Source Housing Fund	79,992,165	118,426,712	47,291,354
Municipal Golf Course Fund	10,738,152	2,827,181	3,074,976
Planning Development Fee Program Fund	7,991,284	8,430,356	12,380,261
Public Works Development Fee Program Fund	15,312,684	18,551,626	19,883,037
Public Works Program Support Fund	21,489,818	22,779,823	23,590,664
Public Works Small Cell Permitting Fee Program Fund	4,420,413	4,689,809	3,127,683
Rent Stabilization Program Fee Fund	5,697,375	6,008,081	5,725,921
San José Arena Capital Reserve Fund	8,206,631	6,519,511	8,608,654



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

**TOTAL CITY SOURCE AND USE OF FUNDS**

	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Proposed</b>
<b>SPECIAL FUNDS</b>			
San José Clean Energy Operating Fund	380,189,219	341,773,840	513,589,394
San José Municipal Stadium Capital Fund	39,000	39,000	0
San José-Santa Clara Treatment Plant Income Fund	539,764	713,868	857,982
San José-Santa Clara Treatment Plant Operating Fund	171,659,500	146,626,080	170,299,106
Sewage Treatment Plant Connection Fee Fund	21,142,355	21,948,871	24,214,235
Sewer Service and Use Charge Fund	253,265,695	258,379,168	280,767,386
Special Assessment Maintenance District Funds:			
Community Facilities District No. 1 (Capitol Auto Mall) Fund	713,502	743,456	657,569
Community Facilities District No. 2 (Aborn - Murillo) and No. 3 (Silverland - Capriana) Fund	3,383,278	3,188,865	2,963,638
Community Facilities District No. 8 (Communications Hill) Fund	\$ 1,574,529	\$ 1,222,180	\$ 1,417,825
Community Facilities District No. 11 (Adeline - Mary Helen) Fund	249,123	142,602	145,214
Community Facilities District No. 12 (Basking Ridge) Fund	831,025	655,550	508,232
Community Facilities District No. 13 (Guadalupe Mines) Fund	444,827	416,718	433,283
Community Facilities District No. 14 (Raleigh - Charlotte) Fund	1,220,758	1,363,687	1,555,556
Community Facilities District No. 15 (Berryessa - Sierra) Fund	679,276	781,023	713,523
Community Facilities District No. 16 (Raleigh - Coronado) Fund	1,171,779	1,267,495	1,177,704
Community Facilities District No. 17 (Capitol Expy - Evergreen Place Maint. District No. 1 (Los Paseos) Fund	104,300	160,693	247,811
Maint. District No. 2 (Trade Zone - Lundy Ave.) Fund	562,376	669,252	756,427
Maint. District No. 5 (Orchard Parkway - Plumeria Drive) Fund	256,300	296,603	329,522
Maint. District No. 8 (Zanker - Montague) Fund	223,407	219,397	250,651
Maint. District No. 9 (Santa Teresa - Great Oaks) Fund	374,596	258,723	195,626
Maint. District No. 11 (Brokaw Rd. from Junction Ave. to Old Oakland Rd.) Fund	469,903	478,860	496,236
Maint. District No. 13 (Karina - Onel) Fund	253,063	167,714	240,766
Maint. District No. 15 (Silver Creek Valley) Fund	207,391	213,371	234,345
Maint. District No. 18 (The Meadowlands) Fund	1,807,066	1,653,394	1,724,977
Maint. District No. 19 (River Oaks Area Landscaping) Fund	233,021	206,008	253,160
Maint. District No. 20 (Renaissance - N. First Landscaping) Fund	405,938	451,033	353,328
Maint. District No. 21 (Gateway Place - Airport Parkway) Fund	241,996	202,768	182,242
Maint. District No. 22 (Hellyer Ave. - Silver Creek Valley Rd.) Fund	253,061	267,823	304,396
Southbay Water Recycling Fund	271,760	268,702	191,013
St. James Park Management District Fund	16,718,933	18,155,160	23,093,091
State Drug Forfeiture Fund	2,610,657	2,160,901	5,018,684
Storm Sewer Operating Fund	715,281	522,126	406,223
Supplemental Law Enforcement Services Fund	53,112,540	55,866,915	50,701,717
Transient Occupancy Tax Fund	4,499,871	3,806,280	3,133,176
Vehicle Maintenance and Operations Fund	16,640,056	16,431,902	19,373,848
Water Utility Fund	28,770,368	32,264,846	32,688,085
Workforce Development Fund	70,277,629	72,834,454	80,217,570
<b>Total Special Funds</b>	<b>\$ 2,644,236,028</b>	<b>\$ 2,755,411,520</b>	<b>\$ 2,957,545,515</b>
<b>CAPITAL IMPROVEMENT PROGRAM FUNDS</b>			
Airport Capital Improvement Fund	\$ 66,965,421	\$ 38,270,052	\$ 24,001,941
Airport Passenger Facility Charge Fund	33,893,686	25,025,448	32,834,114
Airport Renewal and Replacement Fund	49,305,314	41,322,319	69,339,857
Airport Revenue Bond Improvement Fund	268,303	933,704	23,000,000
Branch Libraries Bond Projects Fund	6,837,574	3,708,586	2,994,517
Building and Structure Construction Tax Fund	135,423,302	161,240,643	168,871,165
Construction and Conveyance Tax Funds:			



**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**TOTAL CITY SOURCE AND USE OF FUNDS**

	<u>2020-2021 Adopted</u>	<u>2021-2022 Adopted</u>	<u>2022-2023 Proposed</u>
<b>CAPITAL IMPROVEMENT PROGRAM FUNDS</b>			
Communications C&C Tax Fund	3,215,402	9,256,986	8,035,799
District 1 Parks C&C Tax Fund	4,378,458	4,981,704	5,233,821
District 2 Parks C&C Tax Fund	2,643,968	2,727,441	2,447,534
District 3 Parks C&C Tax Fund	2,098,413	1,790,705	2,503,454
District 4 Parks C&C Tax Fund	2,065,701	2,832,320	1,861,865
District 5 Parks C&C Tax Fund	6,085,490	7,020,398	6,089,829
District 6 Parks C&C Tax Fund	3,875,183	4,250,826	5,984,428
District 7 Parks C&C Tax Fund	5,610,970	5,010,648	7,179,111
District 8 Parks C&C Tax Fund	3,908,853	4,504,835	4,241,057
District 9 Parks C&C Tax Fund	\$ 3,487,398	\$ 4,773,189	\$ 4,768,219
District 10 Parks C&C Tax Fund	2,046,721	2,184,139	1,978,313
Fire C&C Tax Fund	11,356,829	12,101,020	8,720,093
Library C&C Tax Fund	12,059,971	12,878,503	18,208,684
Park Yards C&C Tax Fund	4,221,363	4,651,333	5,220,341
Parks Central C&C Tax Fund	21,080,700	25,905,327	34,206,865
Parks City-Wide C&C Tax Fund	23,216,794	30,401,179	25,151,185
Service Yards C&C Tax Fund	6,747,091	15,100,228	12,473,168
Construction Excise Tax Fund	206,050,975	189,615,724	173,748,168
Contingent Lien District Fund	3,003,108	3,659,660	2,184,621
Convention and Cultural Affairs Capital Fund	3,302,872	1,270,745	391,527
Convention Center Facilities District Capital Fund	2,420,679	228,983	163,248
Emma Prusch Fund	496,765	560,179	337,639
General Fund Capital Improvement	54,442,200	84,117,000	10,275,000
General Purpose Parking Capital Fund	37,044,140	27,586,967	17,958,210
Ice Center Expansion Bond Fund	0	58,430,000	16,131,620
Improvement District Fund	87,302	0	189
Lake Cunningham Fund	2,524,621	1,445,436	1,398,849
Library Parcel Tax Capital Fund	2,130,000	1,550,000	1,028,636
Major Collectors and Arterial Fund	1,740,134	1,777,537	1,862,998
Major Facilities Fund	5,839,992	8,238,361	4,454,455
Neighborhood Security Act Bond Fund	3,547,499	3,386,000	0
Parks and Recreation Bond Projects Fund	19,567,454	16,967,230	17,022,019
Public Safety and Infrastructure Bond Fund - Municipal Improvements	4,740,000	7,740,608	5,856,235
Public Safety and Infrastructure Bond Fund - Parks	475,000	6,459,893	6,024,701
Public Safety and Infrastructure Bond Fund - Public Safety	85,972,000	115,705,502	98,195,030
Public Safety and Infrastructure Bond Fund - Storm Sewer	1,937,000	36,008,247	33,346,148
Public Safety and Infrastructure Bond Fund - Traffic	86,709,000	90,673,624	70,504,596
Residential Construction Tax Contribution Fund	2,397,748	2,559,379	2,760,935
San José-Santa Clara Treatment Plant Capital Fund	301,759,292	285,975,807	533,028,987
Sanitary Sewer Connection Fee Fund	2,780,262	3,032,201	3,019,506
Sewer Service and Use Charge Capital Improvement Fund	53,875,270	63,711,383	76,118,087
South Bay Water Recycling Capital Fund	3,955,975	4,024,443	3,967,914
Storm Drainage Fee Fund	870,953	863,350	707,407
Storm Sewer Capital Fund	22,574,867	31,552,778	12,140,605
Subdivision Park Trust Fund	61,555,187	73,989,760	77,316,574
Underground Utility Fund	10,013,583	9,466,057	9,573,429
Water Utility Capital Fund	13,824,483	18,256,510	12,864,783
<b>Total Capital Improvement Program Funds</b>	<b>\$ 1,406,431,266</b>	<b>\$ 1,569,724,897</b>	<b>\$ 1,667,727,476</b>

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

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**TOTAL CITY SOURCE AND USE OF FUNDS**

	<u>2020-2021 Adopted</u>	<u>2021-2022 Adopted</u>	<u>2022-2023 Proposed</u>
<b>GRAND TOTAL (Gross City Use of Funds)</b>	\$ 5,598,356,523	\$ 5,911,873,633	\$ 6,133,484,640
<b>Less Transfers, Loans, and Contributions</b>	<u>(812,519,841)</u>	<u>(792,528,130)</u>	<u>(801,469,687)</u>
<b>NET CITY USE OF FUNDS</b>	<b>\$ 4,785,836,682</b>	<b>\$ 5,119,345,503</b>	<b>\$ 5,332,014,953</b>

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  


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**SUMMARY OF CONTRIBUTIONS TO RETIREMENT FUNDS**

The table below summarizes the total employer and employee contributions to the Federated Retirement System and Police and Fire Retirement Plans, comparing the City’s contribution calculations that are incorporated into the 2022-2023 Proposed Budget and the contributions that can be found in the five Retirement Source and Use of Funds Statements included for display purposes in the Source and Use of Funds Statement section of this document, including Federated Retirement Fund, Federated Retiree Health Care Trust Fund, Fire Retiree Health Care Trust Fund, Police and Fire Retirement Fund, and Police Retiree Health Care Trust Fund. Not shown in the table below is the split of the City contributions between pension and retiree healthcare.

	<b>2022-2023 Proposed City Calculated Contributions</b>	<b>2022-2023 Proposed Retirement Calculated Contributions</b>
Federated Retirement Fund (134)		
Employer Contributions	\$226,449,156	\$206,015,000
Employee Contributions	\$46,496,383	\$29,110,000
Federated Retiree Healthcare Trust Fund (124)		
Employer Contributions	Included in Fund 134	\$19,586,000
Employee Contributions	Included in Fund 134	\$8,805,000
Fire Retiree Healthcare Trust Fund (126)		
Employer Contributions	Included in Fund 135	\$11,200,000
Police and Fire Retirement Fund (135)		
Employer Contributions	\$234,243,783	\$205,908,000
Employee Contributions	\$47,058,104	\$45,141,000
Police Retiree Healthcare Trust Fund (125)		
Employer Contributions	Included in Fund 135	\$18,000,000
<b>Total Employer Contributions</b>	<b>\$460,692,939</b>	<b>\$460,709,000</b>
<b>Total Employee Contributions</b>	<b>\$93,554,488</b>	<b>\$83,056,000</b>
<b>Total Contributions</b>	<b>\$554,247,427</b>	<b>\$543,765,000</b>

The employer and employee contribution amounts included in the Retirement Fund Source and Use Statements are different from the City. The contribution amounts included in the Retirement Fund Source and Uses Statements are calculated by the actuary for both Retirement Boards of Administration. The actuary calculates the contribution amount based on actual payroll for the prior year and multiplied by the calculated contribution rates to determine the Annual Required Contribution. The actual payroll does not take into consideration vacant positions that are included in the City contribution calculation.

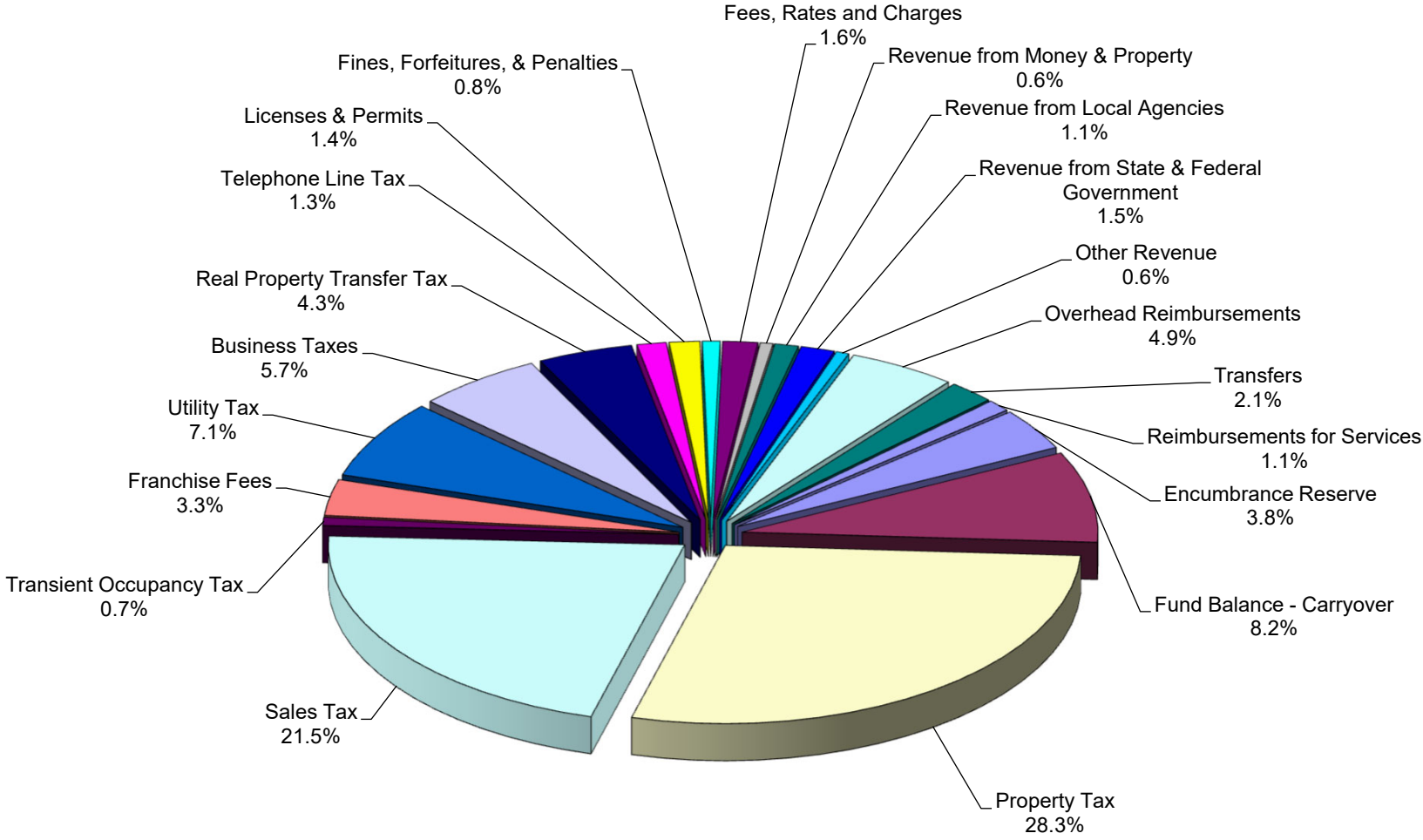
**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**SUMMARY OF CONTRIBUTIONS TO RETIREMENT FUNDS**

For the approved amounts, beginning in 2010-2011, the City began using the Retirement Boards adopted annual required contribution methodology that established that the City's contribution to the retirement systems be based on a dollar value that is the greater of 1) the employer Annual Required Contribution (ARC) amount contained in the actuarial valuation (applied in cases where the City's payroll is at or lower than the payroll assumed by the actuary) or 2) the contribution rate contained in the actuarial valuation multiplied by the actual payroll for the Fiscal Year (applied in cases where the City's payroll is above the amount assumed by the actuary). This concept is referred to as the "floor methodology". In January 2016, at the City's recommendation, the Retirement Boards approved a change in the methodology used to calculate the Federated and Police and Fire pension contributions. This methodology, applied to the Federated Tier 1 and Police and Fire Tier 1 plans, uses different calculations for the unfunded actuarial liability (UAL) portion of the contribution and for the normal cost portion of the contribution. The UAL portion is calculated as a dollar amount and the normal cost (including the administrative expense) is calculated as a percent of pay. This change decreases the disparity between retirement contribution calculations that arise from different City and actuarial payroll projections to avoid a potential overpayment of the UAL by the City in any given year.

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
SUMMARY OF GENERAL FUND SOURCES**



**TOTAL GENERAL FUND SOURCES \$1,508,211,649**

For a more detailed discussion on General Fund Sources, please refer to the section entitled "General Fund Revenue Estimates"

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**SUMMARY OF GENERAL FUND SOURCES**

<b>SOURCE OF FUNDS</b>	<b>1</b> 2020-2021 Actuals	<b>2</b> 2021-2022 Adopted Budget	<b>3</b> 2021-2022 Modified Budget*	<b>4</b> 2022-2023 Forecast Budget	<b>5</b> 2022-2023 Proposed Budget	<b>2 TO 5</b> % Increase/ (Decrease)
<b>FUND BALANCE</b>						
Encumbrance Reserve	\$ 46,905,760	\$ 46,905,760	\$ 57,027,730	\$ 57,027,730	\$ 57,027,730	21.6%
Carryover	369,180,430	321,188,401	369,180,430	66,250,000	124,355,000	(61.3%)
<b>Total Fund Balance</b>	<b>\$ 416,086,190</b>	<b>\$ 368,094,161</b>	<b>\$ 426,208,160</b>	<b>\$ 123,277,730</b>	<b>\$ 181,382,730</b>	<b>(50.7%)</b>
<b>GENERAL REVENUE</b>						
Property Tax	\$ 390,896,950	\$ 395,500,000	\$ 406,500,000	\$ 427,000,000	\$ 427,000,000	8.0%
Sales Tax	284,020,471	280,200,000	300,200,000	325,000,000	325,000,000	16.0%
Transient Occupancy Tax	5,409,142	10,000,000	9,000,000	11,000,000	11,000,000	10.0%
Franchise Fees	45,628,289	44,651,652	44,651,652	48,585,652	49,168,393	10.1%
Utility Tax	106,970,843	97,060,000	97,060,000	107,450,000	107,450,000	10.7%
Business Taxes	70,035,779	74,500,000	82,500,000	86,000,000	86,000,000	15.4%
Real Property Transfer Tax	50,530,828	40,000,000	90,000,000	65,000,000	65,000,000	62.5%
Telephone Line Tax	20,872,785	20,000,000	20,000,000	20,000,000	20,000,000	0.0%
Licenses and Permits	19,388,370	21,002,985	20,452,045	21,703,636	20,993,100	(0.0%)
Fines, Forfeitures, and Penalties	9,760,327	8,676,000	8,676,000	12,232,000	12,232,000	41.0%
Fees, Rates, and Charges	7,442,173	14,832,684	18,972,684	23,853,718	23,928,232	61.3%
Revenue from Use of Money/Property	8,778,301	9,304,000	9,304,000	8,688,000	8,779,000	(5.6%)
Revenue from Local Agencies	20,411,974	18,784,335	22,366,230	16,277,711	16,375,711	(12.8%)
Revenue from the State of California	20,734,690	13,247,111	24,313,560	13,700,000	22,866,334	72.6%
Revenue from Federal Government	3,733,619	3,684,826	9,523,327	0	470,714	(87.2%)
Other Revenue	166,871,618	9,242,806	327,329,265	8,652,035	8,811,587	(4.7%)
<b>Total General Revenue</b>	<b>\$ 1,231,486,159</b>	<b>\$ 1,060,686,399</b>	<b>\$ 1,490,848,763</b>	<b>\$ 1,195,142,752</b>	<b>\$ 1,205,075,071</b>	<b>13.6%</b>
<b>TRANSFERS AND REIMBURSEMENTS</b>						
Overhead Reimbursements	\$ 68,109,800	\$ 68,482,276	\$ 69,542,276	\$ 72,281,515	\$ 73,800,407	7.8%
Transfers	39,190,393	72,682,412	84,321,090	28,247,064	31,657,064	(56.4%)
Reimbursements for Services	16,657,685	16,791,968	16,791,968	16,296,377	16,296,377	(3.0%)
<b>Total Transfers and Reimbursements</b>	<b>\$ 123,957,877</b>	<b>\$ 157,956,656</b>	<b>\$ 170,655,334</b>	<b>\$ 116,824,956</b>	<b>\$ 121,753,848</b>	<b>(22.9%)</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$ 1,771,530,226</b>	<b>\$ 1,586,737,216</b>	<b>\$ 2,087,712,257</b>	<b>\$ 1,435,245,438</b>	<b>\$ 1,508,211,649</b>	<b>(4.9%)</b>

\* As of March 31, 2022

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
SUMMARY OF GENERAL FUND USES**

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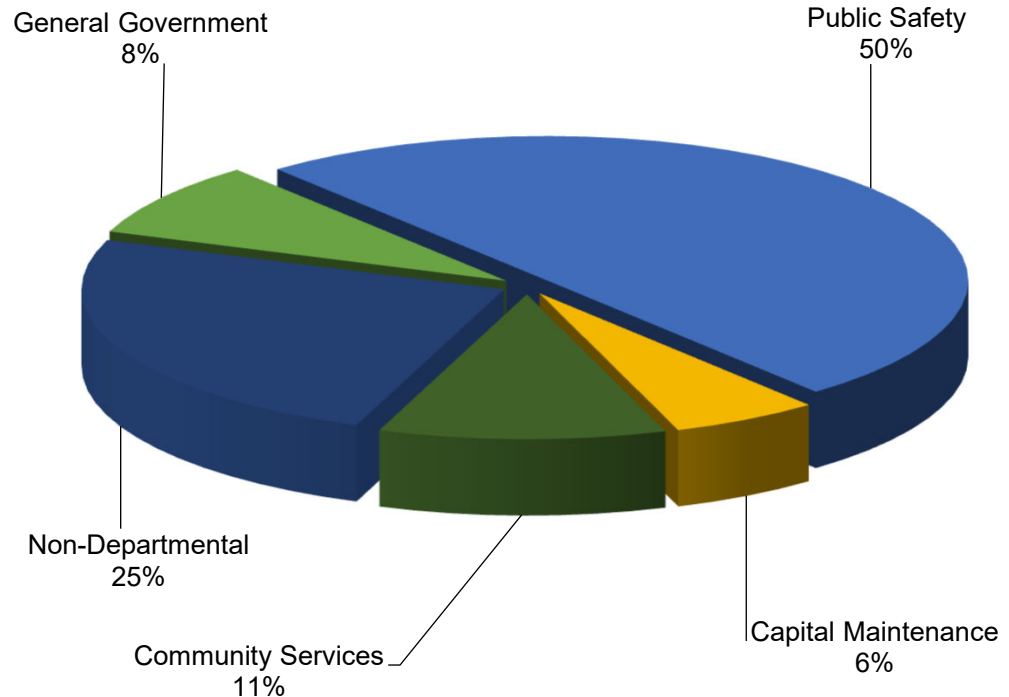
**Public Safety Departments** - provide for the safety of the public through crime and fire prevention and suppression efforts of the Police and Fire Departments.

**Capital Maintenance Departments** - provide for the construction and maintenance of the City's infrastructure by the Public Works and Transportation Departments.

**Community Services Departments** - provide programs that affect citizens on a daily basis, such as Environmental Services, Community Energy, Housing, Parks, Recreation and Neighborhood Services, Library, and Planning, Building and Code Enforcement Departments.

**General Government Departments** - provide for the overall management and administrative functions of the City, including Human Resources, Economic Development and Cultural Affairs, Information Technology, Finance, Independent Police Auditor, City Manager, City Auditor, City Clerk, Mayor and City Council, and City Attorney.

**Non-Departmental** - include City-Wide expenses, capital contributions, transfers and reserves.



**TOTAL GENERAL FUND USES \$1,508,211,649**



**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**SUMMARY OF GENERAL FUND USES**

<b>USE OF FUNDS</b>	<b>1 2020-2021 Actuals</b>	<b>2 2021-2022 Adopted Budget</b>	<b>3 2021-2022 Modified Budget*</b>	<b>4 2022-2023 Forecast Budget</b>	<b>5 2022-2023 Proposed Budget</b>	<b>2 TO 5 % Increase/ (Decrease)</b>
<b>GENERAL GOVERNMENT DEPARTMENTS</b>						
City Attorney's Office	\$ 16,680,889	\$ 16,830,419	\$ 17,914,440	\$ 16,372,435	\$ 17,719,807	5.3%
City Auditor's Office	2,252,200	2,505,488	2,505,488	2,714,632	2,771,338	10.6%
City Clerk's Office	2,576,615	2,650,692	3,071,181	2,756,746	3,289,189	24.1%
City Manager's Office	16,362,985	21,671,366	22,316,177	18,718,923	20,264,533	(6.5%)
City Manager - Office of Economic Development and Cultural Affairs	5,555,761	5,638,221	5,935,301	5,478,327	5,553,327	(1.5%)
Finance Department	18,015,500	20,215,451	20,906,810	19,526,452	20,712,839	2.5%
Human Resources Department	9,479,217	10,448,308	11,078,014	10,753,177	12,492,164	19.6%
Independent Police Auditor's Office	1,367,698	1,530,503	1,592,173	1,599,974	1,599,974	4.5%
Information Technology Department	21,598,583	25,794,917	26,087,377	25,768,743	28,598,282	10.9%
Mayor and City Council	13,614,003	18,338,288	19,026,736	14,054,760	14,054,760	(23.4%)
<b>Total General Government Departments</b>	<b>\$ 107,503,451</b>	<b>\$ 125,623,653</b>	<b>\$ 130,433,697</b>	<b>\$ 117,744,169</b>	<b>\$ 127,056,213</b>	<b>1.1%</b>
<b>PUBLIC SAFETY DEPARTMENTS</b>						
Fire Department	\$ 239,598,923	\$ 267,922,459	\$ 265,234,722	\$ 269,498,402	\$ 270,830,754	1.1%
Police Department	462,194,653	481,146,688	484,985,622	466,666,114	483,602,739	0.5%
<b>Total Public Safety Departments</b>	<b>\$ 701,793,576</b>	<b>\$ 749,069,147</b>	<b>\$ 750,220,344</b>	<b>\$ 736,164,516</b>	<b>\$ 754,433,493</b>	<b>0.7%</b>
<b>CAPITAL MAINTENANCE DEPARTMENTS</b>						
Public Works Department	\$ 35,705,576	\$ 38,480,325	\$ 39,237,230	\$ 41,300,262	\$ 42,835,678	11.3%
Transportation Department	34,404,117	37,517,002	37,566,251	36,921,381	42,882,166	14.3%
<b>Total Capital Maintenance Departments</b>	<b>\$ 70,109,693</b>	<b>\$ 75,997,327</b>	<b>\$ 76,803,481</b>	<b>\$ 78,221,643</b>	<b>\$ 85,717,844</b>	<b>12.8%</b>

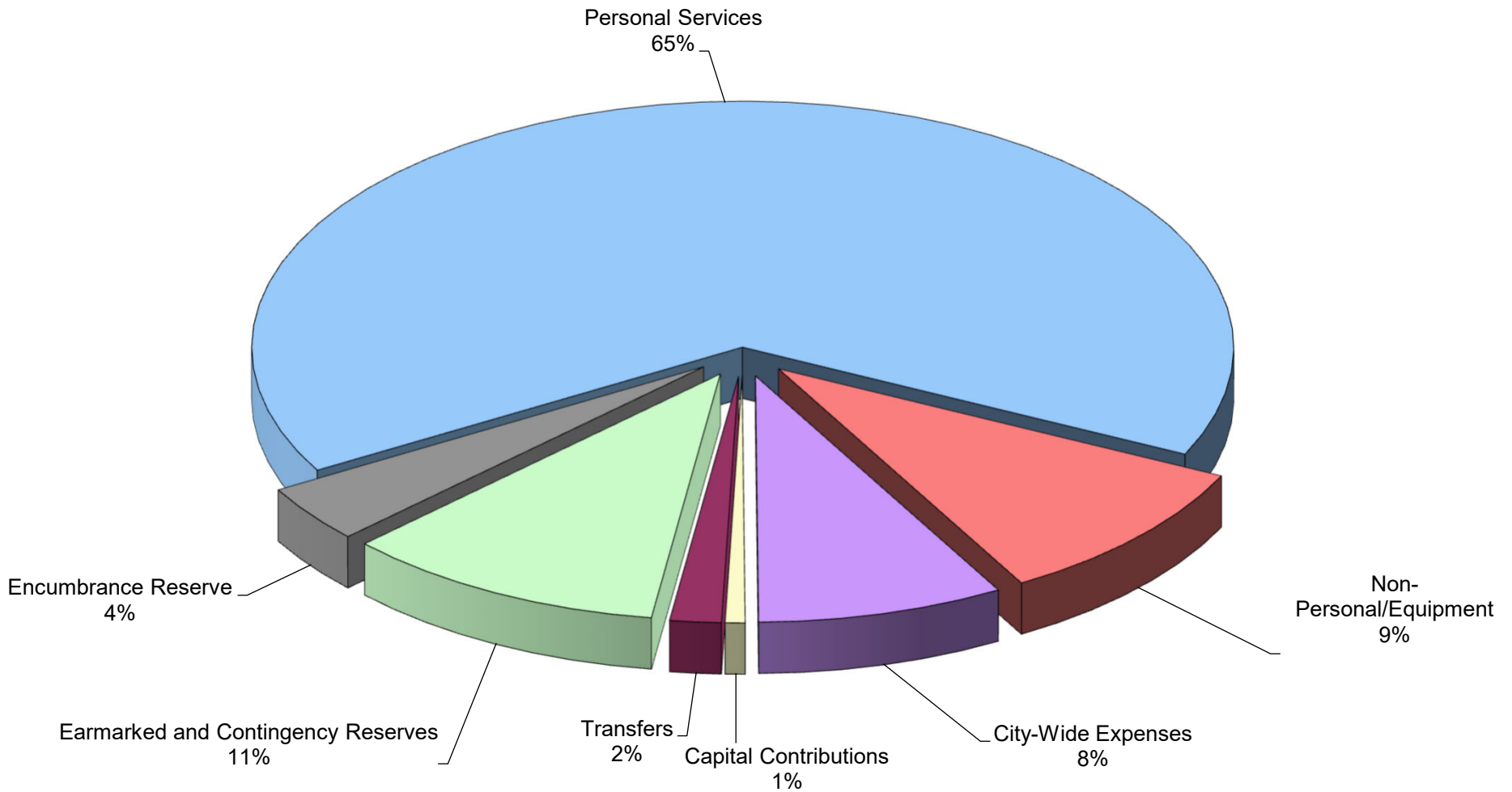
\* As of March 31, 2022

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**SUMMARY OF GENERAL FUND USES (CONT'D.)**

<b>USE OF FUNDS (Cont'd.)</b>	<b>1</b> <b>2020-2021</b> <b>Actuals</b>	<b>2</b> <b>2021-2022</b> <b>Adopted</b> <b>Budget</b>	<b>3</b> <b>2021-2022</b> <b>Modified</b> <b>Budget*</b>	<b>4</b> <b>2022-2023</b> <b>Forecast</b> <b>Budget</b>	<b>5</b> <b>2022-2023</b> <b>Proposed</b> <b>Budget</b>	<b>2 TO 5</b> <b>%</b> <b>Increase/</b> <b>(Decrease)</b>
<b>COMMUNITY SERVICES DEPARTMENTS</b>						
Community Energy Department	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	(100.0%)
Environmental Services Department	4,022,446	3,491,975	3,441,207	3,481,756	5,082,414	45.5%
Housing Department	231,294	538,773	538,773	562,658	562,658	4.4%
Library Department	33,940,890	37,238,915	38,729,548	37,832,555	39,288,904	5.5%
Parks, Recreation and Neighborhood Services Department	72,268,402	87,279,938	90,010,690	90,493,158	103,481,712	18.6%
Planning, Building and Code Enforcement Department	14,105,939	15,413,888	15,816,086	15,578,302	17,151,314	11.3%
<b>Total Community Services Departments</b>	<b>\$ 124,568,971</b>	<b>\$ 144,263,489</b>	<b>\$ 148,836,304</b>	<b>\$ 147,948,429</b>	<b>\$ 165,567,002</b>	<b>14.8%</b>
<b>Total Departmental Uses</b>	<b>\$ 1,003,975,691</b>	<b>\$ 1,094,953,616</b>	<b>\$ 1,106,293,826</b>	<b>\$1,080,078,757</b>	<b>\$1,132,774,552</b>	<b>3.5%</b>
<b>NON-DEPARTMENTAL</b>						
City-Wide Expenses	\$ 254,599,668	\$ 120,724,042	\$ 478,688,584	\$ 80,287,045	\$ 122,556,199	1.5%
Capital Contributions	35,045,816	84,117,000	82,123,508	5,822,000	9,847,000	(88.3%)
Transfers	80,825,604	30,391,452	30,393,345	23,435,954	25,468,954	(16.2%)
Earmarked Reserves	N/A	169,645,346	292,685,264	117,504,214	119,537,214	(29.5%)
Contingency Reserve	N/A	40,000,000	40,500,000	41,000,000	41,000,000	2.5%
Encumbrance Reserve	57,027,730	46,905,760	57,027,730	57,027,730	57,027,730	21.6%
<b>Total Non-Departmental Uses</b>	<b>\$ 427,498,818</b>	<b>\$ 491,783,600</b>	<b>\$ 981,418,431</b>	<b>\$ 325,076,943</b>	<b>\$ 375,437,097</b>	<b>(23.7%)</b>
<b>TOTAL USE OF FUNDS</b>	<b>\$ 1,431,474,509</b>	<b>\$ 1,586,737,216</b>	<b>\$ 2,087,712,257</b>	<b>\$1,405,155,700</b>	<b>\$1,508,211,649</b>	<b>(4.9%)</b>

\* As of March 31, 2022

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
SUMMARY OF GENERAL FUND USES BY CATEGORY**



**TOTAL GENERAL FUND USES \$1,508,211,649**

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**SUMMARY OF GENERAL FUND USES BY CATEGORY**

<b>USE OF FUNDS</b>	<b>1</b> <b>2020-2021</b> <b>Actuals</b>	<b>2</b> <b>2021-2022</b> <b>Adopted</b> <b>Budget</b>	<b>3</b> <b>2021-2022</b> <b>Modified</b> <b>Budget*</b>	<b>4</b> <b>2022-2023</b> <b>Forecast</b> <b>Budget</b>	<b>5</b> <b>2022-2023</b> <b>Proposed</b> <b>Budget</b>	<b>2 TO 5</b> <b>%</b> <b>Increase/</b> <b>(Decrease)</b>
<b>DEPARTMENTAL</b>						
Personal Services	\$ 889,491,667	\$ 958,515,962	\$ 952,684,015	\$ 951,101,178	\$ 987,768,326	3.1%
Non-Personal/Equipment	114,484,024	136,437,654	153,609,811	128,977,579	145,006,226	6.3%
<b>Departmental Total</b>	<b>\$ 1,003,975,691</b>	<b>\$ 1,094,953,616</b>	<b>\$ 1,106,293,826</b>	<b>\$ 1,080,078,757</b>	<b>\$ 1,132,774,552</b>	<b>3.5%</b>
<b>NON-DEPARTMENTAL</b>						
City-Wide Expenses	\$ 254,599,668	\$ 120,724,042	\$ 478,688,584	\$ 80,287,045	\$ 122,556,199	1.5%
Capital Contributions	35,045,816	84,117,000	82,123,508	5,822,000	9,847,000	(88.3%)
Transfers	80,825,604	30,391,452	30,393,345	23,435,954	25,468,954	(16.2%)
Earmarked Reserves	N/A	169,645,346	292,685,264	117,504,214	119,537,214	(85.0%)
Contingency Reserve	N/A	40,000,000	40,500,000	41,000,000	41,000,000	2.5%
Encumbrance Reserve	57,027,730	46,905,760	57,027,730	57,027,730	57,027,730	21.6%
<b>Total Non-Departmental</b>	<b>\$ 427,498,818</b>	<b>\$ 491,783,600</b>	<b>\$ 981,418,431</b>	<b>\$ 325,076,943</b>	<b>\$ 375,437,097</b>	<b>(23.7%)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,431,474,509</b>	<b>\$1,586,737,216</b>	<b>\$2,087,712,257</b>	<b>\$1,405,155,700</b>	<b>\$1,508,211,649</b>	<b>(4.9%)</b>

\* As of March 31, 2022

**Total Expenditures**  
**2023-2027 Proposed Capital Improvement Program**  
**Attachment A - Operating Budget Impact**

	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>	<u>2026-2027</u>
<b><u>Total Expenditures</u></b>				
Balbach Street Transportation Improvements	\$12,000	\$25,000	\$26,000	\$26,000
Columbus Park Soccer Facility	\$58,000	\$772,000	\$858,000	\$954,000
Communications Hill Staircase Design Review and Inspection	\$69,000	\$75,000	\$78,000	\$80,000
Community Development Block Grant - Crosswalk Lights	\$10,000	\$10,000	\$11,000	\$11,000
Copper to Fiber Conversion	\$4,000	\$8,000	\$12,000	\$16,000
Developer Installations - Streetlights (Future Years)	\$7,000	\$14,000	\$21,000	\$29,000
Developer Installations - Traffic Signals (Future Years)	\$29,000	\$35,000	\$41,000	\$47,000
Digested Sludge Dewatering Facility		\$5,147,000	\$16,146,000	\$16,887,000
Highway Soundwalls	\$1,000	\$2,000	\$2,000	\$2,000
Measure T - Clean Water Projects	\$163,000	\$168,000	\$173,000	\$178,000
Measure T - Fire Station 8 Relocation		\$126,000	\$206,000	\$212,000
Measure T - Fire Station 23 Relocation			\$131,000	\$179,000
Measure T - New Fire Station 32		\$4,884,000	\$4,968,000	\$5,117,000
Measure T - New Fire Station 36			\$5,002,000	\$5,111,000
Measure T - Police Air Support Hangar		\$80,000	\$82,000	\$85,000
Measure T - Police Training Center Relocation		\$2,059,000	\$3,916,000	\$4,054,000
Measure T - Police 911 Call Center Upgrades		\$15,000	\$150,000	\$154,000
North San Pedro Area Parks Master Plans	\$6,000	\$74,000	\$76,000	\$77,000
Police Athletic League Stadium Turf Replacement		\$19,000	\$23,000	\$24,000
Roosevelt Park Transportation Improvements	\$3,000	\$5,000	\$6,000	\$6,000
Route 101/Trimble/De La Cruz Interchange Improvement		\$12,000	\$12,000	\$13,000
Safety - Pedestrian Improvements	\$9,000	\$18,000	\$27,000	\$36,000
TRAIL: Coyote Creek (Mabury Road to Empire Street)	\$21,000	\$42,000	\$43,000	\$43,000
TRAIL: Coyote Creek (Story Road to Tully Road)		\$26,000	\$28,000	\$29,000
Vision Zero: City-wide Pedestrian Safety and Traffic Calming	\$2,000	\$3,000	\$3,000	\$3,000
W San Carlos Corridor Safety Improvements (OBAG)		\$13,000	\$25,000	\$26,000
Willow-Keyes Complete Streets Improvements		\$10,000	\$19,000	\$20,000
Winchester Orchard Park Design, Review, and Inspection		\$39,000	\$68,000	\$70,000
<b>Total Total Expenditures*</b>	<b>\$394,000</b>	<b>\$13,681,000</b>	<b>\$32,153,000</b>	<b>\$33,489,000</b>

\* Chart does not include Operating and Maintenance costs to maintain new facilities coming online that are planned by other agencies, such as developers.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**SUMMARY OF TOTAL STAFFING BY DEPARTMENT**

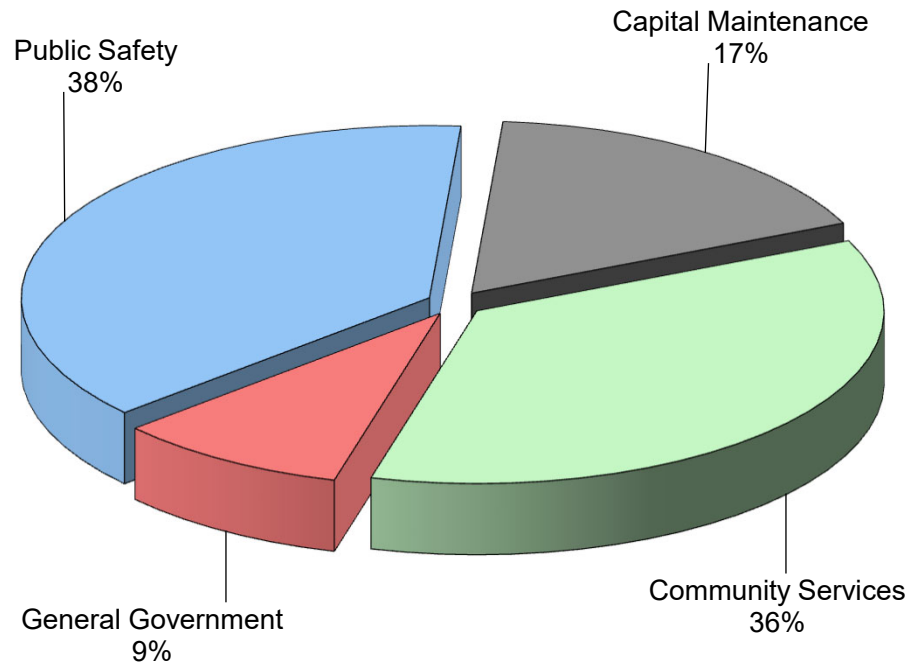
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**TOTAL STAFFING BY DEPARTMENT 6,854.90**

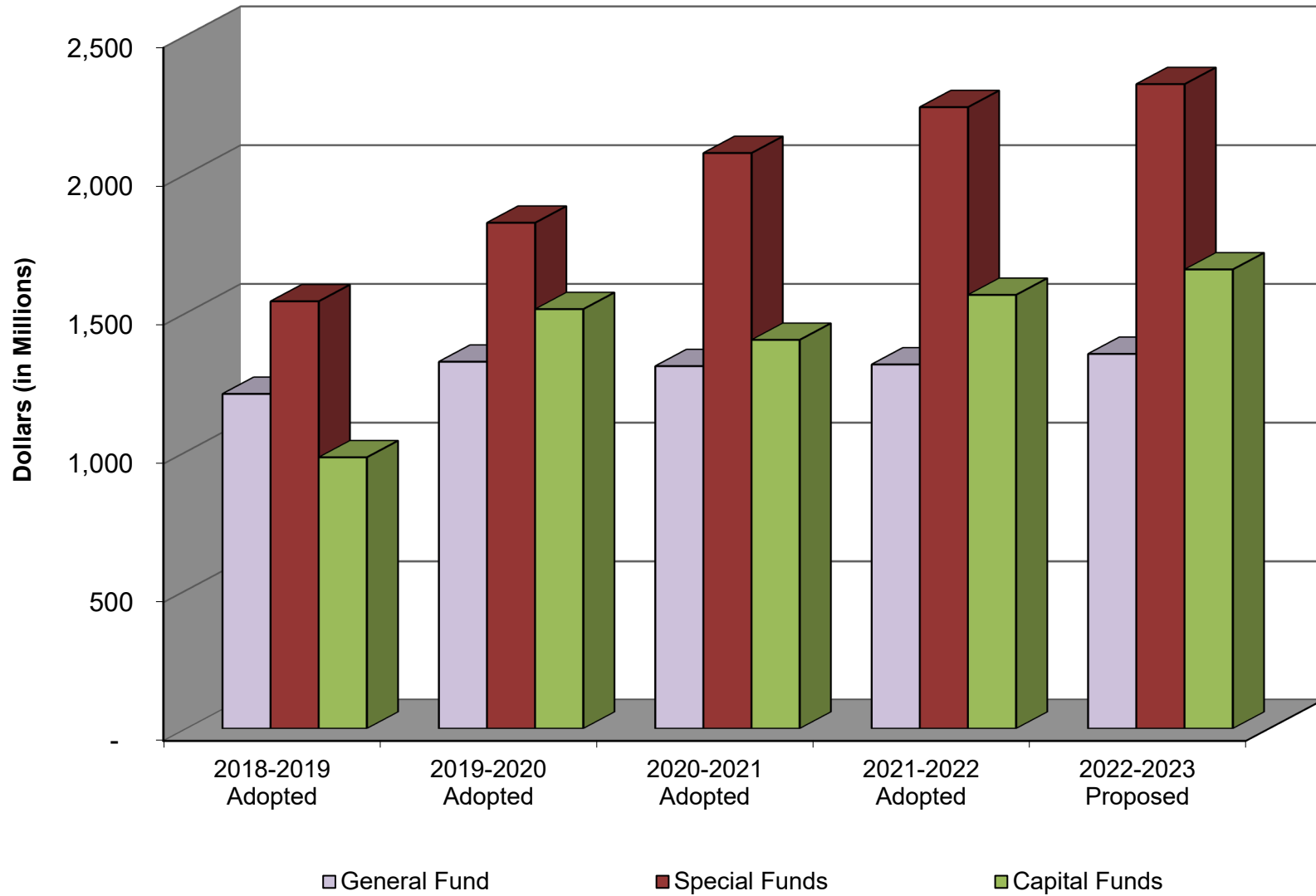
**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**SUMMARY OF TOTAL STAFFING BY DEPARTMENT**

	2021-2022 Adopted	Changes in 2022-2023 Forecast	Net-Zero Inter-department Transfers	Changes in 2022-2023 Proposed	Total Changes	2022-2023 Proposed
<b>GENERAL GOVERNMENT DEPARTMENTS</b>						
City Attorney	83.50	(4.00)	0.00	7.00	3.00	86.50
City Auditor	13.00	0.00	0.00	1.00	1.00	14.00
City Clerk	14.00	0.00	0.00	4.00	4.00	18.00
City Manager	81.50	(2.00)	0.00	5.00	3.00	84.50
City Manager - Office of Economic Development and Cultural Affairs	57.00	0.00	0.00	2.00	2.00	59.00
Finance	120.99	7.00	0.00	6.00	13.00	133.99
Human Resources	42.50	0.00	0.00	9.00	9.00	51.50
Independent Police Auditor	7.00	0.00	0.00	0.00	0.00	7.00
Information Technology	103.00	(3.00)	0.00	9.00	6.00	109.00
Mayor and City Council	27.00	0.00	0.00	0.00	0.00	27.00
Retirement Services	40.00	0.00	0.00	3.00	3.00	43.00
<b>Total General Government Departments</b>	<b>589.49</b>	<b>(2.00)</b>	<b>0.00</b>	<b>46.00</b>	<b>44.00</b>	<b>633.49</b>
<b>PUBLIC SAFETY DEPARTMENTS</b>						
Fire	849.48	0.00	0.00	3.00	3.00	852.48
Police	1,717.17	(9.00)	0.00	32.00	23.00	1,740.17
<b>Total Public Safety Departments</b>	<b>2,566.65</b>	<b>(9.00)</b>	<b>0.00</b>	<b>35.00</b>	<b>26.00</b>	<b>2,592.65</b>
<b>CAPITAL MAINTENANCE DEPARTMENTS</b>						
Public Works	627.77	0.00	0.00	19.50	19.50	647.27
Transportation	508.50	(3.00)	0.00	19.00	16.00	524.50
<b>Total Capital Maintenance Departments</b>	<b>1,136.27</b>	<b>(3.00)</b>	<b>0.00</b>	<b>38.50</b>	<b>35.50</b>	<b>1,171.77</b>
<b>COMMUNITY SERVICES DEPARTMENTS</b>						
Airport	215.00	0.00	0.00	8.00	8.00	223.00
Community Energy	37.00	0.00	0.00	3.00	3.00	40.00
Environmental Services	572.00	(2.00)	0.00	10.00	8.00	580.00
Housing	91.50	1.00	0.00	12.00	13.00	104.50
Library	364.86	(18.20)	0.00	26.61	8.41	373.27
Parks, Recreation and Neighborhood Service	774.77	(21.75)	0.00	72.20	50.45	825.22
Planning, Building and Code Enforcement	299.00	(7.00)	0.00	19.00	12.00	311.00
<b>Total Community Services Departments</b>	<b>2,354.13</b>	<b>(47.95)</b>	<b>0.00</b>	<b>150.81</b>	<b>102.86</b>	<b>2,456.99</b>
<b>TOTAL DEPARTMENT STAFFING</b>	<b>6,646.54</b>	<b>(61.95)</b>	<b>0.00</b>	<b>270.31</b>	<b>208.36</b>	<b>6,854.90</b>



CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET

FIVE-YEAR COMPARISON OF TOTAL CITY SOURCE AND USE OF FUNDS

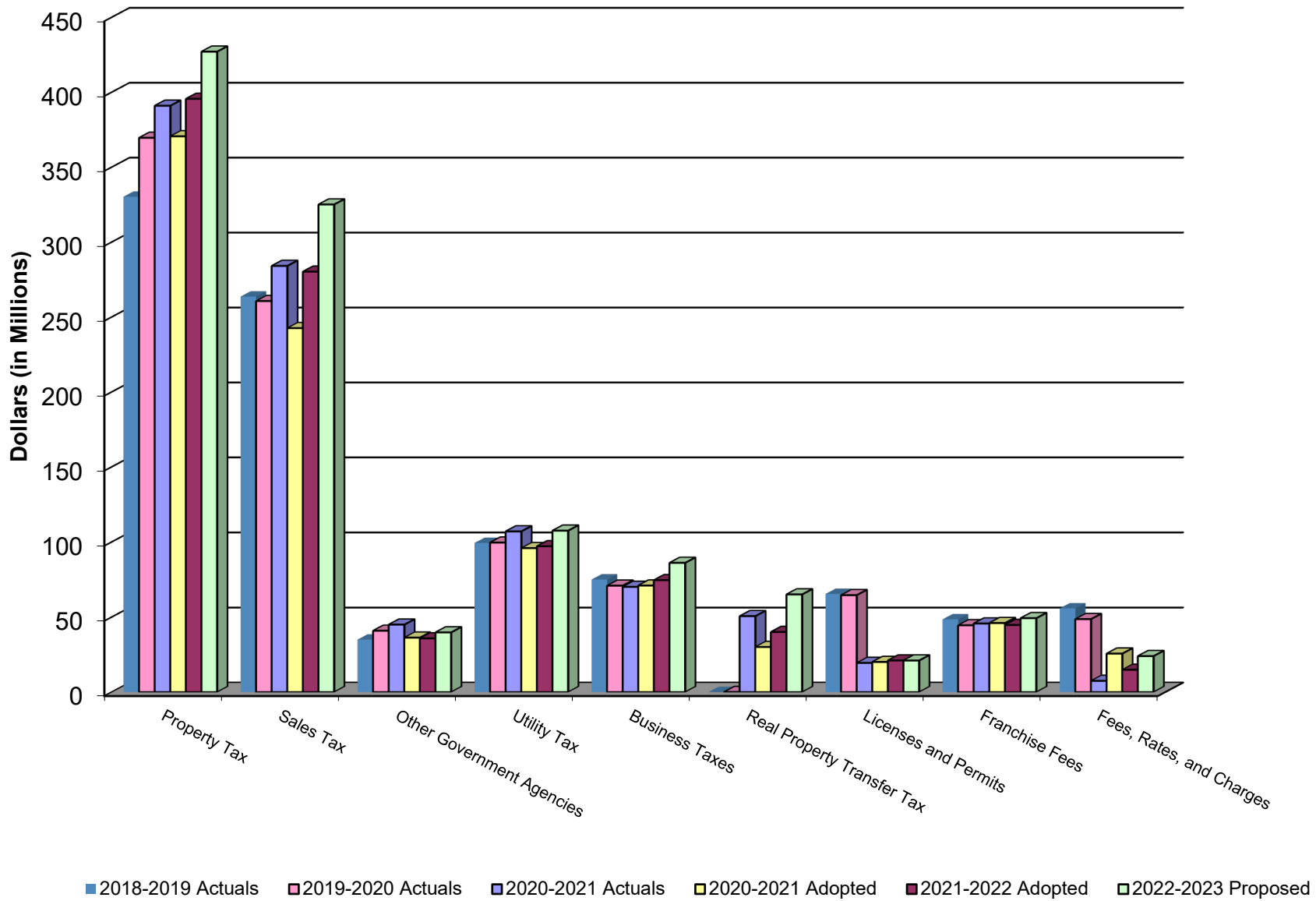


**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**FIVE-YEAR COMPARISON OF TOTAL CITY SOURCE AND USE OF FUNDS**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>
	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>GENERAL FUND</b>	\$ 1,373,674,973	\$ 1,510,135,437	\$ 1,547,689,229	\$ 1,586,737,216	\$ 1,508,211,649
<b>SPECIAL FUNDS</b>	2,192,615,483	2,532,532,607	2,644,236,028	2,755,411,520	2,957,545,515
<Less: Operating Transfers>	(817,275,571)	(894,663,225)	(808,424,841)	(787,269,130)	(789,904,687)
<b>Net Operating Funds</b>	<b>\$ 2,749,014,885</b>	<b>\$ 3,148,004,819</b>	<b>\$ 3,383,500,416</b>	<b>\$ 3,554,879,606</b>	<b>\$ 3,675,852,477</b>
<b>CAPITAL FUNDS</b>	\$ 988,008,507	\$ 1,520,183,753	\$ 1,406,431,266	\$ 1,569,724,897	\$ 1,667,727,476
<Less: Capital Transfers>	(8,777,000)	(7,024,000)	(4,095,000)	(5,259,000)	(11,565,000)
<b>Net Capital Funds</b>	<b>\$ 979,231,507</b>	<b>\$ 1,513,159,753</b>	<b>\$ 1,402,336,266</b>	<b>\$ 1,564,465,897</b>	<b>\$ 1,656,162,476</b>
<b>NET CITY SOURCE AND USE OF FUNDS</b>	<b>\$ 3,728,246,392</b>	<b>\$ 4,661,164,572</b>	<b>\$ 4,785,836,682</b>	<b>\$ 5,119,345,503</b>	<b>\$ 5,332,014,953</b>

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
FIVE-YEAR COMPARISON OF KEY GENERAL FUND SOURCES**

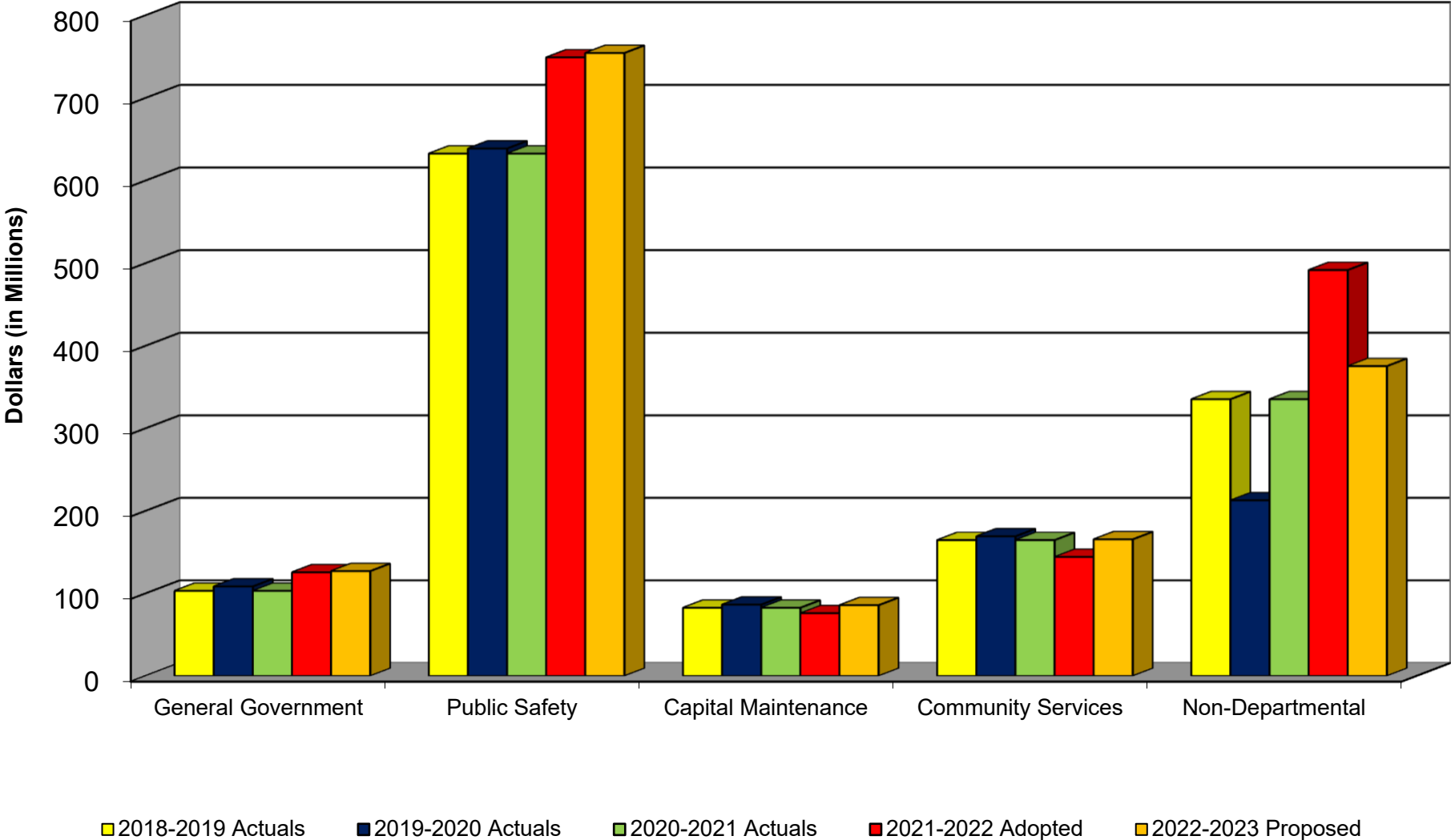


**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**FIVE-YEAR COMPARISON OF GENERAL FUND SOURCES**

SOURCE OF FUNDS	1 2018-2019 ACTUALS	2 2019-2020 ACTUALS	3 2020-2021 ACTUALS	4 2021-2022 ADOPTED	5 2022-2023 PROPOSED
<b>FUND BALANCE</b>					
Encumbrance Reserve	\$ 38,466,874	\$ 46,555,359	\$ 46,905,760	\$ 46,905,760	\$ 57,027,730
Carryover	249,953,260	400,283,991	369,180,430	321,188,401	124,355,000
<b>Total Fund Balance</b>	<b>\$ 288,420,134</b>	<b>\$ 446,839,350</b>	<b>\$ 416,086,190</b>	<b>\$ 368,094,161</b>	<b>\$ 181,382,730</b>
<b>GENERAL REVENUE</b>					
Property Tax	\$ 330,199,269	\$ 369,506,527	\$ 390,896,950	\$ 395,500,000	\$ 427,000,000
Sales Tax	263,530,326	260,558,394	284,020,471	280,200,000	325,000,000
Transient Occupancy Tax	20,536,084	14,103,867	5,409,142	10,000,000	11,000,000
Franchise Fees	48,397,444	44,435,817	45,628,289	44,651,652	49,168,393
Utility Tax	99,252,672	99,518,300	106,970,843	97,060,000	107,450,000
Business Taxes	74,902,578	70,822,027	70,035,779	74,500,000	86,000,000
Real Property Transfer Tax			50,530,828	40,000,000	65,000,000
Telephone Line Tax	21,593,485	20,694,877	20,872,785	20,000,000	20,000,000
Licenses and Permits	65,294,743	64,520,529	19,388,370	21,002,985	20,993,100
Fines, Forfeitures, and Penalties	17,401,606	14,383,145	9,760,327	8,676,000	12,232,000
Fees, Rates, and Charges	55,703,033	48,568,307	7,442,173	14,832,684	23,928,232
Revenue from Use of Money/Property	10,072,279	13,523,097	8,778,301	9,304,000	8,779,000
Revenue from Local Agencies	16,685,364	15,659,671	20,411,974	18,784,335	16,375,711
Revenue from the State of CA	15,101,735	22,511,983	20,734,690	13,247,111	22,866,334
Revenue from Federal Government	3,106,128	2,638,902	3,733,619	3,684,826	470,714
Other Revenue	247,368,271	34,504,998	166,871,618	9,242,806	8,811,587
<b>Total General Revenue</b>	<b>\$ 1,289,145,017</b>	<b>\$ 1,095,950,441</b>	<b>\$ 1,231,486,159</b>	<b>\$ 1,060,686,399</b>	<b>\$ 1,205,075,071</b>
<b>TRANSFERS AND REIMBURSEMENTS</b>					
Overhead Reimbursements	\$ 53,237,099	\$ 57,003,787	\$ 68,109,800	\$ 68,482,276	\$ 73,800,407
Transfers	35,294,569	35,629,474	39,190,393	72,682,412	31,657,064
Reimbursements for Services	17,200,429	16,145,354	16,657,685	16,791,968	16,296,377
<b>Total Transfers and Reimbursements</b>	<b>\$ 105,732,098</b>	<b>\$ 108,778,615</b>	<b>\$ 123,957,878</b>	<b>\$ 157,956,656</b>	<b>\$ 121,753,848</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$ 1,683,297,249</b>	<b>\$ 1,651,568,406</b>	<b>\$ 1,771,530,227</b>	<b>\$ 1,586,737,216</b>	<b>\$ 1,508,211,649</b>

**CITY OF SAN JOSE  
 2022-2023 PROPOSED OPERATING BUDGET  
 FIVE-YEAR COMPARISON OF GENERAL FUND USES**



**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**FIVE-YEAR COMPARISON OF GENERAL FUND USES**

USE OF FUNDS	1 2018-2019 ACTUALS	2 2019-2020 ACTUALS	3 2020-2021 ACTUALS	4 2021-2022 ADOPTED	5 2022-2023 Proposed
<b>GENERAL GOVERNMENT DEPARTMENTS</b>					
City Attorney	\$ 16,330,370	\$ 17,077,413	\$ 16,680,889	\$ 16,830,419	\$ 17,719,807
City Auditor	2,402,187	2,138,891	2,252,200	2,505,488	2,771,338
City Clerk	2,396,181	2,382,932	2,576,615	2,650,692	3,289,189
City Manager	18,456,199	16,545,924	16,362,985	21,671,366	20,264,533
City Manager - Office of Economic Development and Cultural Affairs	5,103,577	5,174,200	5,555,761	5,638,221	5,553,327
Finance	16,332,178	17,995,756	18,015,500	20,215,451	20,712,839
Human Resources	9,917,844	10,079,387	9,479,217	10,448,308	12,492,164
Independent Police Auditor	1,234,211	1,254,258	1,367,698	1,530,503	1,599,974
Information Technology	19,118,430	23,521,642	21,598,583	25,794,917	28,598,282
Mayor and City Council	11,867,225	12,299,950	13,614,003	18,338,288	14,054,760
<b>Total General Government Departments</b>	<b>\$ 103,158,401</b>	<b>\$ 108,470,354</b>	<b>\$ 107,503,451</b>	<b>\$ 125,623,653</b>	<b>\$ 127,056,213</b>
<b>PUBLIC SAFETY DEPARTMENTS</b>					
Fire	\$ 223,466,106	\$ 197,304,769	\$ 239,598,923	\$ 267,922,459	\$ 270,830,754
Police	409,220,944	441,511,375	462,194,653	481,146,688	483,602,739
<b>Total Public Safety Departments</b>	<b>\$ 632,687,050</b>	<b>\$ 638,816,144</b>	<b>\$ 701,793,576</b>	<b>\$ 749,069,147</b>	<b>\$ 754,433,493</b>
<b>CAPITAL MAINTENANCE DEPARTMENTS</b>					
Public Works	\$ 47,567,379	\$ 51,074,257	\$ 35,705,576	\$ 38,480,325	\$ 42,835,678
Transportation	35,099,965	35,409,149	34,404,117	37,517,002	42,882,166
<b>Total Capital Maintenance Departments</b>	<b>\$ 82,667,344</b>	<b>\$ 86,483,406</b>	<b>\$ 70,109,693</b>	<b>\$ 75,997,327</b>	<b>\$ 85,717,844</b>
<b>COMMUNITY SERVICES DEPARTMENTS</b>					
Community Energy	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Environmental Services	3,019,307	3,163,381	4,022,446	3,491,975	5,082,414
Housing	469,581	241,262	231,294	538,773	562,658
Library	33,083,562	35,423,538	33,940,890	37,238,915	39,288,904
Parks, Recreation and Neighborhood Services	79,372,909	78,959,493	72,268,402	87,279,938	103,481,712
Planning, Building and Code Enforcement	48,681,011	51,422,190	14,105,939	15,413,888	17,151,314
<b>Total Community Services Departments</b>	<b>\$ 164,626,370</b>	<b>\$ 169,209,864</b>	<b>\$ 124,568,971</b>	<b>\$ 144,263,489</b>	<b>\$ 165,567,002</b>
<b>Total Departmental</b>	<b>\$ 983,139,165</b>	<b>\$ 1,002,979,767</b>	<b>\$ 1,003,975,691</b>	<b>\$ 1,094,953,616</b>	<b>\$ 1,132,774,552</b>
<b>NON-DEPARTMENTAL</b>					
City-Wide Expenses	\$ 228,671,316	\$ 83,912,805	\$ 254,599,668	\$ 120,724,042	\$ 122,556,199
Capital Contributions	12,287,389	33,044,021	35,045,816	84,117,000	9,847,000
Transfers	47,831,355	48,967,078	80,825,604	30,391,452	25,468,954
Earmarked Reserves	N/A	N/A	N/A	169,645,346	119,537,214
Contingency Reserve	N/A	N/A	N/A	40,000,000	41,000,000
Encumbrance Reserve	46,555,359	46,905,760	57,027,730	46,905,760	57,027,730
<b>Total Non-Departmental</b>	<b>\$ 335,345,419</b>	<b>\$ 212,829,665</b>	<b>\$ 427,498,818</b>	<b>\$ 491,783,600</b>	<b>\$ 375,437,097</b>
<b>TOTAL USE OF FUNDS</b>	<b>\$ 1,318,484,585</b>	<b>\$ 1,215,809,432</b>	<b>\$ 1,431,474,509</b>	<b>\$ 1,586,737,216</b>	<b>\$ 1,508,211,649</b>

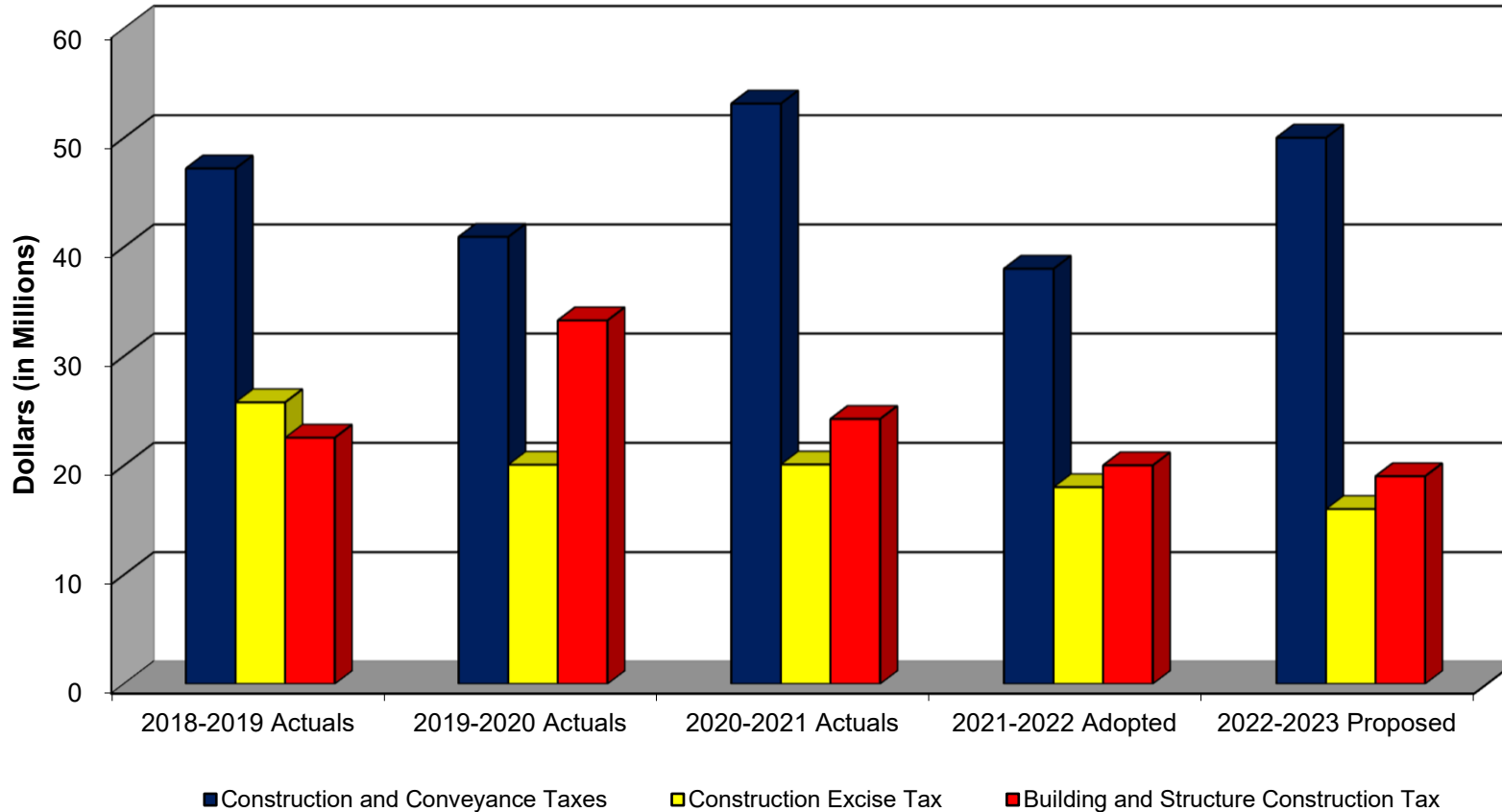
**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**FIVE-YEAR COMPARISON OF GENERAL FUND USES BY CATEGORY**

USE OF FUNDS	2018-2019 ACTUALS	2019-2020 ACTUALS	2020-2021 ACTUALS	2021-2022 ADOPTED	2022-2023 Proposed
<b>DEPARTMENTAL</b>					
Personal Services	\$ 863,188,001	\$ 879,313,596	\$ 889,491,667	\$ 958,515,962	\$ 987,768,326
Non-Personal/Equipment	119,951,164	123,666,171	114,484,024	136,437,654	145,006,226
<b>Total Departmental</b>	<b>\$ 983,139,165</b>	<b>\$ 1,002,979,767</b>	<b>\$ 1,003,975,691</b>	<b>\$ 1,094,953,616</b>	<b>\$ 1,132,774,552</b>
<b>NON-DEPARTMENTAL</b>					
City-Wide Expenses	\$ 228,671,316	\$ 83,912,805	\$ 254,599,668	\$ 120,724,042	\$ 122,556,199
Capital Contributions	12,287,389	33,044,021	35,045,816	84,117,000	9,847,000
Transfers	47,831,355	48,967,078	80,825,604	30,391,452	25,468,954
Earmarked Reserves	N/A	N/A	N/A	169,645,346	119,537,214
Contingency Reserve	N/A	N/A	N/A	40,000,000	41,000,000
Encumbrance Reserve	46,555,359	46,905,760	57,027,730	46,905,760	57,027,730
<b>Total Non-Departmental</b>	<b>\$ 335,345,419</b>	<b>\$ 212,829,665</b>	<b>\$ 427,498,818</b>	<b>\$ 491,783,600</b>	<b>\$ 375,437,097</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,318,484,585</b>	<b>\$ 1,215,809,432</b>	<b>\$ 1,431,474,509</b>	<b>\$ 1,586,737,216</b>	<b>\$ 1,508,211,649</b>



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**FIVE-YEAR COMPARISON OF KEY CAPITAL FUND SOURCES**

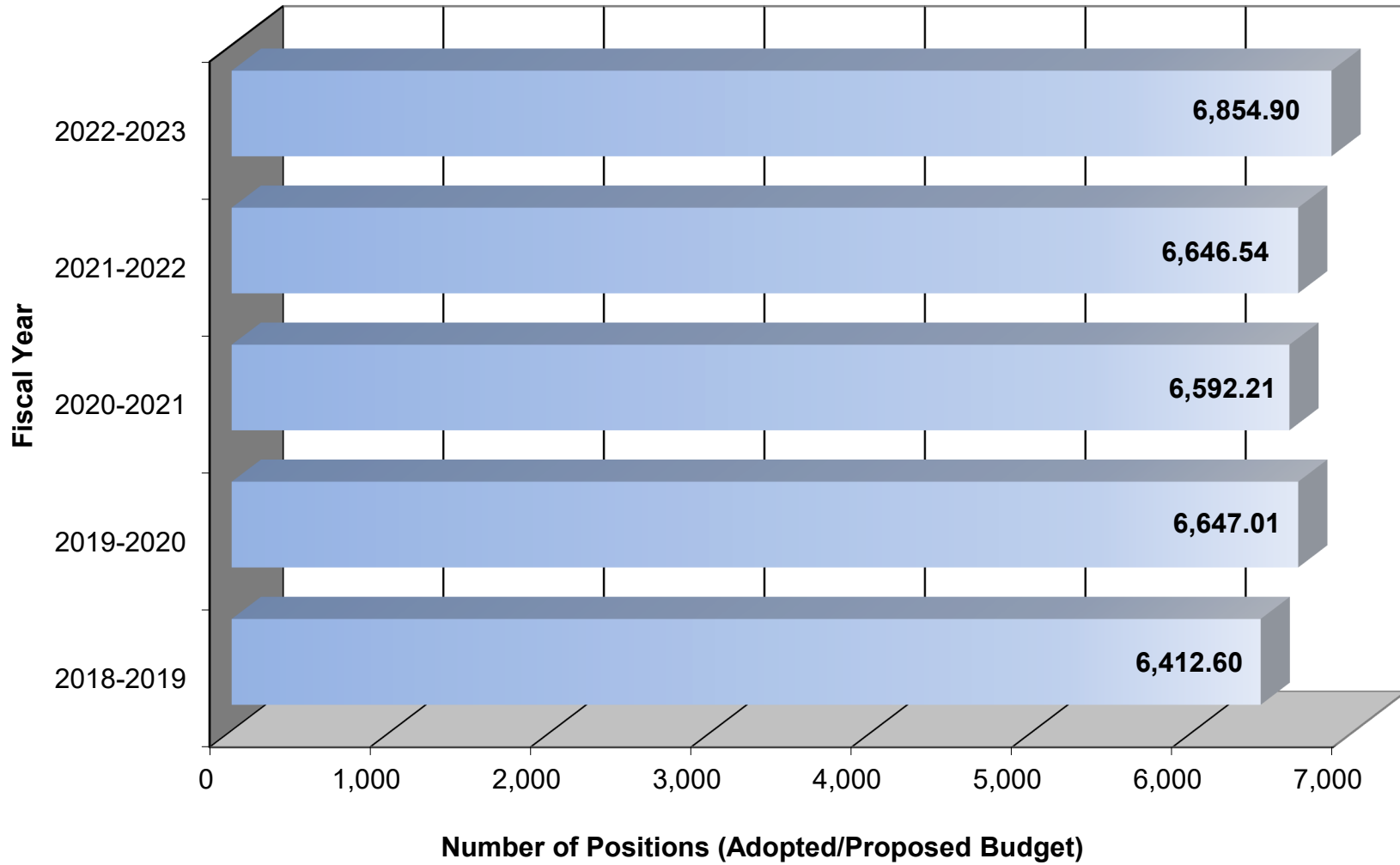


**Construction and Conveyance Taxes** - The Construction Tax is a flat fee assessed to residential, commercial, and industrial developments. The Conveyance Tax is a fee based on the value of property conveyed. These funds are dedicated to the Parks and Community Facilities Development, Communications, Public Safety, Library, and Service Yards capital programs.

**Construction Excise Tax** - A tax on the construction of residential, commercial, and mobile home developments. This general tax is based on building valuation, and revenues produced are used primarily for traffic improvements.

**Building and Structure Construction Tax** - A tax on residential, commercial, and industrial development. These funds are used for traffic capital improvements.

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
FIVE-YEAR COMPARISON OF TOTAL STAFFING**



# CITY OF SAN JOSE

## 2022-2023 PROPOSED OPERATING BUDGET

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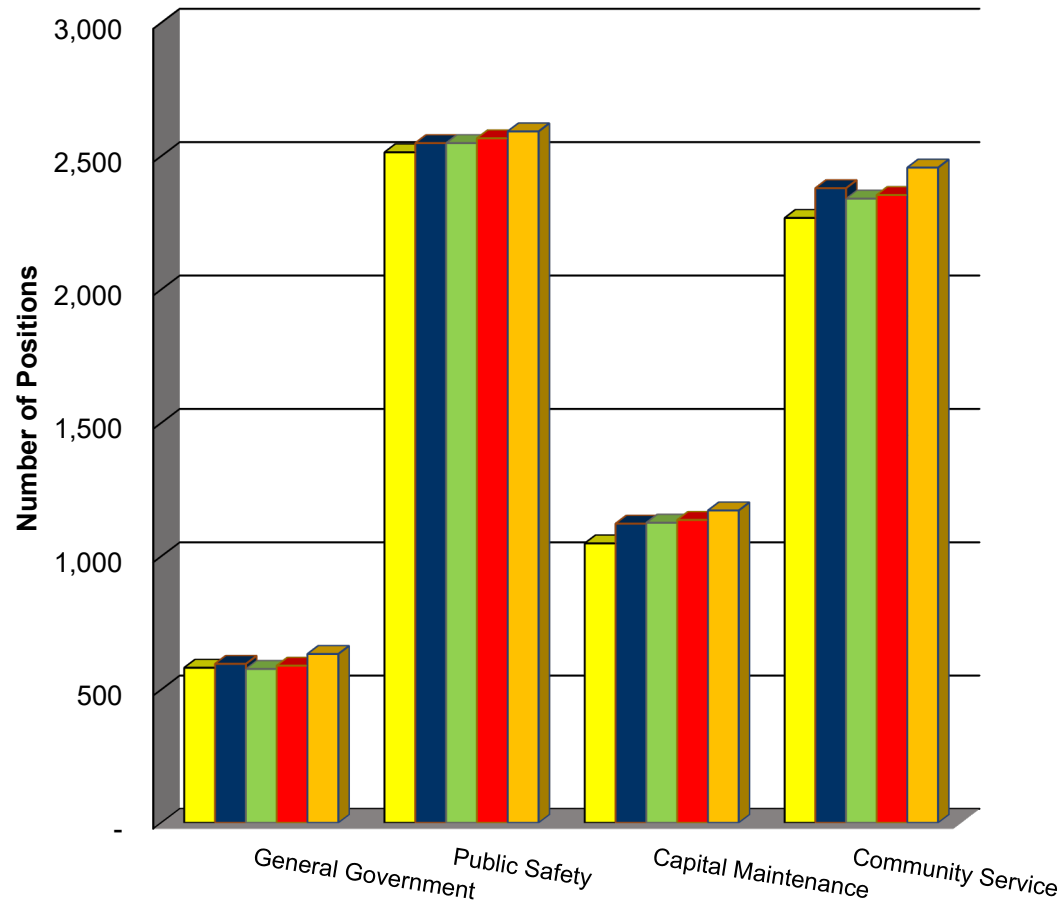
### FIVE-YEAR COMPARISON OF TOTAL STAFFING BY DEPARTMENT

**General Government Departments** provide for the overall management and administrative functions of the City, including Human Resources, Finance, City Manager, City Attorney, City Auditor, City Clerk, Economic Development and Cultural Affairs, Independent Police Auditor, Information Technology, and Retirement Services.

**Public Safety Departments** provide for the safety of the public through crime and fire prevention and suppression efforts of the Police and Fire Departments.

**Capital Maintenance Departments** provide for the construction and maintenance of the City's infrastructure by Public Works and Transportation.

**Community Services Departments** provide programs that affect citizens on a daily basis, such as Airport, Community Energy, Environmental Services, Housing, Parks, Recreation and Neighborhood Services, Library, and Planning, Building and Code Enforcement.



■ 2018-2019 Adopted   
 ■ 2019-2020 Adopted   
 ■ 2020-2021 Adopted   
 ■ 2021-2022 Adopted   
 ■ 2022-2023 Proposed

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**FIVE-YEAR COMPARISON OF TOTAL STAFFING BY DEPARTMENT**

DEPARTMENT	1 2018-2019 ADOPTED	2 2019-2020 ADOPTED	3 2020-2021 ADOPTED	4 2021-2022 ADOPTED	5 2022-2023 PROPOSED
<b>GENERAL GOVERNMENT DEPARTMENTS</b>					
City Attorney	84.00	87.00	85.50	83.50	86.50
City Auditor	15.00	15.00	14.00	13.00	14.00
City Clerk	15.00	15.00	14.00	14.00	18.00
City Manager	83.60	86.10	80.50	81.50	84.50
City Manager - Office of Economic Development and Cultural Affairs	58.00	59.00	57.00	57.00	59.00
Finance	120.99	125.99	122.99	120.99	133.99
Human Resources	52.50	46.50	43.50	42.50	51.50
Independent Police Auditor	6.00	6.00	6.00	7.00	7.00
Information Technology	80.00	89.00	88.00	103.00	109.00
Mayor and City Council	27.00	27.00	27.00	27.00	27.00
Retirement Services	39.75	39.75	38.75	40.00	43.00
<b>Total General Government Departments</b>	<b>581.84</b>	<b>596.34</b>	<b>577.24</b>	<b>589.49</b>	<b>633.49</b>
<b>PUBLIC SAFETY DEPARTMENTS</b>					
Fire	823.48	838.48	833.48	849.48	852.48
Police	1,690.67	1,710.17	1,715.17	1,717.17	1,740.17
<b>Total Public Safety Departments</b>	<b>2,514.15</b>	<b>2,548.65</b>	<b>2,548.65</b>	<b>2,566.65</b>	<b>2,592.65</b>
<b>CAPITAL MAINTENANCE DEPARTMENTS</b>					
Public Works	573.37	621.27	624.27	627.77	647.27
Transportation	475.00	501.00	501.50	508.50	524.50
<b>Total Capital Maintenance Departments</b>	<b>1,048.37</b>	<b>1,122.27</b>	<b>1,125.77</b>	<b>1,136.27</b>	<b>1,171.77</b>
<b>COMMUNITY SERVICES DEPARTMENTS</b>					
Airport	215.50	225.50	214.00	215.00	223.00
Community Energy	17.00	22.00	29.00	37.00	40.00
Environmental Services	550.00	572.00	572.00	572.00	580.00
Housing	77.50	81.50	87.50	91.50	104.50
Library	367.37	373.47	375.47	364.86	373.27
Parks, Recreation and Neighborhood Services	710.87	768.78	742.08	774.77	825.22
Planning, Building and Code Enforcement	330.00	336.50	320.50	299.00	311.00
<b>Total Community Services Departments</b>	<b>2,268.24</b>	<b>2,379.75</b>	<b>2,340.55</b>	<b>2,354.13</b>	<b>2,456.99</b>
<b>TOTAL DEPARTMENT STAFFING</b>	<b>6,412.60</b>	<b>6,647.01</b>	<b>6,592.21</b>	<b>6,646.54</b>	<b>6,854.90</b>

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**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**BUDGET POLICIES**

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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 budget be balanced, include a complete financial plan for all City funds, and meet certain legal deadlines for submittal. Second, the City Council has established two budget policies: (1) the Operating Budget and Capital Improvement Program Policy (Council Policy 1-18), which includes guidelines, standards, and requirements for preparation and monitoring of both the Operating and Capital Budgets; and (2) the Estimating Construction Costs and Development of Project Budget Policy (Council Policy 8-12), which establishes guidelines for estimating construction project costs and developing project budgets (the complete text of the adopted policies is presented below). Third, the budget is 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 City Council decision points.

**OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM POLICY (COUNCIL POLICY 1-18)**

**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 adopted 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.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**BUDGET POLICIES**

---

**OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM POLICY (COUNCIL POLICY 1-18)**

**OPERATING BUDGET**

**1. General (Cont'd.)**

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.

**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**

Several different contingency funds or accounts are established:

a) General Purpose Reserves

Within the General Fund, unrestricted reserves shall be set aside as a safety net for general city operations. Currently, the Contingency Reserve, Budget Stabilization Reserve, and Workers' Compensation/General Liability Catastrophic Reserve are available for general purposes. The combined funding goal for these reserves in the aggregate shall be 10 percent of General Fund Operating Budget expenditures. Within capital and special funds, reserves may be set aside as a safety net for city operations pertaining to the respective fund or to provide stability for customer rates when there are fluctuations to revenue and expenditures.

1) Contingency Reserve

Within the General Fund, a contingency reserve, which is a minimum of 3% of the General Fund operating budget, is established. The purpose of this reserve is to meet unexpected circumstances arising from financial and/or public emergencies that require immediate funding that cannot be met by any other means.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**BUDGET POLICIES**

---

**OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM POLICY (COUNCIL POLICY 1-18)**

**OPERATING BUDGET**

**3. *Contingency Funds or Accounts (Cont'd.)***

Any use of the General Fund Contingency Reserve shall require two-thirds vote of approval by the City Council. The Contingency Reserve shall be budgeted at a minimum of 3% of the General Fund operating budget in the annual Adopted Budget. This allocation will include replenishment of any amounts expended or appropriated to another fund during the previous year.

Appropriate levels of contingency funds will be determined and maintained in the capital and special funds as part of the City Council's adoption of the annual Capital Budget or the Operating Budget, as applicable.

2) Budget Stabilization Reserve

Within the General Fund, a Budget Stabilization Reserve may be maintained at a level as determined by the City Council to be adequate. The purpose of this reserve is to provide budget stability when there are fluctuations that result in lower than projected revenues and/or higher than projected expenditures that cannot be re-balanced within existing budget resources in any given year. This reserve is intended to provide a buffer, or bridge funding, to protect against reducing service levels when these fluctuations occur. Any use of the General Fund Budget Stabilization reserve shall require majority vote by the City Council through the adoption of the Operating Budget or by appropriation action during the fiscal year. The City Council will set the reserve amount annually as part of the City Council's adoption of the Operating Budget. The replenishment or use of this reserve shall be incorporated into the annual Adopted Operating Budget as resources are available to replenish and/or increase this reserve, or as funds are needed to address a budget shortfall.

Appropriate levels of Budget Stabilization Reserve funds will be determined and maintained in the capital and special funds, as applicable.

3) Workers' Compensation/General Liability Catastrophic Reserve

Within the General Fund, a Workers' Compensation/General Liability Catastrophic Reserve may be maintained at a level as determined by the City Council to be adequate. The purpose of this reserve is to provide funding for potential workers' compensation or general liability claims that exceed the budgeted amounts as the City, for the most part, is self-insured.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**BUDGET POLICIES**

---

**OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM POLICY (COUNCIL POLICY 1-18)**

**OPERATING BUDGET**

**3. *Contingency Funds or Accounts (Cont'd.)***

Any use of the General Fund Workers' Compensation/General Liability Catastrophic Reserve shall require majority vote by the City Council through the adoption of the Operating Budget or by appropriation action during the fiscal year. The City Council will set the reserve amount annually as part of the City Council's adoption of the Operating Budget. The replenishment of this reserve shall be incorporated into the annual Adopted Operating Budget as resources are available to replenish and/or increase this reserve.

Appropriate levels of Workers' Compensation and/or General Liability Catastrophic Reserves will be determined and maintained in the capital and special funds, as applicable.

b) Cash Reserve Fund

An adequate revolving fund (Cash Reserve Fund 002), as mandated by the City Charter, shall be determined and maintained at an adequate level as determined by the City Council. The purpose of this reserve fund is for the payment of any authorized expenditures of the City for any fiscal year in anticipation of and before the collection of taxes and other revenues of the City for such fiscal year.

c) Emergency Reserve Fund

An adequate emergency reserve fund (Emergency Reserve Fund 406), as mandated by the City Charter, shall be determined and maintained at an adequate level as determined by the City Council. The purpose of this reserve fund is to meet any public emergency involving or threatening the lives, property, or welfare of the people of the City or property of the City.

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**4. *Fund Balance***

The appropriation of carryover fund balances 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 City Manager’s Annual Report shall be allocated to offset any projected deficit for the following fiscal year, after necessary appropriation adjustment actions to re-budget funds, correct errors, or reflect updated cost information have been accounted for in the fund balance reconciliation.
- b) After setting aside funding to address the projected deficit for the following year, if applicable, the remaining funds shall be allocated for the following uses:
  - 1) Budget Stabilization Reserve and/or Contingency Reserve.
  - 2) Unmet/deferred infrastructure and maintenance needs.
  - 3) Other one-time urgent funding needs.
- 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 budgets 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.

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**5. *Mid-Year Adjustments (Cont'd.)***

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.

**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 benefitting 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.

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**8. Debt**

The City Council adopted a Debt Management Policy (Council Policy 1-15) 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.

As described in Council Policy 1-15, prior to bringing forward a lease financing (financing the acquisition, construction, or improvement by the City of real property or equipment) to the City Council for approval, the Finance Department shall perform initial due diligence on the project to be financed. The due diligence will include identifying the revenue source for repayment, and performing a feasibility study to determine the volatility of the revenue and provide a sensitivity analysis on project revenue projections, including worst/best case scenarios and the impact on any repayment source identified as the backstop to the project revenues. In order to proceed with the preparation of the documents necessary for the lease financing, two-thirds majority approval by the City Council of the proposed plan of finance is required. When the lease financing is brought forward for City Council approval, the Finance Department will provide the City Council with an update to the due diligence report and any feasibility study. Approval of the lease financing will require two-thirds majority approval by the City Council. These provisions do not apply to a refunding of a lease financing transaction.

In order to reduce principal on outstanding debt and minimize debt service costs, one-time savings generated from debt restructurings and refundings should be used to pay down the outstanding principal of other existing City debt, whenever possible, taking into consideration any fund restrictions.

**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.

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***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/City Council decision making, and utility for program management.

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:

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

- 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.

For ballot measures approved by the voters that result in increased tax revenues available to be spent for any governmental purpose, the Neighborhoods Commission shall serve as the primary resident oversight body over how such revenues are allocated by the City Council within the General Fund on an annual basis. Subsequent to the release of the City Manager's Annual Report, the Neighborhoods Commission will perform the following tasks for each ballot measure identified by the City Council to be reviewed by the Neighborhoods Commission:

- a) Compare the actual revenue received with the budgeted estimate.
- b) If the City Council approved specific uses for the revenue through a budget action, compare actual expenditures with the budgeted amount.
- c) If the City Council did not approve specific uses of the revenue through a budget action, provide a high-level review of the General Fund budget to assess how the increased revenues from the ballot measure were allocated to support and make a positive impact on community priorities.
- d) Produce a report to the City Council summarizing all findings and stating whether and how the revenues were used to support previously identified uses and/or community priorities.

As deemed appropriate, the City Council may designate a separate commission or other body of San Jose residents to provide oversight of ballot measures that increase City revenues.



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**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 costs 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.

**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.

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***20. Office of the Mayor and City Council District Office Budgets in Transition Years***

For fiscal years in which the term of office of the Mayor or Councilmember(s) will expire and, as a result, the official may leave office due to election results or term limits (a “Transition Year”), two separate appropriations to maintain separate budget allocations for the outgoing and incoming elected officials shall be established. The total budget allocation will include: (a) office general budget; (b) constituent outreach budget; and (c) any carryover available from the prior fiscal year, from both office general and constituent outreach budgets. The first appropriation shall be for the July through December period for the Mayor and Councilmember(s) whose terms expire in December of that year, representing 50% of the total allocation. The second appropriation shall be for the January through June period for the newly elected Mayor and Councilmember(s), representing the remaining 50% of the total allocation. Outgoing Mayor and Councilmember(s) shall take into account the costs associated with any contracts entered into and all of their office’s personnel costs, including leave balance payouts for their staff so as not to reduce the amount budgeted for the incoming official. Any remaining budget allocation at the conclusion of the first appropriation shall be reappropriated to the second appropriation for that specific office as part of the annual Mid-Year Budget Review process. Should an election result in no change in the office holder, as part of the Mid-Year Budget Review process, the second appropriation shall be combined into the first for continuity of operations.

***21. Interfund Loans***

Interfund loans are loans from one City fund to another City fund for a designated purpose. To ensure that all interfund loans are appropriate, properly documented, and not established to the detriment of the fund issuing the loan, the following interfund loan eligibility and documentation requirements are established.

- a) Interfund Loan Eligibility Requirements – Interfund loans may not be used to solve ongoing structural budget problems. Interfund loans must have an identified repayment source and date; include an interest component that equals the investment earnings the fund would have received had the loan not occurred; and be immediately due and payable if needed by the fund that provided the loan.
- b) Interfund Loan Documentation Requirements – Loan amount, term, and repayment source will be identified any time a loan is recommended. Loans will be coordinated with the City Attorney’s Office to ensure compliance with the Municipal Code and will be approved by the City Council. Payments made on outstanding loans shall be reflected in the Proposed and Adopted Budget and Annual Report, as applicable. A summary of all outstanding loans will also be included in the annual Proposed and Adopted Operating Budget and the Comprehensive Annual Financial Report (CAFR). The CAFR will also consistently include the loan term, rate of interest, and the interest amount due in its calculation of the total liability associated with the loan.

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***22. Real Property Transfer Tax Revenues***

On March 3, 2020, the voters of San José passed Measure E to enact a new real property transfer tax (“Transfer Tax”) on the transfer of certain real property in the City. The provisions of this section shall apply to the budgeting of Transfer Tax revenues. The Transfer Tax is a general tax and the revenues derived from the tax are unrestricted, which means the City can use the Transfer Tax revenues for any governmental purpose. While these revenues are deposited in the General Fund and can be used for any governmental purpose, the City Council intends for the revenues to be allocated towards addressing the homelessness crisis and the City’s most urgent issues including, but not limited to, homeless prevention and developing new affordable housing. The approach for estimating and budgeting Transfer Tax revenues is described below.

- a) Estimating Revenue from the Transfer Tax – Due to the volatile nature of a real property transfer tax such as the Transfer Tax, the City will conservatively estimate revenue from the Transfer Tax as part of the Proposed Budget process. During the course of the fiscal year, revisions to the Transfer Tax revenue estimate may be recommended to the City Council to align with the pace of actual collections.
  
- b) Spending Allocations of Transfer Tax – The spending priorities for the Transfer Tax are listed below.
  - 1) Up to 5% of the revenues may be allocated for the administration of funding related to increased workload resulting from more robust homeless prevention efforts and the creation of more affordable housing, including, but not limited to, financial, legal, or administrative and policy programmatic support.
  
  - 2) The remaining revenue is allocated as follows:
    - i. 10% for homelessness prevention and rental assistance;
  
    - ii. 45% for permanent supportive and affordable rental housing for extremely low-income (ELI) households earning less than 30% of area median income (AMI) as defined by the U.S. Department of Housing and Urban Development;
  
    - iii. 35% for affordable rental housing for 30% - 8)% AMI households; and
  
    - iv. 10% for below market-rate for-sale housing and moderate-income rental housing up to and including 120% AMI, including but not limited to, rent-restricted Accessory Dwelling Units (ADU) forgivable loans, down payment assistance, and first-time homeownership opportunities for households up to 120% AMI.

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***22. Real Property Transfer Tax Revenues (Cont'd.)***

- c) Modifications to Spending Allocation – Any revisions to the revenue estimate, as well as a reconciliation of year-end actuals to budgeted estimates, will be proportionally applied to the spending categories described above. Modifying the percentage allocations during the Proposed Budget process or during the year requires:
  - 1) A 60-day notice in advance of the effective date of the proposed allocation change posted on the City’s website and at least two public hearings prior to City Council action on the proposed allocation change, with a notice of each public hearing posted on the City’s website at least 10 days in advance of the public hearing; and
  - 2) A two-thirds vote of the City Council.

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**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.
- 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 shall 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 Five-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 the Council.

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**CAPITAL IMPROVEMENT PROGRAM**

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

- 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 amended on December 15, 2009, and are as follows:
  - 5% of the total contract for street, sidewalk and park projects;
  - 10% of the total contract amount for trails, utilities and building projects;
  - 15% of the total contract amount for building renovation projects; or
  - Such other amounts as approved by the Mayor/City Council for a particular project.
- 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.

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**CAPITAL IMPROVEMENT PROGRAM**

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

- o) Capital projects that are not encumbered or completed during the fiscal year will be re-budgeted to the next fiscal year except as reported to and subsequently approved by the City Council. All re-budgeted 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 public attendance.
- 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.



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**CAPITAL IMPROVEMENT PROGRAM**

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

- 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.

**3. *Debt***

The City Council has adopted a Debt Management Policy (Council Policy 1-15) 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.

As described in Council Policy 1-15, prior to bringing forward a lease financing (financing the acquisition, construction, or improvement by the City of real property or equipment) to the City Council for approval, the Finance Department shall perform initial due diligence on the project to be financed. The due diligence will include identifying the revenue source for repayment, and performing a feasibility study to determine the volatility of the revenue and provide a sensitivity analysis on project revenue projections, including worst/best case scenarios and the impact on any repayment source identified as the backstop to the project revenues. In order to proceed with the preparation of the documents necessary for the lease financing, two-thirds majority approval by the City Council of the proposed plan of finance is required. When the lease financing is brought forward for City Council approval, the Finance Department will provide the City Council with an update to the due diligence report and any feasibility study. Approval of the lease

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**CAPITAL IMPROVEMENT PROGRAM**

**3. Debt (Cont'd.)**

financing will require two-thirds majority approval by the City Council. These provisions do not apply to a refunding of a lease financing transaction.

In order to reduce the principal on outstanding debt and minimize debt service costs, one-time savings generated from debt restructurings and refundings should be used to pay down the outstanding principal of other existing City debt, whenever possible, taking into consideration any fund restrictions.

**ESTIMATING CONSTRUCTION COSTS AND DEVELOPMENT OF PROJECT BUDGET POLICY (COUNCIL POLICY 8-12)**

The City Council adopted on August 22, 2000, an Estimating Construction Costs and Development of Project Budget Policy (Council Policy 8-12) to improve the quality and effectiveness of the City's Capital Budget Process and accuracy of capital project construction by assuring that:

1. Capital projects have realistic budgets.
2. The City Council has enough information and data to establish the budget once a project is approved.
3. The public is clearly informed about project "budgets".

This policy improves the Capital planning and budgeting process by setting definitions of project estimation relative to the degree of project design definition and level of completion. The policy establishes a consistent and uniform approach for estimating and reporting construction project costs and establishing realistic construction project budgets.

**POLICY**

"Program" and "Preliminary" level estimates are useful tools in a long-term capital budget planning process. However, an estimate must have a level of certainty provided by a "Budget" level estimate to realistically establish a final project.

From project initiation as a concept through the award of a construction contract, there are six essential milestones or steps in the development of a project. These steps are shown below.

At various points within these steps, four different kinds of estimates that are prepared as the project progresses from start to finish. As more detail, specificity and definition are developed through the stages of design, these estimates become more certain and realistic as noted below.

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**ESTIMATING CONSTRUCTION COSTS AND DEVELOPMENT OF PROJECT BUDGET POLICY (COUNCIL POLICY 8-12)**

**POLICY**

The six milestones or steps in a project and the point at which these estimates are prepared are as follows:

<u>Project Milestone/Phase</u>	<u>Type of Estimate</u>
1. Project Initiation	Program Estimate
2. Planning/Programming	Preliminary Estimate
3. Design	
Conceptual Design	
Schematic Design	Budget Estimate
4. Construction Documents/ Bidding/Contract Award	Engineer's Estimate
5. Construction	
6. Occupancy/Opening	

**POLICY**

The four estimates are defined by this policy as follows:

- **The “Program Estimate”** is created in the Project Initiation Phase for the long-term, multi-year planning and for initial feasibility studies. It is based on a general description of the project as a concept and does not include any design, architectural work or detailed scope. It may typically include components for land acquisition, design, construction, and construction management.  
**Level of Certainty: ± 35%**
- **The “Preliminary Estimate”** is prepared during the Planning/Programming Phase and is based on an initial program containing building and site square footages and general site work. It is typically not based on any formal engineering or architectural work, which usually has not yet occurred. The Preliminary Estimate is most commonly used to develop the next year's budget or to add a project to a current year budget to allow for further design development. For smaller projects of shorter duration and minimal complexity, the Program Estimate step may be eliminated in favor of the Preliminary Estimate.  
**Level of Certainty: ± 20%**

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**ESTIMATING CONSTRUCTION COSTS AND DEVELOPMENT OF PROJECT BUDGET POLICY (COUNCIL POLICY 8-12)**

**POLICY**

- **The “Budget Estimate”** is prepared during the Schematic Design Phase and is based on a defined scope and schematic design work. It is prepared using estimated material quantities and unit prices taken from the plans and applying a general unit cost to each item. This estimate includes all changes in definition and scope that have been identified and incorporated into the project design since the Preliminary Estimate. Items associated with the commencement of construction such as bonds, insurance, mobilization and overhead costs are also included. This estimate is used for evaluating project alternatives, value engineering, and evaluation of the project budget established by the Preliminary Estimate in the Planning/Programming Phase. For projects of a multi-year duration, the Budget Estimate should include an inflationary factor that escalates the cost to the dollar value at the mid-point of the construction schedule.  
**Level of Certainty: ± 10%**
- **The “Engineer’s Estimate”** is a detailed estimate prepared using the final construction documents prior to bidding and contract award. It is prepared using unit prices for exact quantities of materials and labor taken from the plans. The Engineer’s Estimate is used to establish the final funding within the budget and to evaluate bids received.  
**Level of Certainty: ± 5%**

Smaller projects of shorter duration may not require all four levels of estimates. In most cases, however, a larger project would require as a minimum “Preliminary”, “Budget”, and “Engineer’s” estimates.

To support the establishment and implementation of this policy, a set of detailed administrative procedures to be followed for project managers and staff engaged in capital construction projects will be developed. These procedures are to provide specific and detailed instructions and guidelines on how and when estimates are prepared, reviewed and approved in accordance with this Council Policy.

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**CITY SERVICE AREA POLICY FRAMEWORK**

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A variety of master plans, strategic plans, regulations, and City Council direction comprise a City Service Area policy framework that guides City operations and the development of the Capital and Operating Budgets. A listing of the framework's major components is provided below.

- Airline Master Lease Agreements
- Airport Master Plan
- Airport Public Art Master Plan (2005)
- Airport Security and Traffic Relief Act (ASTRA) Ballot Measure A
- Aquatics Master Plan (2007)
- Blue Ribbon Report (2008)
- Business Process Transformation/Infrastructure Optimization Information Technology 10 Year Investment Roadmap
- City Charter and Municipal Code
- City Council Policies
- City Council Priorities
- City of San José Consolidated Plan
- City of San José Traffic Calming Policy and Traffic Signal Warrant Policy
- City of San José Transportation Impact Policy
- Cultural Connection: San José's Cultural Plan for 2011-2020
- Deferred Maintenance and Infrastructure Backlog Status Report
- Destination: Home Community Plan to End Homelessness (2015)
- Economic Development Strategy
- Environmental Management Policies as set by regulatory agencies including CalTrans Aeronautics Program, California Air Resources Board, Bay Area Air Quality Management District, Regional Water Quality Control Board, California Department of Fish and Game, Santa Clara Valley Water District, and Santa Clara County Department of Environmental Health
- Envision San José 2040 General Plan
- Federal Aviation Administration and Transportation Security Administration Policies and Mandates
- Framework for Evaluating Proposed Conversions of Industrial Lands (updated 2007)
- Greenprint: A 20-Year Strategic Plan for Parks and Community Facilities and Programs (2009)
- Information Technology Operations – Green Technology Initiatives
- Investment and Debt Management Policies
- Local Area Development Policies (i.e. North San José, Edenvale, and Evergreen)
- Mayor's Gang Prevention Task Force Strategic Plan (2015-2017)
- National Pollutant Discharge Elimination System Stormwater Permit (2015)
- National Pollutant Discharge Elimination System Wastewater Permit (2014)
- Neighborhood Security Bond Act (2002)
- "One Voice" Development Services
- Parks and Library Bond Measures (2000)
- Priority Street Network (2012)

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**CITY SERVICE AREA POLICY FRAMEWORK**

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- Public Art Master Plan (2007)
- Public Art Policy
- San José Greater Downtown Strategy for Development: Downtown Parking Management Plan (2007)
- San José Green Vision (2007)
- San José Public Library Master Plan and Branch Facilities Master Plan (2008)
- San José City Roadmap (2021)
- San José Smart City Vision
- Santa Clara County Emergency Medical Services Contract (2010)
- Santa Clara Valley Habitat Conservation Plan/Natural Community Conservation Plan (2013)
- Schools and City Collaborative Policy
- Strategic Plan for Persons with Disabilities (2000)
- Sustainable City Major Strategy
- Taxi Regulatory and Service Model Study
- Ten-Year Strategic Plan to Advance the Well-Being of Older Adults in Santa Clara County
- Trail Master Plans
- Transportation 2035 Plan for the San Francisco Bay Area (Metropolitan Transportation Commission)
- Transportation Level of Service Policy
- Tree Preservation Policy
- Urban Environmental Accords
- Urban Runoff Management Plan (URMP)
- Use of Plant Buffer Lands Policy
- Valley Transportation Plan 2040 (VTA)
- Vision Zero San Jose
- Water Pollution Control Plant Master Plan (2013)
- Various City of San José policies, ordinances, and studies
- Zero Waste Strategic Plan 2022

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**SIGNIFICANT ACCOUNTING PRACTICES AND BUDGET  
PRODUCTION TOOLS**

The following information summarizes the significant accounting practices of the City of San José.

**BUDGETARY BASIS**

The budget is prepared in accordance with Generally Accepted Accounting Principles, except for encumbrances being recognized as expenditures. The budget for governmental funds has been prepared on a modified accrual basis. The modified accrual basis recognizes expenditures when the related fund liability is incurred. Revenues are recognized when they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

**FUND STRUCTURE AND BASIS OF ACCOUNTING**

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, deferred outflows of resources, liabilities, deferred inflows of resources, fund balance or equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Under the modified accrual basis of accounting, revenues are recognized only to the extent that they are susceptible to accrual, which means “when they become both measurable and available to be used to finance expenditures of the fiscal period.” Revenue is considered to be available when it is “collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.” If accrued revenues are not yet available, the related receivable is matched by a deferred inflow of resources for unavailable revenue, and revenue recognition occurs only when the revenue becomes available. Under the accrual basis of accounting, transactions are recognized when they occur, regardless of when cash is received or disbursed. The various funds are grouped into three broad fund categories (governmental, proprietary, and fiduciary). A general description of each follows:

- ***Governmental Fund Types***

Governmental funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City’s expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. Governmental funds include the General Fund, Special Revenue, Debt Service, and Capital Project funds of the City. These funds are maintained on a modified accrual basis where the measurement focus is on the current financial resources and the recognition of revenue in the period when the revenue becomes both measurable and available to finance expenditures of the fiscal period.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**SIGNIFICANT ACCOUNTING PRACTICES AND BUDGET  
PRODUCTION TOOLS**

**FUND STRUCTURE AND BASIS OF ACCOUNTING**

- ***Proprietary Fund Types***

Proprietary funds, which include Enterprise and Internal Service funds, are used to account for the City's business-type activities. Proprietary funds use the economic resources measurement focus and accrual basis of accounting, which are the same as used for private-sector business enterprises. These funds are used where the City has decided that periodic determination of revenues earned, expenses incurred, and/or net position is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

- ***Fiduciary Fund Types***

Fiduciary funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds; therefore, these funds cannot be used to support the City's own programs and are not included in the government-wide financial statements. Fiduciary funds include pension (and other post-employment benefits) trust funds, investment trust funds, private-purpose trust funds, and agency funds. Investment trust funds are used to report on the external portion of investment pools. Private-purpose trust funds are used to report on trust arrangements under which principal and income benefit individuals, private organizations, or other governments, and to report the assets and liabilities of the dissolved Redevelopment Agency. Agency funds are used to account for resources held in a purely custodial capacity. Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments.

**OVERHEAD COST ALLOCATION**

All overhead costs are 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 to the departments and funds that are benefiting from these expenses. The Finance Department uses this process to develop overhead rates that recover these central support program costs borne by the General Fund from various funds and fee programs. The corresponding revenue is collected by the General Fund.

**BUDGET PRODUCTION TOOLS**

The City uses a variety of software tools to develop and monitor the budget. Hyperion is an integrated budgeting platform to develop, monitor and adjust the capital budget, including an interface with the City's Financial Management System, which houses all of the City's financial transactions. Hyperion allows for detailed budgeting and tracking by cost element, revenue source, and operations and maintenance costs associated with the projects once they are completed. Nearly all of the detailed tables produced in this budget document are produced from Hyperion.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

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**SIGNIFICANT ACCOUNTING PRACTICES AND BUDGET  
PRODUCTION TOOLS**

The Capital Program Management System (CPMS) is a web-based project management system that serves both City staff and members of the public. It provides project tracking, reporting, and communication tools that allow project managers to effectively coordinate and manage resources across large, complex capital improvement projects, while keeping City staff and members of the public informed. The system has three core functional components: Project Life-Cycle Management, Cost/Resource Management, and File Management. Overseen by the Public Works Department, CPMS is accessible at <https://www.sanjoseca.gov/your-government/departments-offices/public-works/resources/construction-projects-records-search>.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**DEBT SERVICE OBLIGATIONS**

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**OVERVIEW**

The City's debt service obligations include general obligation bonds, lease revenue bonds, enterprise revenue bonds, commercial paper notes, special assessment bonds, and special tax bonds. The City of San José Financing Authority (CSJFA) has issued lease revenue bonds and lease revenue commercial paper notes, for which the City is responsible to make lease payments, and also has issued enterprise revenue bonds and revenue notes.

- **General Obligation Bonds (GO Bonds)** are issued to finance various public improvements in the City for which the source for repayment is the levy of additional ad valorem tax on property within the City.
- **Revenue Bonds** are issued by the City or one of its related entities to acquire or construct assets owned or co-owned by the City whereby the City or a related entity pledges revenues derived from the asset or enterprise to pay the debt service.
- **City of San José Financing Authority (CSJFA) Lease Revenue Bonds** are secured by the CSJFA pledge of lease revenues received by the CSJFA under a Project Lease of a leased asset between the City and the CSJFA. The City makes lease payments to the CSJFA, in exchange for use of the leased property, and covenants to appropriate funds annually so long as the City has beneficial use of the leased asset. These payments are included in the City budget as part of the annual appropriation process.
- **Commercial Paper Notes (CP Notes)** is a short-term promissory note issued by the City or its related entities with a maturity of 270 days or less. Commercial Paper is used principally as interim financing for projects. Maturing CP Notes are repaid from the proceeds of sale of new commercial paper notes or bonds, or from other funds provided by the City.
- **Special Assessment Bonds** are issued to pay for public infrastructure improvement costs in special assessment districts and are fully secured by liens against the privately-owned properties benefited by the improvements for which the bonds were issued.
- **Special Tax Bonds** are issued to finance the construction and/or acquisition of facilities in community facilities districts, including the City's convention center facilities district. The source of repayment for these types of bonds is a special tax on privately-owned properties within the community facilities districts.
- **Successor Agency to the Redevelopment Agency of the City of San José (SARA)** debt was issued to finance redevelopment activities within, or of benefit to, the Agency's Merged Redevelopment Project Area in accordance with California Community Redevelopment Law. The principal source of repayment for SARA debt is property tax increment revenues. No further debt can be issued per State legislation except for refunding bonds.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**DEBT SERVICE OBLIGATIONS**

---

**OVERVIEW**

The City Council has adopted a general debt management policy which allows flexibility when opportunities arise but at the same time establishes parameters for entering into debt obligations. In addition, the City Council has approved two supplemental financing policies: (1) *Multi-Family Housing Revenue Bond Policy* and (2) *Criteria and Guidelines for Bond Financing of Residential Development Policy*.

The City of San José Charter establishes the following requirements associated with debt limitations:

- Section 1216 sets the bonded debt limit for General Obligation bonds at fifteen percent (15%) of the total assessed valuation of all the real and personal property within the City.
- Section 1220 establishes the power of the City Council to issue revenue bonds to finance the acquisition, construction, establishment, expansion, improvement, maintenance, operation, and administration of off-street vehicular parking facilities within the City or of municipal airport facilities. No additional voter authorization is necessary to issue bonds under this section of the City Charter.
- Section 1221 provides that no revenue bonds may be issued by the City for the purpose of supplying its inhabitants, or any portion thereof, with water, light, heat, power, railroad, motor vehicle transportation services (other than airport service), telephone, telegraph, or wireless communication service unless authorized by the affirmative vote of a majority of the electors voting on such a proposition in each case.
- Section 1222 states that revenue bonds may be issued by the City for purposes other than those specified in Sections 1220 and 1221 only under and pursuant to the laws of the State of California.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**DEBT SERVICE OBLIGATIONS**

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**DEBT STATUS AND CAPACITY**

The City of San José Charter limits bonded indebtedness for GO Bonds to fifteen percent (15%) of the total assessed valuation of all real and personal property within the City. As of June 30, 2021, the total assessed value of taxable property was \$215.3 billion, which results in a total debt limit capacity of approximately \$32.3 billion. After the issuance of \$200.5 million of GO Bonds in July 2021, there are \$582.1 million in GO Bonds outstanding as of June 30, 2022, representing 1.8% of the debt limit and a remaining debt margin of \$31.7 billion (debt limit less outstanding GO debt).

On January 24, 2012, the City Council affirmed its decision to serve as the SARA effective February 1, 2012. SARA has total debt outstanding of \$1.38 billion, consisting of three series of Merged Area Tax Allocation Bonds, as of June 30, 2022.

Tables A through C in the following pages illustrate the debt service obligations of the City and its related entities, excluding Multi-Family Housing Revenue conduit debt and debt issued by SARA. As shown in Table A, the City had additions in long-term debt of \$389,170,000, repaid and/or refunded \$217,595,000 of long-term debt in 2021-2022 resulting in an estimated total long-term debt balance of \$2.3 billion as of June 30, 2022. Table B summarizes the City's and related entities' long-term (by issuance and final maturity) and short-term debt (commercial paper notes). The combined outstanding debt balance is nearly \$2.7 billion as of June 30, 2022. It should be noted that long-term lease obligations are not considered indebtedness under the State Constitution, however they have been included in this listing of obligations. Table C summarizes the City and related entities' annual requirements to amortize principal and pay interest due on all long-term debt outstanding for each of the next five fiscal years and thereafter.

The Debt Management Policy (Council Policy 1-15) for the City was adopted by the City Council on May 21, 2002, is reviewed annually by the City Council and was last amended on March 7, 2017. The first set of program-specific financing policies for debt issued for multi-family housing projects in the City (Council Policy 1-16) was adopted by the City Council on June 11, 2002, amended on December 6, 2005 and reaffirmed by the City Council on March 27, 2018.

Descriptions of City of San José and related entity debt activity for 2021-2022, as well as debt planned for 2022-2023, are provided in the following sections.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**DEBT SERVICE OBLIGATIONS**

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**2021-2022 DEBT ISSUANCE**

The following debt issuances were completed in 2021-2022:

- **2021 Tax and Revenue Anticipation Note.** On July 1, 2021, the City issued a \$285 million short-term Tax and Revenue Anticipation Note (2021 Note) to facilitate the prefunding, in combination with \$141.3 million of cash, of certain employer retirement contributions in 2021-2022. The 2021 Note was purchased by Bank of America, N.A. Security for repayment of the 2021 Note is the City's 2021-2022 secured property tax plus all other legally available General Fund Revenue, if required.
- **City of San José Financing Authority (CSJFA) Commercial Paper Notes.** In June 2021, the City Council authorized CSJFA to issue up to \$95 million of CP Notes for the San José Clean Energy program. On July 27, 2021 the City issued \$15.0 million of CSJFA CP Notes to finance the purchase of power and other operating costs. The City anticipated issuing CSJFA CP Notes monthly through February 2022 for the San José Clean Energy program power purchases and other operating costs, with issuances totaling \$60 million in CP Notes through December 2021. The City does not anticipate issuing any additional CP Notes for the San José Clean Energy program through June 30, 2022.

On August 31, 2021, the City extended the expiration date of the CSJFA Commercial Paper Program by three years to March 2025 and expanded its capacity from \$125 million to \$175 million. That action allows for continued funding of short-term capital projects and other short-term borrowing needs in future years if deemed financially beneficial by City departments including the San José Clean Energy program.

- **City of San José General Obligation (GO) Bonds.** On July 29, 2021, the City issued \$200.5 million of GO Bonds, Series 2021ABC, the second issuance under the Measure T authorization for Disaster Preparedness, Public Safety, and Infrastructure, approved by the voters in November 2018. The debt service on the GO Bonds will be payable from the ad valorem taxes levied upon all property subject to taxation by the City.
- **City of San José (CSJ) Airport Commercial Paper Notes.** On August 19, 2021, the City extended the CSJ Airport letter of credit facility with Bank of America through September 10, 2024 in the amount of \$75,000,000. On August 31, 2021, the City conducted a Tax Equity and Fiscal Responsibility Act (TEFRA) hearing required to allow continued issuance of the Series B Notes in an aggregate principal amount not to exceed \$600,000,000 (the prior TEFRA was set to expire in September 2021). The Series B Notes are issued pursuant to a plan of finance in order to provide proceeds to pay or reimburse all or a portion of the costs of acquisition, construction, equipping, financing, reconstruction, development, and modification of airport terminal and ancillary facilities that are included in or are consistent with the Airport Master Plan for the Norman Y. Mineta San José International Airport (Airport).

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**DEBT SERVICE OBLIGATIONS**

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- **City of San José Financing Authority (CSJFA) Lease Revenue Bonds.** On November 2, 2021, the Authority issued \$22.8 million in CSJFA Lease Revenue Bonds to finance the acquisition, construction, and equipping of the City’s Fire Department Training Center and additional improvements to and equipping of the Central Service Yard. The financing also refinanced on a current basis: all of the CSJFA’s Lease Revenue Bonds, Series 2003A (Central Service Yard Refunding Project); and a portion of the CSJFA’s outstanding CP Notes for the Central Service Yard project.
- **City of San José Financing Authority (CSJFA) Lease Revenue Bonds.** On April 21, 2022, the Authority issued \$165.8 million in CSJFA Taxable Lease Revenue Bonds, Series 2022A to: (a) refinance, on a current basis, all of the City’s outstanding Special Hotel Tax Revenue Bonds, Series 2011 (Convention Center Expansion and Renovation Project); (b) refinance, on a current basis, all of the Authority’s outstanding Lease Revenue Bonds, Series 2011A (Convention Center Expansion and Renovation Project); (c) refinance all of the Authority’s outstanding CP Notes which financed and refinanced certain public capital improvements to the Convention Center (“Exhibit Hall and South Hall Commercial Paper Notes”); and (d) pay the costs of issuing the 2022A Bonds.

**2022-2023 PLANNED DEBT ISSUANCE**

The following debt is planned for issuance in 2022-2023:

- **2022 Tax and Revenue Anticipation Note.** On July 1, 2022, the City anticipates issuing short-term Tax and Revenue Anticipation Notes (2022 Note) to facilitate the prefunding of certain employer retirement contributions in 2022-2023. The 2022 Note will be purchased by a bank selected through a competitive process. Security for repayment of the 2022 Note will be the City’s 2022-2023 secured property tax plus all other legally available General Fund Revenue, if required.
- **City of San José Financing Authority Lease Revenue Commercial Paper (CP) Notes.** The City anticipates issuing approximately \$6.4 million of previously authorized CP Notes for the Parks, Recreation & Neighborhood Services Department’s Flood Improvement projects. Council has also authorized the issuance of \$4.2 million for the Public Works Fire Department Training Center project.
- **City of San José Wastewater Revenue Bonds.** The City anticipates issuing approximately \$450 million in Wastewater Revenue Bonds in November 2022. The bond issuance will refinance a \$300 million short-term revolving Credit Facility and provide additional capital funds to support the long-range capital plan for the Regional Wastewater Facility, which totals \$1.4 billion.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

**DEBT SERVICE OBLIGATIONS**

**A) Summary of Changes in Long-Term Debt for the Year Ending  
June 30, 2022**

**(In Thousands of Dollars)**

	<b>Balance June 30, 2021</b>	<b>Additions to Long-Term Obligations</b>	<b>Current Maturities and Retirements</b>	<b>Balance June 30, 2022</b>
<b>GENERAL LONG-TERM DEBT</b>				
General Obligation Bonds	\$ 446,460	\$ 200,530	\$ 64,880	\$ 582,110
Special Assessment and Special Tax Bonds with Limited Governmental Commitment	104,935	-	101,410	3,525
<b>CITY OF SAN JOSE FINANCING AUTHORITY</b>				
Lease Revenue Bonds, Series 2003A	4,630	-	4,630	-
Lease Revenue Bonds, Series 2011A	27,345	-	27,345	-
Lease Revenue Bonds, Series 2013B	24,775	-	940	23,835
Lease Revenue Bonds, Series 2020A	337,080	-	16,490	320,590
Lease Revenue Bonds, Series 2020B	146,535	-	-	146,535
Lease Revenue Bonds, Series 2021A	-	22,825	-	22,825
Lease Revenue Bonds, Series 2022A	-	165,815	-	165,815
<b>CITY OF SAN JOSE ENTERPRISE FUNDS</b>				
Airport Revenue Bonds	1,048,925	-	1,900	1,047,025
<b>TOTAL</b>	<b>\$ 2,140,685</b>	<b>\$ 389,170</b>	<b>\$ 217,595</b>	<b>\$ 2,312,260</b>

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**

**DEBT SERVICE OBLIGATIONS**

**B) Summary of Bonds and Notes Payable at June 30, 2022  
by Individual Issue**

	<u>Due To</u>	<u>Effective</u>	<u>Estimated (\$ Thousands)</u>
<b>CITY OF SAN JOSE</b>			
General Obligation Bonds, Series 2019A-1	2049	5.0%	\$ 140,360
General Obligation Bonds, Series 2019B	2027	2.35-2.60%	66,500
General Obligation Bonds, Series 2019C	2035	5.0%	156,045
General Obligation Bonds, Series 2019D	2024	2.30-2.35%	59,545
General Obligation Bonds, Series 2021A	2051	5.0%	151,210
General Obligation Bonds, Series 2021B	2022	1.0%	8,450
<b>Total City of San José</b>			<b>\$ 582,110</b>
<b>SPECIAL ASSESSMENT AND SPECIAL TAX BONDS WITH LIMITED GOVERNMENTAL COMMITMENT</b>			
	2023	5.25-6.00%	\$ 3,525
<b>CITY OF SAN JOSE FINANCING AUTHORITY</b>			
Lease Revenue Bonds, Series 2013B	2039	3.50-5.00%	23,835
Lease Revenue Bonds, Series 2020A	2039	0.54-2.88%	320,590
Lease Revenue Bonds, Series 2020B	2051	0.76-3.52%	146,535
Lease Revenue Bonds, Series 2021A	2034	4.0%	22,825
Lease Revenue Bonds, Series 2022A	2052	2.92-4.86%	165,815
Commercial Paper Notes	Short Term	Various	67,078
<b>Total City of San José Financing Authority</b>			<b>\$ 746,678</b>
<b>ENTERPRISE FUNDS</b>			
Norman Y. Mineta San José International Airport			
Revenue Bonds, Series 2014A (AMT)	2026	3.38-5.00%	18,240
Revenue Bonds, Series 2014B (Non-AMT)	2028	3.10-5.00%	28,010
Revenue Bonds, Series 2014C (Non-AMT)	2031	3.63-5.00%	40,285
Revenue Bonds, Series 2017A (AMT)	2047	4.00-5.00%	405,350
Revenue Bonds, Series 2017B (Non-AMT)	2047	4.00-5.00%	128,960
Revenue Bonds, Series 2021A (AMT)	2034	4.00-5.00%	85,860
Revenue Bonds, Series 2021B (Non-AMT)	2034	4.00-5.00%	48,200
Revenue Bonds, Series 2021C (Taxable)	2041	0.24-3.29%	292,120
Commercial Paper Notes	Short Term	Various	50,930
San José-Santa Clara Clean Water Financing Authority:			
Regional Wastewater Facility	Short Term	Various	226,847
<b>Total Enterprise Funds</b>			<b>\$ 1,324,802</b>
<b>GRAND TOTAL</b>			<b>\$ 2,657,115</b>

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET**

**DEBT SERVICE OBLIGATIONS**

**C) Annual Requirements to Amortize Principal and Interest Due  
on All Long-Term Debt Outstanding**

**as of June 30, 2022  
(In Thousands of Dollars)**

<b>Year Ending June 30</b>	<b>City of San José</b>	<b>Special Assessment and Special Tax Bonds</b>	<b>City of San José Financing Authority</b>	<b>Enterprise Funds</b>
2023	\$ 58,634	\$ 1,865	\$ 42,475	\$ 47,482
2024	50,159	1,861	45,028	69,405
2025	49,206	-	45,894	71,409
2026	48,428	-	46,406	72,987
2027	47,477	-	47,801	74,154
Thereafter	695,785	-	752,294	1,378,547
<b>Total</b>	<b>\$ 949,689</b>	<b>\$ 3,725</b>	<b>\$ 979,899</b>	<b>\$ 1,713,985</b>

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**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE OVERVIEW**

**Introduction**

For 2022-2023, General Fund revenue estimates (excluding Fund Balance) total \$1.33 billion, representing an 8.9% increase from the 2021-2022 Adopted Budget level. When the Fund Balance-Carryover is included, General Fund resources total \$1.45 billion, which is 5.8% below the prior year. This comparison, however, is misleading as the Proposed Budget does not yet contain estimates for carryover rebudget funding, which was a significant portion of the 2021-2022 Adopted Budget Fund Balance total. Rebudgets for the 2022-2023 budget will be brought forward later in the budget process.

Estimates for the 2022-2023 Beginning Fund Balance and for over 450 separate General Fund revenue accounts were formulated as part of the 2023-2027 Five-Year Forecast that was released at the end of February 2022. These estimates have been reviewed continually since the Forecast document was released and have been revised, as appropriate, in the Proposed Budget based on updated information. Estimates for each account are based upon a careful examination of the collection history and patterns as they relate to such factors as seasonality and performance in the economic environment that the City is most likely to encounter in the coming year. Most estimates involve two projections: an estimate for the amount to be collected in 2021-2022; and an estimate for the increase or decrease in activity, resulting in the anticipated receipts for 2022-2023. Each source of revenue can be influenced by external (outside of the City's control) and/or internal factors. The 2022-2023 General Fund revenue estimates are summarized below and discussed in detail in the material that follows.

Revenue Category	1 2020-2021 Actuals	2 2021-2022 Adopted	3 2022-2023 Forecast	4 2022-2023 Proposed	2 to 4 % Change	% of Total
Property Tax	\$ 390,896,950	\$ 395,500,000	\$ 427,000,000	\$ 427,000,000	8.0%	29.4%
Sales Tax	284,020,471	280,200,000	325,000,000	325,000,000	16.0%	22.4%
Transient Occupancy Tax	5,409,142	10,000,000	11,000,000	11,000,000	10.0%	0.8%
Franchise Fees	45,628,289	44,651,652	48,585,652	49,168,393	10.1%	3.4%
Utility Taxes	106,970,843	97,060,000	107,450,000	107,450,000	10.7%	7.4%
Business Taxes	70,035,779	74,500,000	86,000,000	86,000,000	15.4%	5.9%
Real Property Transfer Tax	50,530,828	40,000,000	65,000,000	65,000,000	62.5%	4.5%
Telephone Line Tax	20,872,785	20,000,000	20,000,000	20,000,000	0.0%	1.4%
Licenses and Permits	19,388,370	21,002,985	21,703,636	20,993,100	(0.0%)	1.4%
Fees, Rates, and Charges	7,442,173	14,832,684	23,853,718	23,928,232	61.3%	1.6%
Fines, Forfeitures and Penalties	9,760,327	8,676,000	12,232,000	12,232,000	41.0%	0.8%
Rev. from Money and Property	8,778,301	9,304,000	8,688,000	8,779,000	(5.6%)	0.6%
Rev. from Local Agencies	20,411,974	18,784,335	16,277,711	16,375,711	(12.8%)	1.1%
Rev. from State of California	20,734,690	13,247,111	13,700,000	22,866,334	72.6%	1.6%
Rev. from Federal Government	3,733,619	3,684,826	0	470,714	(87.2%)	0.0%
Other Revenue	166,871,618	9,242,806	8,652,035	8,811,587	(4.7%)	0.6%
Transfers and Reimbursements	123,957,878	157,956,656	116,824,956	121,753,848	(22.9%)	8.4%
<b>Subtotal</b>	<b>\$ 1,355,444,037</b>	<b>\$ 1,218,643,055</b>	<b>\$ 1,311,967,708</b>	<b>\$ 1,326,828,919</b>	<b>8.9%</b>	<b>91.3%</b>
Fund Balance-Carryover <sup>(1)</sup>	369,180,430	321,188,401	66,250,000	124,355,000	(61.3%)	8.7%
<b>Total General Fund Sources</b>	<b>\$ 1,724,624,467</b>	<b>\$ 1,539,831,456</b>	<b>\$ 1,378,217,708</b>	<b>\$ 1,451,183,919</b>	<b>(5.8%)</b>	<b>100.0%</b>

<sup>(1)</sup> The Fund Balance figure does not include the Reserve for Encumbrances.

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**Economic Performance**

The following is a discussion of both the national and local economic outlooks used to develop the 2022-2023 revenue estimates. Various economic forecasts and models were reviewed in the development of the 2022-2023 revenue estimates. The City also uses an economic forecasting consultant and consultants that focus on particular revenue categories, such as Sales Tax and Transient Occupancy Tax, to assist in the development of the revenue estimates and provide information on the future outlook in these areas. A more detailed discussion on forecasted economic conditions can be found in the 2023-2027 Five-Year General Fund Forecast

**National Outlook**

Prior to the pandemic that began in late February/early March 2020, the United States economy had been steadily expanding for almost a decade. The pandemic created not only a public health crisis, but an economic crisis as well. As a result of the pandemic, employment levels fell and the Gross Domestic Product (GDP) experienced its steepest quarterly drop on record. The crisis ended quickly, with the economy swiftly rebounding in 2021, as could be seen with several key economic indicators: GDP rose, unemployment dropped, and consumer confidence rose. Looking towards 2022, the economy is anticipated to remain strong, though, there is a concern regarding soaring inflation, and there is uncertainty of the economy's reaction to the Russian invasion of Ukraine.

The United States economy ended 2021 on a high note, with the GDP reaching 7.0% in the 4<sup>th</sup> quarter of 2021. This growth was higher than anticipated, which reflected strong consumer spending despite supply chain issues and new COVID variants emerging. Economic expansion in the United States is anticipated to continue in 2022 and 2023, but at a lower rate as more aggressive anti-inflationary policies from the Federal Reserve is expected to slow economic growth.

Unemployment levels hit record highs in 2020 as the COVID-19 pandemic severely restricted the national economy. Throughout 2021, with the emergence of highly effective vaccines and corresponding easing of health order restrictions, the unemployment steadily declined and the economy rebounded. Per the U.S. Bureau of Labor Statistics, as of February 2022 the national unemployment rate was 4.0%, which is significantly below the high of over 14% experienced during 2020.

On a national level, consumer confidence dropped in both January and February 2022 as concerns about inflation have grown. According to Lynn Franco, Senior Director of Economic Indicators at The Conference Board, "Expectations about short-term growth prospects weakened further, pointing to a likely moderation in growth over the first half of 2022. Meanwhile, the proportion of consumers planning to purchase homes, automobiles, major appliances, and vacations over the next six months all fell. Concerns about inflation rose again in February, after posting back-to-back declines. Despite this reversal, consumers remain relatively confident about short-term growth prospects. While they do not expect the economy to pick up steam in the near future, they also do not foresee conditions worsening. Nevertheless, confidence and consumer spending will continue to face headwinds from rising prices in the coming months."<sup>4</sup>

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<sup>4</sup> The Conference Board, Consumer Confidence Survey, February 2022

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**Economic Performance**

**National Outlook**

Inflation is running at a decades high rate of over 7%, as measured by the Consumer Price Index. The extremely high inflation rate has likely occurred as a result of labor shortages, a breakdown in the global supply chain, surging energy prices, and expansive Federal Reserve monetary policies that were designed to prevent overly severe negative economic impacts related to the pandemic. In order to restrain the extremely high inflation rate being experienced in the United States, the Federal Reserve is expected to raise interest rates several times in 2022, the first of which occurred in March 2022. By raising interest rates, borrowing money becomes more expensive, which should reduce spending and curb inflation.

**City of San José Outlook**

The City of San José has steadily rebounded since the initial onset of the pandemic; growth that accelerated with the arrival and widespread use of effective vaccines. In spite of this growth, the broader economic environment is still recovering and, in many areas, are not yet back to pre-pandemic levels.

The December 2021 employment level of 1.13 million in the San José-Sunnyvale-Santa Clara Metropolitan Statistical Area (San José MSA) grew by 64,000 jobs, or 6.0%, from the December 2020 level of 1.07 million. This increase includes leisure and hospitality adding 24,300 jobs; professional and business services increasing 12,700 jobs; and the private educational and health services growing by 9,700 jobs.<sup>1</sup>



After topping over 12% near the beginning of the pandemic in April 2020, the local unemployment rate has significantly dropped. In December 2021, the local unemployment rate was 3.0%, which is significantly lower than the

Unemployment Rate (Unadjusted)				
	Feb. 2020	April 2020	Dec 2020	Dec. 2021**
San Jose Metropolitan Statistical Area*	2.6%	12.4%	6.0%	3.0%
State of California	4.3%	16.0%	9.1%	5.0%
United States	3.8%	14.4%	6.5%	3.7%
* San Benito and Santa Clara Counties Source: California Employment Development Department. ** December 2021 estimates are preliminary and may be updated.				

<sup>1</sup> State of California Employment Development: Labor Market Information Division Press Release, January 21, 2022



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December 2020 rate (6.0%). However, the unemployment rates remain slightly above the February 2020 pre-pandemic level of 2.6%. It is important to note though that although local unemployment figures have risen, they continue to be lower than the State and the national levels.

Overall construction activity through December 2021 decreased 61.0% from prior year levels due to activity for all land use categories (residential, commercial, and industrial) experiencing significant year-over-year declines from the prior year, especially for commercial activity. The 2021-2022 Adopted Budget was developed with the expectation that development activity would decrease from the high levels experienced in 2020-2021, but would remain relatively strong. When considering the construction valuations discussed below, it is important to note that the beginning of 2020-2021 saw historically high levels of new construction early in the fiscal year – construction valuation through August 2020 was \$944.9 million, which was two-thirds of the valuation through December and half of the total valuation for all of 2020-2021. With this context, the year-over-year comparisons through December appear more significant than they are likely to be by June. However, development activity has been on a downward trend since 2019-2020 and will continue to be closely monitored.

Through December 2021, residential permit valuations decreased 26.7% from the prior year (\$149.2 million through December 2021; \$203.6 million through December 2020). Valuation for alterations was moderately higher than new construction for November and December. Residential activity through December included 292 multi-family units and 278 units for single-family construction for a total of 570 units. Major projects for November and December include permits for two nine-unit condominium buildings.

<b>Private Sector Construction Activity (Valuation in \$ Millions)</b>			
	<b>YTD December 2020</b>	<b>YTD December 2021</b>	<b>% Increase</b>
Residential	\$ 203.6	\$ 149.2	(26.7%)
Commercial	\$ 921.7	\$ 235.8	(74.4%)
Industrial	\$ 278.6	\$ 163.1	(41.5%)
<b>TOTAL</b>	<b>\$ 1,403.9</b>	<b>\$ 548.1</b>	<b>(61.0%)</b>

Commercial valuation through December experienced a decrease of 74.4% from the prior year level (\$235.8 million through December 2021; \$921.7 million through December 2020). Most of the activity for November and December was from additions/alterations at about 77% of the total, with approximately 23% for new construction. A major project for November and December included a permit for a four story, 127-room hotel.

Industrial construction valuation through December was 41.5% lower than the prior year levels (\$163.1 million through December 2021; \$278.6 million through December 2020). Valuation for November and December was split evenly between new construction and alterations. A notable project for November included a permit for a three-story, 150,000 square foot self-storage facility. Alterations accounted for all the activity in December.

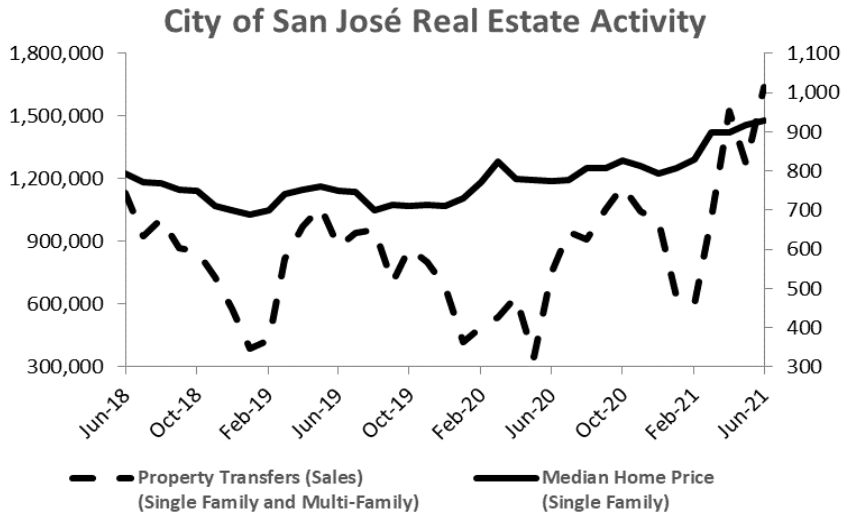
Real estate activity was significantly curtailed at the start of the pandemic. According to data from the Santa Clara County Association of Realtors, the number of property transfers (sales) experienced year-over-year decreases (from the same time period in the prior year) ranging from

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-10% to -54% between the beginning of the shelter-in-place in March 2020 through June 2020. However, beginning in September 2020, the local real estate market once again began to experience year-over-year gains, which has continued through fall 2021. Year-to-date through December 2021, there were a total of 4,711 property transfers for all residences, which represents growth of almost 15% from prior year levels.



In addition, median single-family home prices remain strong. As of December 2021, the median single-family home price totaled \$1.48 million, which represents a 20.4% increase from the December 2020 price of \$1.22 million. Finally, it is taking significantly less time to sell these more expensive homes. The average days-on-market through December 2021 totaled 16 days, which is significantly below the average of 26 days experienced year-to-date through December 2020.

**Economically Sensitive and Non-Economically Sensitive Revenue Drivers**

Economic conditions are the primary drivers for a number of the City’s revenues, with the most significant impacts in the Property Tax, Sales Tax, Business Taxes, Real Property Transfer Tax, and Transient Occupancy Tax revenue categories. Collectively, in 2022-2023 these revenue sources constitute almost 70% of total total General Fund revenue. Although the economically sensitive revenues make up a large portion of the General Fund, there are also many revenue categories that are considered non-economically sensitive and are typically driven by outside factors. For example, the Utility Tax and Franchise Fees categories have historically been more heavily impacted by utility rate changes, energy prices, and weather-based consumption levels. As a result, in the past these General Fund revenues have experienced no significant net gain or loss in times of an economic expansion or slowdown.

**Revised General Fund Forecast**

Between the issuance of the Five-Year Forecast in February 2022 and the release of the Proposed Budget in May 2022, revenue collections for 2022-2023 continued to be reviewed and updated. Based on this analysis, several of the revenue estimates presented in the February Forecast were revised in this budget to reflect more recent information. These adjustments resulted in a \$3.1 million net increase to the General Fund Forecast, increasing the revenue estimate from \$1.375 billion to \$1.378 billion (including fund balance). Below is a summary table of the changes incorporated into the Revised Forecast, which were used as the starting point in preparing the 2022-2023 Proposed Budget.

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<b>Category</b>	<b>\$ Change</b>	<b>Description</b>
Sales Tax	\$ 5,000,000	Increase of \$5.0 million as a result of further analysis of the second quarter Sales Tax receipts that were received in February 2022 and updated information being received from the City's Sales Tax consultant, which resulted in an \$5.0 increase to the 2022-2023 Sales Tax estimate (from \$230.0 million to \$235.0 million).
Revenue from the State of California	1,600,000	Increase of \$1.6 million reflects updated information from the State of California regarding Tobacco Settlement funds.
Franchise Fees	600,000	Increase of \$600,000 reflects updated information received in April 2022, which increases the 2022-2023 estimate for Electric Franchise Fees by \$600,000.
Other Revenue	319,424	Net increase of \$319,424 aligns revenues with the estimated base costs and activity levels for Transportation Department revenues.
Fines, Forfeitures, and Penalties	100,000	Increase of \$100,000 aligns revenues with estimated base costs and activity levels for Public Works Department fines.
Licenses and Permits	83,805	Net increase of \$83,805 aligns revenues with estimated base costs and activity levels for Public Works Department permits (\$52,845), Police Department permits (\$21,948), Planning Building and Code Enforcement permits (\$6,820), and Transportation Department permits (\$2,192).
Transfers and Reimbursements	(4,469,208)	Net decrease of -\$4.5 million reflects updated overhead reimbursements from capital and operating funds based on the final 2022-2023 base budget and overhead rates (-\$4.3 million) and lower transfers and reimbursements to the General Fund (-\$187,943).
Fees, Rates, and Charges	(153,462)	Net decrease of -\$153,462 aligns revenues with estimated base costs and activity levels for Police Department fees (\$96,324), Miscellaneous fees (-\$43,867), and Transportation Department fees (-\$205,919).
<b>Total</b>	<b>\$ 3,080,559</b>	

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**Changes from Revised Forecast to Proposed Budget**

From the Revised Forecast of \$1.38 billion, a net increase of \$73.0 million to the General Fund revenue estimates are included in the Proposed Budget, bringing the 2022-2023 revenue estimate to \$1.45 billion (including fund balance). The components of this change include an increase to the estimate for 2021-2022 Ending Fund Balance/2022-2023 Beginning Fund Balance (\$58.1 million) and an increase to various revenue categories (\$14.9 million). The revenue changes are summarized in the table below.

<b>Category</b>	<b>\$ Change</b>	<b>Description</b>
Beginning Fund Balance	\$ 58,105,000	Net increase of \$58.1 million reflects: the liquidation of various reserves (\$33.1 million), the largest of which include the 2022-2023 Future Deficit Reserve (\$28.3 million), Sick Leave Payments Upon Retirement Reserve (\$2.0 million), and Pest and Turf Management Team Reserve (\$1.0 million); and fund balance from additional revenue and expenditure savings that is anticipated to be received in 2021-2022 and be available for use in 2022-2023 (\$25.0 million).
Revenue from the State of California	9,166,334	Increase of \$9.2 million reflects new State grant funding for the CaliforniansForAll Youth Workforce Program.
Transfers and Reimbursements	4,928,892	Net increase of \$4.9 million reflects two transfers to the General Fund (\$3.4 million) and additional overhead from the budget actions that change the staffing levels funded by special and capital funds (\$1.5 million). Transfers to the General Fund include \$3.3 million from the American Rescue Plan Fund to partially reimburse the City for revenue losses resulting from the pandemic and \$100,000 from the Parking Fund for Downtown Ice.
Franchise Fees	582,741	Increase of \$582,741 reflects an increase in the Commercial Solid Waste fees by 4.70% based on the change in the Consumer Price Index.
Revenue from Federal Government	470,714	Increase of \$470,714 reflects new federal grant funding for Urban Areas Security Initiative (UASI) – Office of Emergency Management.
Other Revenue	159,552	Net increase of \$159,552 recognizes new grant revenue from Destination Home Silicon Valley (\$178,820) and various Transportation Department fee changes to align revenues with estimated activity levels (-\$19,268).
Revenue from Local Agencies	98,000	Increase of \$98,000 reflects new revenue anticipated to be received for various programs, the largest of which includes Animal Services payments from other agencies (\$50,000), and Placemaking/VivaCalle SJ and VivaParks (\$45,000).

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**Changes from Revised Forecast to Proposed Budget**

<b>Category</b>	<b>\$ Change</b>	<b>Description</b>
Revenue from the Use of Money and Property	\$ 91,000	Increase of \$91,000 to reflect new lease revenue related to a property on Alma Avenue.
Fees, Rates, and Charges	74,514	Net increase of \$74,514 reflects various fee changes in 2022-2023 to align revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels for Parks, Recreation, and Neighborhood Services Department fee revenue (\$283,879), Transportation Department fee revenue (\$2,333), Police Department fee revenue (\$1,325), and miscellaneous fee revenue (-\$213,023).
Licenses and Permits	(710,536)	Net decrease of \$710,536 reflects various license and permit changes in 2022-2023 to align revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels for the Public Works Department (Animal Care Services) licenses and permits (\$110,000), Planning, Building, and Code Enforcement (Multi-Housing) licenses and permits (-\$408,313), Police Department licenses and permits, including the elimination of the fee for the temporary street closure permit (-\$303,202), Fire Department licenses and permits (-\$105,000), Transportation Department licenses and permits (-\$3,072), and Finance Department licenses and permits (-\$949).
<b>Total</b>	<b>\$ 72,966,211</b>	

**CITY OF SAN JOSE  
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**PROPERTY TAX**

2020-2021 Actual	\$ 390,896,950
2021-2022 Adopted	\$ 395,500,000
2021-2022 Estimate*	\$ 409,673,000
2022-2023 Forecast	\$ 427,000,000
2022-2023 Proposed	\$ 427,000,000
% of General Fund	29.4 %
% Change from 2021-2022 Adopted	8.0 %

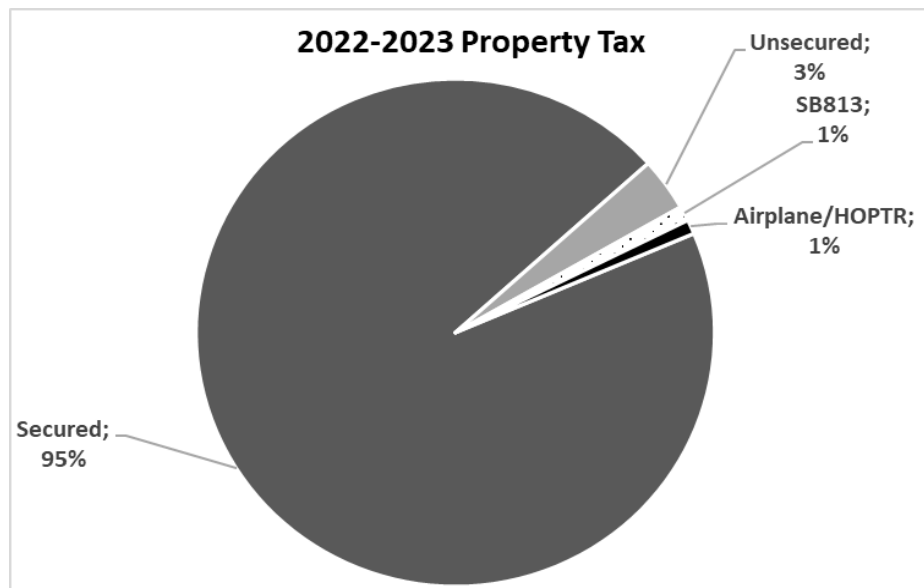
\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

Property Tax Category	2022-2023 Proposed Budget
Secured Property Tax	\$ 404,600,000
Unsecured Property Tax	14,500,000
SB 813 Property Tax	4,000,000
Aircraft Property Tax	3,000,000
Homeowner's Property Tax Relief	900,000
<b>Total</b>	<b>\$ 427,000,000</b>

The Property Tax category consists of Secured Property Tax, Unsecured Property Tax, SB 813 Property Tax (retroactive collections back to the point of sale for reassessments of value due to property resale), Aircraft Property Tax, and Homeowner's Property Tax Relief.

In 2021-2022 Property Tax receipts of \$409.7 million are projected, which is almost 5% above the 2020-2021 actual collection level of \$390.9 million. In 2022-2023, Property Tax receipts are anticipated to grow by approximately 4% from estimated 2021-2022 levels to \$427.0 million.

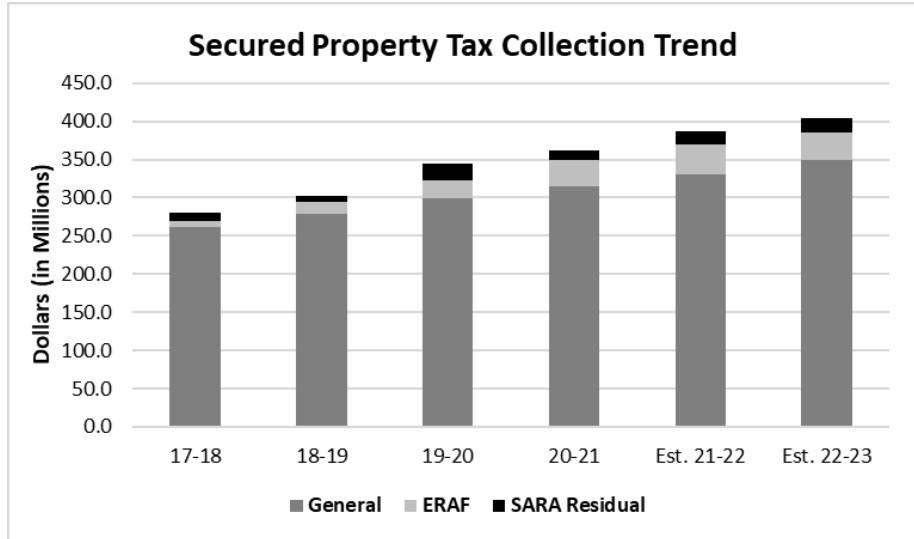


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**PROPERTY TAX**

**Secured Property Tax**

Secured Property Taxes account for over 90% of the revenues in this category. The Secured Property Tax category includes general Secured Property Tax, Educational Revenue Augmentation Fund (ERAF) revenues, and Successor Agency to the Redevelopment Agency (SARA) Residual Property Tax. In 2021-2022, Secured



Property Tax receipts are estimated at \$387.5 million, which reflects growth of approximately 7% from 2020-2021 collections. In 2022-2023, receipts are anticipated to grow to \$404.6 million, reflecting underlying general growth of 6%, higher estimated SARA Residual Property Tax receipts, and lower ERAF receipts. Each of the Secured Property Tax categories are further described below.

The general Secured Property Tax receipts are estimated at \$330.5 million in 2021-2022, which is approximately 5% above the 2020-2021 collection level. This growth primarily reflects an increase in assessed value due to the California Consumer Price Index (CCPI) increase of 1%, and increased valuation due to changes in ownership or new construction. Under Proposition 13, assessed values of all real property adjust with the CCPI, with a 2% limit, unless there is a change in ownership, new construction, or a property has received a Proposition 8 adjustment. On a County-wide basis, the 2021-2022 roll growth was driven primarily by changes in ownership (55.2%) and new construction (26.4%).

In 2022-2023, the general Secured Property Tax receipts are estimated to grow by 6%, reflecting a 2% CCPI and 4% increased valuation. The CCPI adjustment for the 2022-2023 tax roll is 2%, which is higher than the 2021-2022 tax roll growth of 1%, which was impacted by the pandemic. In addition, it is anticipated that the high property sales prices will continue to be a positive factor driving growth in this category. In calendar year 2021 the median single-family home price in the City of San José totaled \$1.4 million, which is almost 16% above the calendar year 2020 median single-family home price of \$1.2 million. Further, the number of single-family and multi-family sales transactions grew 37% in calendar year 2021, up by 2,480 sales from 2020's level of 6,636 sales. While such rapid growth of the local real estate market is not expected to continue at the same pace as seen in calendar year 2021, real estate is likely to remain a strong sector of the local economy in future years.

In addition to the changes in assessed value, Secured Property Tax collections are impacted by excess ERAF revenue. Beginning in 1992, agencies have been required to reallocate a portion



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**PROPERTY TAX**

**Secured Property Tax** (Cont'd.)

of property tax receipts to ERAF, which offsets the State's General Fund contributions to school districts under Proposition 98. However, once there are sufficient funds in ERAF to fulfill obligations, the remainder is to be returned to the taxing entities that contributed to it, which generally occurs in March of each fiscal year. In 2021-2022, ERAF receipts are estimated at \$38.9 million, however, in 2022-2023 receipts are anticipated to drop to \$35.0 million. It is important to note that due to litigation from school districts disputing the calculation methodology used by the counties to allocate ERAF distributions, approximately 30% is considered at risk for not being distributed; however, a decision for the litigation is not likely to occur until at least 2022-2023.

The final component of the Secured Property Tax category is the SARA Residual Property Tax receipts. As a result of the SARA bond refunding that occurred in December 2017, the City receives a residual property tax distribution. In 2021-2022, SARA Residual Property Tax receipts are estimated to total \$18.1 million, which is \$4.5 million above the 2020-2021 receipts. Prior year collections were negatively impacted by a State of California Appellate Court decision that revised the distribution formula related to all California residual property tax revenue from former Redevelopment Agencies. This decision resulted in a one-time reduction to revenues in 2020-2021 for the payback of prior years and an ongoing reduction. In 2022-2023, SARA Residual Property Tax receipts are anticipated to grow to \$19.6 million.

It should be noted that final data on the actual tax levy for 2022-2023 is not yet available as adjustments are made through June 30, 2022. Each month, the County of Santa Clara provides information on the status of the property tax roll for the upcoming year. Some of the adjustments, however, are not reflected until the latter months of a given fiscal year, such as the reassessments of commercial property. As updated information becomes available, refinements to the Property Tax estimates may be brought forward during future budget processes.

**Unsecured Property Tax**

Unsecured Property Taxes are the second largest revenue source in this category. Changes in this category are driven primarily by increases or decreases in the value of personal property (e.g. equipment and machinery used by business and industry for manufacturing and production). During the last decade, performance in this category has been volatile with annual growth or declines reaching double-digit levels based primarily on the strength of the local business sector. In 2021-2022, Unsecured Property Tax receipts are estimated at \$14.5 million, which is almost 10% below the prior year collection level of \$16.1 million. In 2022-2023, due to pandemic's continued impact on local businesses, Unsecured Property Taxes are estimated to remain flat at \$14.5 million.

**Other Property Taxes**

The remaining Property Tax categories include SB 813 Property Tax receipts, which is estimated at \$3.8 million in 2021-2022 and \$4.0 million in 2022-2023; Aircraft Property Tax receipts, which are estimated at \$3.0 million in 2021-2022 and 2022-2023; and Homeowners Property Tax Relief revenue are anticipated to total approximately \$900,000 in 2021-2022 and 2022-2023.

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<b>SALES TAX</b>
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2020-2021 Actual	\$ 284,020,471
2021-2022 Adopted	\$ 280,200,000
2021-2022 Estimate*	\$ 313,500,000
2022-2023 Forecast**	\$ 325,000,000
2022-2023 Proposed	\$ 325,000,000
% of General Fund	22.4 %
% Change from 2021-2022 Adopted	16.0 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was increased by \$5.0 million from the February Forecast; additional details can be found in the General Fund Overview section.

**Distribution of Sales Tax**

As shown in the following table, the City receives 1.25% of the 9.375% Sales Tax collected for items sold in San José. The distribution percentage includes a 0.25% local transaction and use tax enacted by the City of San José effective October 1, 2016 (limited to 15 years). The City also receives a portion of the Public Safety Fund (Proposition 172) Sales Tax collected State-wide.

Agency	Distribution Percentage
State of California	5.500%
City of San José (Bradley Burns)	1.000%
City of San José (Local Tax)	0.250%
Public Safety Fund (Proposition 172)	0.500%
Santa Clara County (Including VTA)	2.000%
Peninsula Corridor Joint Powers Board (Caltrain)	0.125%
<b>Total</b>	<b>9.375%</b>

**Revenue Estimates**

The Sales Tax category includes General Sales Taxes, Local Sales Taxes, and Proposition 172 Sales Taxes. Information related to Sales Tax payments are distributed from the California Department of Tax and Fee Administration (CDTFA) four times throughout the year: November (July-September activity); February (October-December activity); May (January-March activity); and August (April-June activity). Based on information received through February 2022 (which reflects two quarters of Sales Tax activity; from July 2021 through December 2021), it is anticipated that 2021-2022 Sales Tax revenue will total \$313.5 million. This robust growth parallels the strong economic recovery since the arrival of effective vaccines, the corresponding relaxation of public health restrictions, and high levels of inflation. In 2022-2023 this growth is expected to taper somewhat, with overall growth of approximately 4% and total \$325.0 million.

Sales Tax Category	2022-2023 Proposed Budget
General Sales Tax	\$262,000,000
Local Sales Tax	54,000,000
Proposition 172 Sales Tax	9,000,000
<b>Total</b>	<b>\$325,000,000</b>

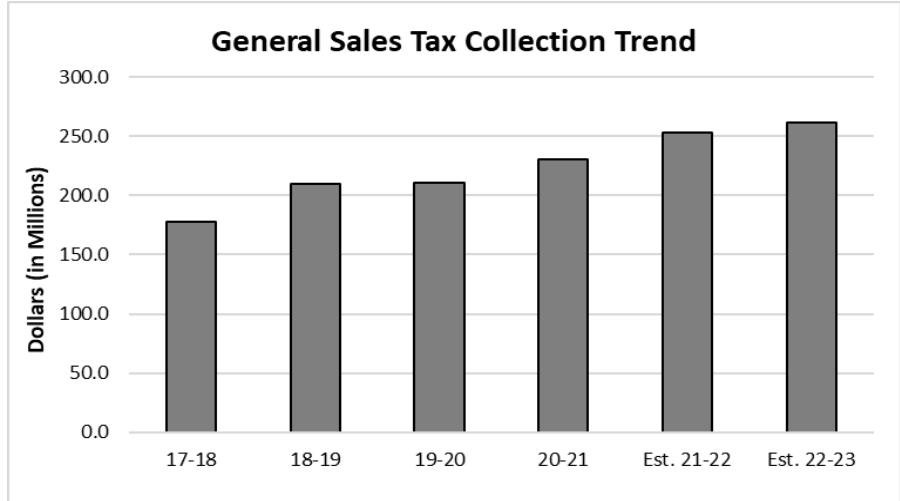
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**SALES TAX**

Additional information about each of the Sales Tax sub-categories is provided below.

**General Sales Tax**

General Sales Tax is the largest driver of the Sales Tax category and accounts for approximately 80% of all Sales Tax receipts. General Sales Tax receipts for the first quarter (sales tax activity for July-September) and second quarter (sales tax activity for October-December) were



received in November 2021 and February 2022, respectively and continue to reflect strong growth that began in the third quarter of 2020-2021. Beginning in the third quarter of 2021-2022 growth is anticipated to continue, but at a more moderate level. Based on these assumptions, General Sales Tax collections are anticipated to total \$253.0 million in 2021-2022, which reflects an overall increase of 10% from the 2020-2021 collection level. In 2022-2023, General Sales Tax revenue is anticipated to continue growing, but at a moderate level. The 2022-2023 General Sales Tax revenue is anticipated to experience growth of approximately 4% and total \$262.0 million

The City’s Sales Tax consultant, Avenu Insights & Analytics, has provided performance data for General Sales Tax revenue, as displayed on the chart below. This analysis measures the first and second quarter General Sales Tax receipts for 2020-2021 and 2021-2022, excluding Sales Tax associated with the Revenue Capture Agreement.

**General Sales Tax Revenue Economic Performance**  
**First and Second Quarter Payment**

Category	2021-2022 % of Total Revenue	2020-2021 % of Total Revenue	% Change by Category
General Retail	19.7%	17.9%	29.4%
Transportation	18.0%	16.6%	27.1%
Business-to-Business	15.4%	15.6%	15.8%
Food Products	13.1%	11.8%	30.1%
Construction	9.5%	10.8%	3.7%
Miscellaneous	0.8%	0.8%	14.5%
County Pool	23.5%	26.5%	3.5%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	

As can be seen in the table above, all categories have experienced year-over-year growth, the largest of which include Food Products, General Retail (apparel stores, department stores, furniture/appliance stores, drug stores, recreation products, and florists/nurseries), Transportation, and Business-to-Business.

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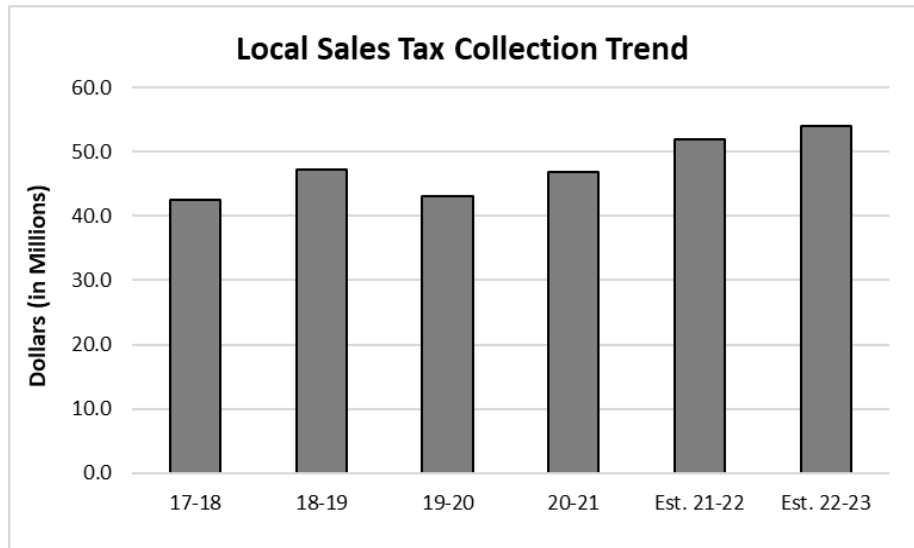
**SALES TAX**

**General Sales Tax** (Cont'd.)

In addition, the County Pool, which is where the majority of online transactions are captured, has continued to grow. This growth is attributable to the pandemic's sustained impact of redirecting a significant amount of activity to online sales. The recent growth in County Pool receipts has been fueled by online purchases during the pandemic and is facilitated by the South Dakota vs. Wayfair, Inc. Supreme Court decision in 2018, which provided states with the authority to require online retailers to collect sales tax even without a local presence in that State. The County Pool revenue is distributed to all cities within Santa Clara County based on a distribution formula administered by the CDTFA. This formula is based each quarter on each jurisdiction's total General Sales Tax receipts divided by the Total General Sales Tax receipts for the entire County. The City typically receives between 40% - 50% of the total County Pool.

**Local Sales Tax**

In June 2016, San José voters approved a ¼ cent Local Sales Tax, which was implemented in October 2016. Local Sales Tax is generated based on the destination of the purchased product; therefore, all out-of-state online retailers (including marketplace facilitators) sales tax collections are directly distributed to the City of San José, versus



the General Sales Tax revenue that is deposited in the County Pool, where the City only receives approximately 40% - 50% of the proceeds. Due to this distinction, Local Sales Tax revenue may not always experience the same growth and decline rates as General Sales Tax receipts. Similar to General Sales Tax, Local Sales Tax receipts for the first quarter (sales tax activity for July-September) and for the second quarter (sales tax activity from October-December) were received in November 2021 and February 2022, respectively and continue to reflect strong growth that began in the third quarter of 2020-2021. Beginning in the third quarter of 2021-2022 growth is anticipated to continue, but at a more moderate level. Based on these assumptions, Local Sales Tax collections are anticipated to total \$52.0 million in 2021-2022, which reflects an increase of 11% from the 2020-2021 collection level. In 2022-2023, Local Sales Tax revenue is anticipated to continue growing at a moderate level of 4% and total \$54.0 million.

**Public Safety (Proposition 172) Sales Tax**

Proposition 172 Sales Tax collections (representing the ½ cent tax that is allocated to counties and cities on an ongoing basis for funding public safety programs) are expected to total \$8.5 million in 2021-2022 and \$9.0 million in 2022-2023.

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**TRANSIENT OCCUPANCY TAX**

2020-2021 Actual	\$ 5,409,142
2021-2022 Adopted	\$ 10,000,000
2021-2022 Estimate*	\$ 9,000,000
2022-2023 Forecast	\$ 11,000,000
2022-2023 Proposed	\$ 11,000,000
% of General Fund	0.8 %
% Change from 2021-2022 Adopted	10.0 %

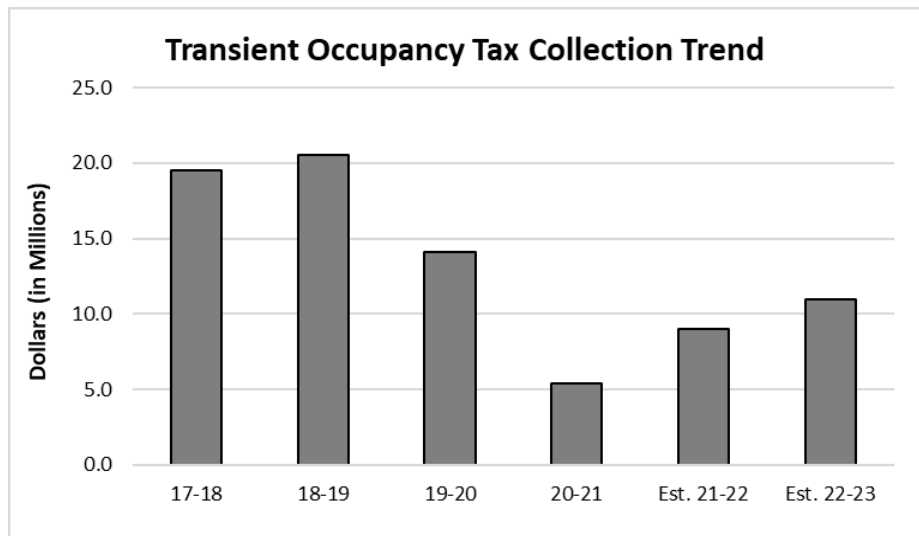
\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Distribution of Transient Occupancy Tax**

The City of San José assesses a 10% Transient Occupancy Tax (TOT) on the rental price for transient lodging. Of this 10%, 6% is placed in the Transient Occupancy Tax Fund and 4% is deposited in the General Fund. This discussion addresses the portion of the Transient Occupancy Tax that is allocated to the General Fund.

**Revenue Estimates**

In 2021-2022, Transient Occupancy Tax (TOT) receipts in the General Fund (which represent 40% of the total tax) are estimated to reach \$9.0 million, reflecting a 66.4% increase from the 2020-2021 collection level of \$5.4 million, but a 36.2% decline from the 2019-2020 collection level of \$14.1 million. This



drastic fluctuation in TOT receipts is illustrative of the evolving impact of the COVID-19 pandemic on hotel activity, the effects of which peaked in spring 2020 but are resulting in a slower than anticipated rebound in the demand for hotel rooms. Through February 2022, the average hotel occupancy rate reported for the San José market was 54.5%, an 18.8 percentage point increase from the same period in 2020-2021 (52.5%). Average room rates increased by 19.5%, from \$100.68 to \$120.36, and the year-to-date average revenue-per-available room (RevPAR) increased 82.4%, from \$33.38 to \$64.03, relative to the same period in 2020-2021.

Although the emergence of COVID-19 variants, as with recent national experiences with the Delta and Omicron variants, may continue to suppress travel and hotel activity, the incremental improvement in hotel activity sustained since April 2020 is expected to continue into 2022-2023. In 2022-2023, TOT receipts are projected to increase by 22%, and total \$11.0 million.

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**2022-2023 PROPOSED OPERATING BUDGET**  
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<b>FRANCHISE FEES</b>	
2020-2021 Actual	\$ 45,628,289
2021-2022 Adopted	\$ 44,651,652
2021-2022 Estimate*	\$ 47,035,652
2022-2023 Forecast**	\$ 48,585,652
2022-2023 Proposed	\$ 49,168,393
% of General Fund	3.4 %
% Change from 2021-2022 Adopted	10.1 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was increased by \$600,000 from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

<b>Franchise Category</b>	<b>2022-2023 Proposed Budget</b>
Electric	\$ 21,000,000
Gas	6,500,000
Commercial Solid Waste	13,003,393
Cable Television	8,300,000
City Generated Tow	50,000
Great Oaks Water	250,000
Nitrogen Gas Pipeline Fees	65,000
<b>Total</b>	<b>\$ 49,168,393</b>

Franchise Fees are collected in the Electricity, Gas, Commercial Solid Waste, Cable, City-Generated Tow, Water, and Nitrogen Gas Pipeline categories. Overall, collections are projected at \$47.0 million in 2021-2022, which is approximately 3% above the prior year receipts of \$45.6 million. In 2022-2023, Franchise Fees are expected to increase an additional 4.5% to \$49.2 million, which reflects higher anticipated Electric Franchise Fees and the Consumer Price Index (CPI) adjustment for the Commercial Solid Waste Franchise Fee.

Franchise Fees for electricity and gas services provided by Pacific Gas & Electric (PG&E) are based on the revenues of that company in the calendar year (revenues in 2021-2022 are based on calendar year 2021 and revenues in 2022-2023 will be based on calendar year 2022). Year-end estimates are typically based upon an examination of electricity and gas rate changes, industry actions, and actual collection patterns in the utility tax categories. The reconciliation of annual receipts from PG&E for 2020-2021 were received in April 2022 and were slightly above anticipated levels.

**Electricity Franchise Fee**

In the Electricity Franchise Fee category, collections in 2021-2022 are anticipated to reach \$19.8 million, reflecting growth of approximately 5% from the 2020-2021 receipts. This estimate takes into consideration the actual collection patterns for electricity utility tax receipts in calendar year



**CITY OF SAN JOSE**  
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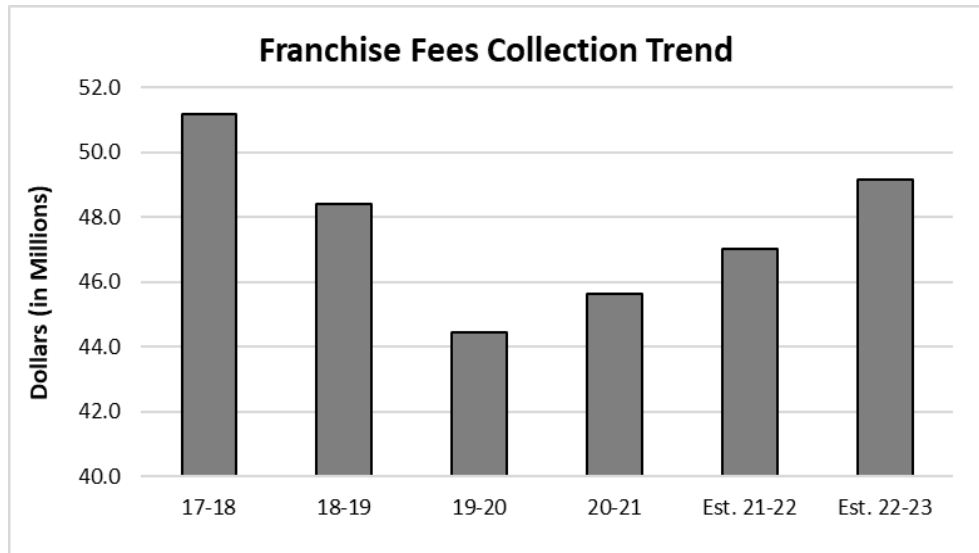
**FRANCHISE FEES**

**Electricity Franchise Fee (Cont'd.)**

2021. In 2022-2023 the Electricity Franchise Fee estimate is estimated to grow to \$21.0 million, which is due to higher approved electricity rates.

**Gas Franchise Fee**

In the Gas Franchise Fee category, the 2021-2022 estimated collections of \$6.2 million reflects an approximately 4% increase from prior year receipts of \$5.9 million. This estimate takes into consideration the actual collection patterns for gas utility tax receipts in calendar year 2021. Similar to



the Electric Franchise Fee, gas rates are anticipated to rise in 2022-2023, resulting in Gas Franchise Fee revenue growing 5% to \$6.5 million. It is important to note, however, that receipts can fluctuate significantly due to consumption changes associated with the weather and future rate changes.

**Commercial Solid Waste Fee**

Commercial Solid Waste (CSW) Franchise Fee collections are estimated to reach \$12.4 million in 2021-2022, 1.4% above the prior year collections, which is primarily due to the 2021-2022 CPI-based increase. Collections reflect the revised methodology for assessing this fee that became effective July 1, 2012. On October 19, 2010, the City Council amended the CSW fee to charge franchises based on geographic collection districts rather than volume. The fee structure is a base of \$5 million per year for each of two geographic collection districts plus a supplemental fee of \$1.0 million for the right to conduct CSW services in both the North District and the South District. This revised structure is subject to an annual increase based on the percentage change in the CPI rate during the prior two calendar years. It should be noted that this increase is not automatic and is subject to City Council approval each year. Therefore, the 2022-2023 Forecast estimate of \$12.4 million does not automatically assume a CPI adjustment. However, the 2022-2023 Proposed Budget includes a recommendation to increase the CPI by 4.7%, which will generate an additional \$582,741 in Commercial Solid Waste Fee revenue, bringing the budget estimate to \$13.0 million in 2022-2023.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
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<b>FRANCHISE FEES</b>
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**Cable Television Fee**

In the Cable Franchise Fee category, the estimated 2021-2022 collections of \$8.3 million is consistent with the prior year receipts. In addition, revenue in 2022-2023 is anticipated to remain at \$8.3 million.

**Other Franchise Fees**

Remaining franchise fees include the City Generated Tow, Great Oaks Water, and Nitrogen Gas Pipeline categories. City Generated Tow receipts are estimated at \$0 in 2021-2022 and \$50,000 in 2022-2023, Great Oaks Water receipts are estimated at \$240,000 in 2021-2022 and \$250,000 in 2022-2023, and Nitrogen Gas Pipeline receipts are estimated at \$65,000 in 2021-2022 and 2022-2023.

**CITY OF SAN JOSE  
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**UTILITY TAXES**

2020-2021 Actual	\$ 106,970,843
2021-2022 Adopted	\$ 97,060,000
2021-2022 Estimate*	\$ 97,650,000
2022-2023 Forecast	\$ 107,450,000
2022-2023 Proposed	\$ 107,450,000
% of General Fund	7.4 %
% Change from 2021-2022 Adopted	10.7 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

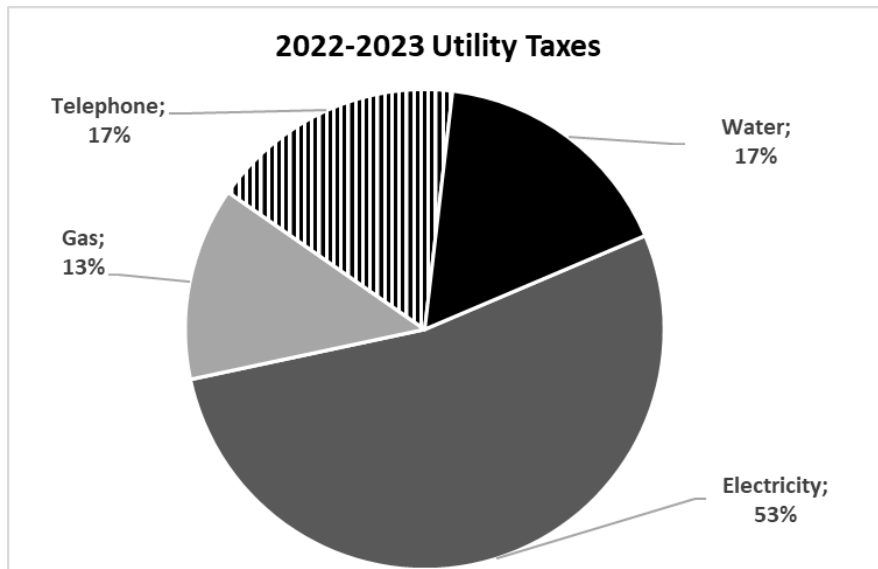
**Revenue Estimates**

Utility Taxes Category	2022-2023 Proposed Budget
Electricity	\$ 57,000,000
Gas	14,000,000
Telephone	18,450,000
Water	18,000,000
<b>Total</b>	<b>\$ 107,450,000</b>

Utility Taxes are imposed on electricity, gas, water, and telephone usage. Collections in 2021-2022 are anticipated to total \$97.7 million, which is significantly below the 2020-2021 collection level of \$107.0 million. However, this drop is due to a payment processing timing issue, resulting in collections being included in 2020-2021 that should have been reflected in 2021-2022. In 2022-2023, Utility Tax collections are projected at \$107.5 million.

**Electricity Utility Tax**

The Electricity Utility Tax is anticipated to generate \$51.0 million in 2021-2022 and grow to \$57.0 million in 2022-2023. After accounting for the payment processing timing issue, the 2022-2023 collection reflects anticipated growth of 5% from estimated 2021-2022 collections. The 2022-2023 growth is primarily reflective of approved electricity rate increases, which will drive up Electricity Utility Tax receipts.



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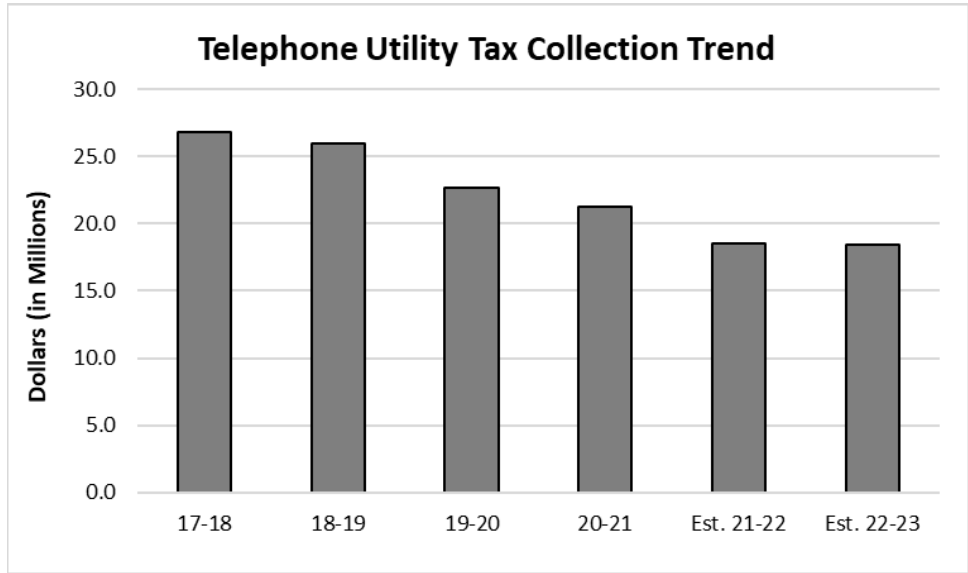
**UTILITY TAXES**

**Gas Utility Tax**

The Gas Utility Tax is anticipated to generate \$12.5 million in 2021-2022 and grow to \$14.0 million in 2022-2023. After accounting for the payment processing timing issue, the 2022-2023 collection reflects anticipated growth of 5% from estimated 2021-2022 collections. The 2022-2023 growth is primarily reflective of higher gas costs and approved rate increases, which will drive up Gas Utility Tax receipts. It is important to note, however, that receipts can fluctuate significantly due to consumption changes associated with the weather and future rate changes.

**Telephone Utility Tax**

In the Telephone Utility Tax category, revenues are collected on landlines, wireless, VoIP, and prepaid wireless services sold at retail locations. Receipts in 2021-2022 are projected at \$18.6 million, a 13% drop from the 2020-2021 collection level. In 2022-2023, receipts are projected to drop an additional



1% and total \$18.5 million. The Telephone Utility Tax category has experienced continuous declines as a result of wireless consumers shifting to less expensive prepaid wireless plans, competition with cellular companies that keep prices down, and that the data component of wireless plans not being taxable.

**Water Utility Tax**

Based on current year collection levels, Water Utility Tax receipts of \$15.6 million are anticipated to be received in 2021-2022. In 2022-2023, water rates are anticipated to rise, therefore Water Utility Tax receipts are estimated at \$18.0 million, which after accounting for the payment processing timing issue, reflects a 5% increase from the 2021-2022 anticipated collection level.

**CITY OF SAN JOSE**  
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<b>BUSINESS TAXES</b>	
2020-2021 Actual	\$ 70,035,779
2021-2022 Adopted	\$ 74,500,000
2021-2022 Estimate*	\$ 84,700,000
2022-2023 Forecast	\$ 86,000,000
2022-2023 Proposed	\$ 86,000,000
% of General Fund	5.9 %
% Change from 2021-2022 Adopted	15.4 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

<b>Business Taxes Category</b>	<b>2022-2023 Proposed Budget</b>
Cardroom Business Tax	\$ 27,000,000
General Business Tax	26,000,000
Cannabis Business Tax	20,000,000
Disposal Facility Tax	13,000,000
<b>Total</b>	<b>\$ 86,000,000</b>

This category includes Cannabis Business Tax, Cardroom Business Tax, Disposal Facility Tax, and General Business Tax. Business Taxes are estimated to reach \$84.7 million in 2021-2022, a 20% increase from prior year levels, which is primarily due to increased Cardroom Tax revenues that were significantly impacted by the pandemic. In 2022-2023, Business Taxes revenues are anticipated to increase 2% to \$86.0 million.

**Cannabis Business Taxes**

Cannabis Business Tax collections began after San José voters approved Ballot Measure U on November 2, 2010, which allowed the City to tax marijuana businesses. Further, in November 2016, the California Marijuana Legalization Initiative (Proposition 64) was approved by voters, which legalized recreational marijuana use in California. As a result, the sale of recreational cannabis at the 16 licensed dispensaries in San José began in January 2018. Based on current collection trends, it is anticipated Cannabis Business Tax receipts will total approximately \$19.0 million in 2021-2022, which is slightly above the prior year level. In 2022-2023 receipts are projected to grow by approximately 5% to \$20.0 million.

**Cardroom Business Tax**

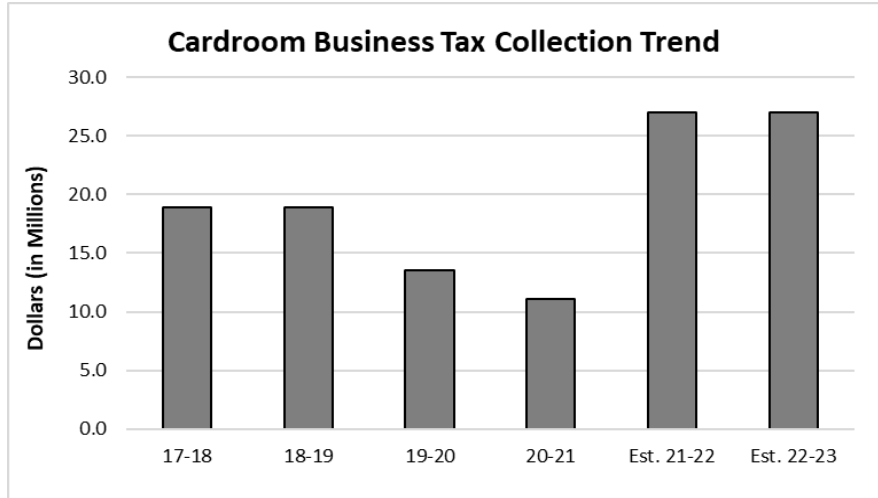
Cardroom Business Tax receipts are estimated at \$27.0 million, a significant increase from prior year collections of \$11.1 million. Cardrooms suspended operations from March 2020 to August 2020, then again from November 2020 to January 2021 due to health orders by the County of Santa Clara and/or the State of California. Since late January 2021, cardrooms have once again been operational, under modified restrictions. Currently, cardrooms are generally operating at

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**BUSINESS TAXES**

**Cardroom Business Tax (Cont'd.)**

pre-pandemic levels. In 2022-2023, Cardroom Tax receipts are anticipated to remain steady at \$27.0 million. The estimates for Cardroom Tax receipts are inclusive of the ballot measure approved by voters in November 2020 that increased taxes on cardroom operators beginning in January 2021.

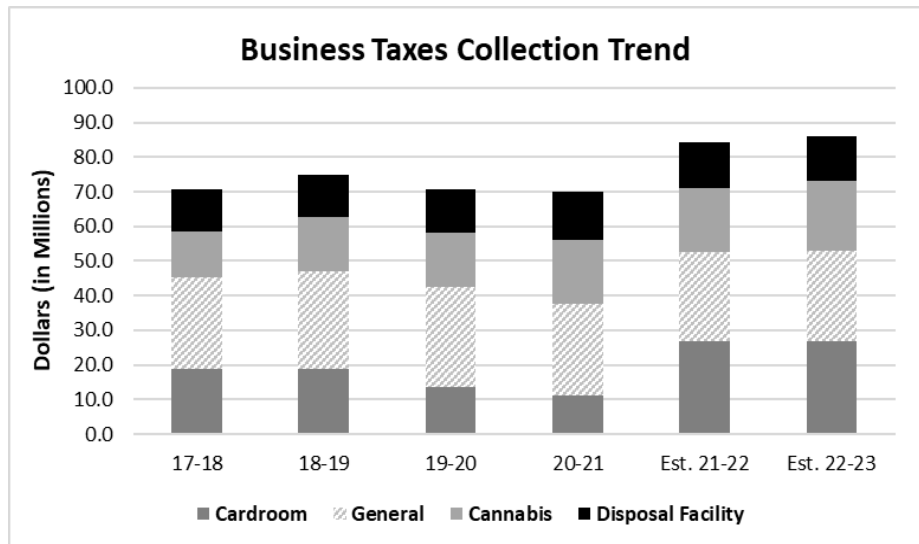


**Disposal Facility Tax**

Disposal Facility Taxes (DFT) are business taxes based on the tons of solid waste disposed at landfills within the City. This revenue stream can vary due to factors that affect the amount of waste generated and how it is disposed including: economic activity, weather, diversion programs, and price sensitivity to disposal rates. Based on current collection trends, 2021-2022 DFT collections are estimated at \$13.0 million, which is slightly below the 2020-2021 collection level of \$13.8 million. In 2022-2023, receipts are anticipated to remain flat at \$13.0 million.

**General Business Tax**

Beginning in 2017-2018, General Business Tax collections reflect the modernization of the San José business tax, which was approved by San José voters on November 8, 2016 and took effect on July 1, 2017. The adjustments to the business tax included increasing the base tax, increasing the



incremental tax and making it more progressive, increasing the cap (the maximum amount of the tax affecting large businesses), updating the application of the tax to more classes of business, and adding inflation-based adjustments for future tax rates. In 2021-2022, General Business Tax proceeds are anticipated to reach \$25.7 million, which is slightly below the 2020-2021 collection level of \$26.5 million. In 2022-2023, General Business Tax revenue is anticipated to grow slightly (1%) to \$26.0 million as a result of a moderate annual inflation rate change, partially offset by reduced activity levels, as a number of businesses are still recovering from the pandemic.

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<b>REAL PROPERTY TRANSFER TAX</b>	
2020-2021 Actual	\$ 50,530,828
2021-2022 Adopted	\$ 40,000,000
2021-2022 Estimate*	\$ 90,000,000
2022-2023 Forecast	\$ 65,000,000
2022-2023 Proposed	\$ 65,000,000
% of General Fund	4.5 %
% Change from 2021-2022 Adopted	62.5 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

On March 3, 2020, San José voters approved Measure E, the Real Property Transfer Tax. This new tax, which became effective on July 1, 2020, is imposed at a tiered level for property transfers (sales) over \$2.0 million. In 2021-2022 collections are projected at \$90.0 million, which is significantly above the prior year collections of \$50.5 million. The significant 2021-2022 collection level is due to several factors. First, due to the timing of when the payment from Santa Clara County was processed for June collections, funding of \$9.7 million is reflected in 2021-2022, but is attributable to 2020-2021 activity. In addition, 11 high-value property transfers occurred between July 2021 and March 2022, totaling \$34.7 million. Combined, the revenue due to the prior year activity (\$9.7 million) and the 11 high-value transfers (\$34.7 million) attributed over \$44 million of the total \$86 million collections received so far in 2021-2022. The Real Property Transfer Tax collections began in 2020, therefore limited historical collection information is known. In addition, receipts are significantly influenced by large property transfers, which are difficult to forecast. As a result, a conservative estimate of \$65.0 million is anticipated in 2022-2023.

In accordance with City Council Policy 1-18, Section 22, the additional revenue will be allocated for homelessness prevention efforts and the development of new affordable housing. It is important to note that the Administration has recommended adjustments to the spending allocation of these revenues to broaden eligible uses to also include the construction and operation of emergency interim housing communities, other homeless shelters, or other homeless support services. In accordance with the process specified in the policy for any changes to the spending allocations, the City initiated a 60-day public noticing period on February 4, 2022 and held the first of two public hearings on February 15, 2022. A second public hearing and action for City Council to approve the recommended policy changes occurred on April 12, 2022, with the City Council officially adopting the new policy on April 19, 2022.

Additional information regarding the use of funds related to the Real Property Transfer Tax is provided in the *General Fund Capital, Transfers, and Reserves* section of this document.

**CITY OF SAN JOSE  
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**TELEPHONE LINE TAX**

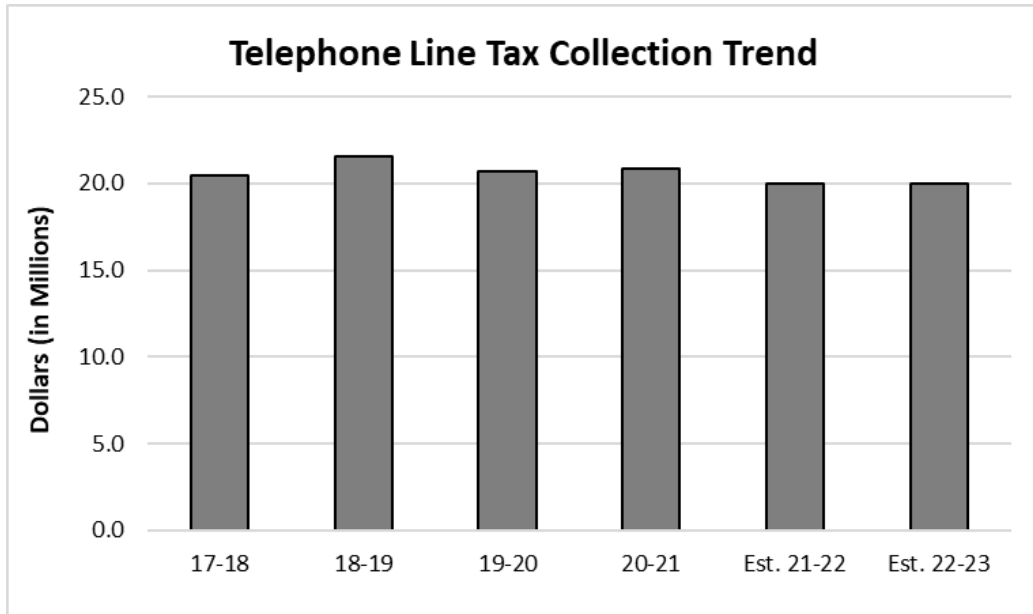
2020-2021 Actual	\$ 20,872,785
2021-2022 Adopted	\$ 20,000,000
2021-2022 Estimate*	\$ 20,000,000
2022-2023 Forecast	\$ 20,000,000
2022-2023 Proposed	\$ 20,000,000
% of General Fund	1.4 %
% Change from 2021-2022 Adopted	0.0 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

In November 2008, voters approved Measure J, a tax that is collected from telephone users on their telephone bills. The tax amount, which does not grow with inflation, is \$1.57 per telephone line per month and \$11.82 per commercial type trunk line. Exemptions to the tax include low-income seniors and disabled persons who receive lifeline telephone service.

Based on the current collection trend and historical patterns, Telephone Line Tax receipts in 2021-2022 are estimated at \$20.0 million, which is fairly consistent with the 2020-2021 actual collection level of \$20.9 million. Given the steady nature of the tax collections in this category, receipts are anticipated to remain at \$20.0 million in 2022-2023.





**CITY OF SAN JOSE**  
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<b>LICENSES AND PERMITS</b>	
2020-2021 Actual	\$ 19,388,370
2021-2022 Adopted	\$ 21,002,985
2021-2022 Estimate*	\$ 20,125,949
2022-2023 Forecast**	\$ 21,703,636
2022-2023 Proposed	\$ 20,993,100
% of General Fund	1.4 %
% Change from 2021-2022 Adopted	0.0 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was increased by \$83,805 from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

<b>Licenses and Permits Category</b>	<b>2022-2023 Proposed Budget</b>
Fire Permits	\$6,281,000
Other Licenses and Permits	14,712,100
<b>Total</b>	<b>\$ 20,993,100</b>

The Licenses and Permits category contain non-development fees and charges collected by various City departments, the largest of which are Fire Permits. Licenses and Permits are projected based on City Council-approved cost-recovery policies with the goal of a net-zero impact on the General Fund.

The Licenses and Permits category is estimated to total \$20.1 million in 2021-2022 and grow slightly to \$21.0 million in 2022-2023. The 2022-2023 Proposed Budget includes actions to decrease the Fire Department Non-Development Fee revenue by -\$105,000 (from \$6.4 million to \$6.3 million) due to a new Fire Prevention Fee (\$185,000), which is offset by a reduction to all other Fire Department Non-Development Fees by -4.5% to maintain cost recovery levels (-\$290,000). In addition, the 2022-2023 Proposed Budget includes actions to decrease the Other Licenses and Permits category by -\$605,536 (from \$15.3 million to \$14.7 million) to align revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels. This includes the elimination of the fee for temporary street closure permit (-\$25,600) which has previously been approved by the City Council on a one-time basis for a number of years.

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
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**FEES, RATES, AND CHARGES**

2020-2021 Actual	\$ 7,442,173
2021-2022 Adopted	\$ 14,832,684
2021-2022 Estimate*	\$ 18,501,616
2022-2023 Forecast**	\$ 23,853,718
2022-2023 Proposed	\$ 23,928,232
% of General Fund	1.6 %
% Change from 2021-2022 Adopted	61.3 %

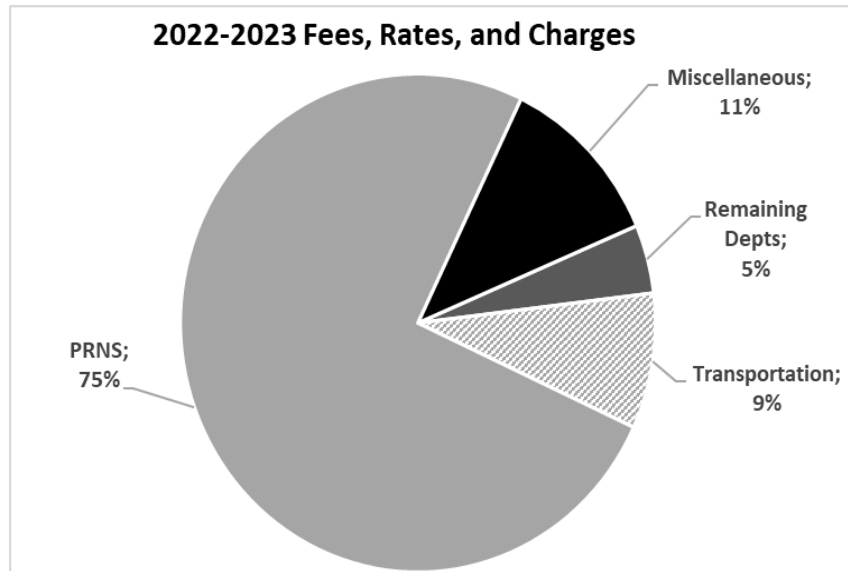
\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was decreased \$153,462 from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

Fees, Rates, and Charges Category	2022-2023 Proposed Budget
Parks, Recreation and Neighborhood Services	\$ 18,013,879
Transportation	2,106,292
Police	1,032,471
Library	35,500
Miscellaneous	2,740,090
<b>Total</b>	<b>\$ 23,928,232</b>

The Fees, Rates, and Charges revenue category includes various fees and charges levied to recover costs of services provided by several City departments, the largest of which are Parks, Recreation, and Neighborhood Services (PRNS) Department Fees. All fees and charges are projected based on City Council-approved cost-recovery policies with the goal of a net-zero impact on the General Fund. In 2021-2022, the Fees, Rates, and Charges category is estimated at \$18.5 million, which is significantly higher than the 2020-2021 collection level of \$7.4 million, but is still deeply below historical collections of approximately \$30 million. The suppressed activity is primarily attributable to PRNS fee collections, which have been significantly impacted by the pandemic-related health orders.



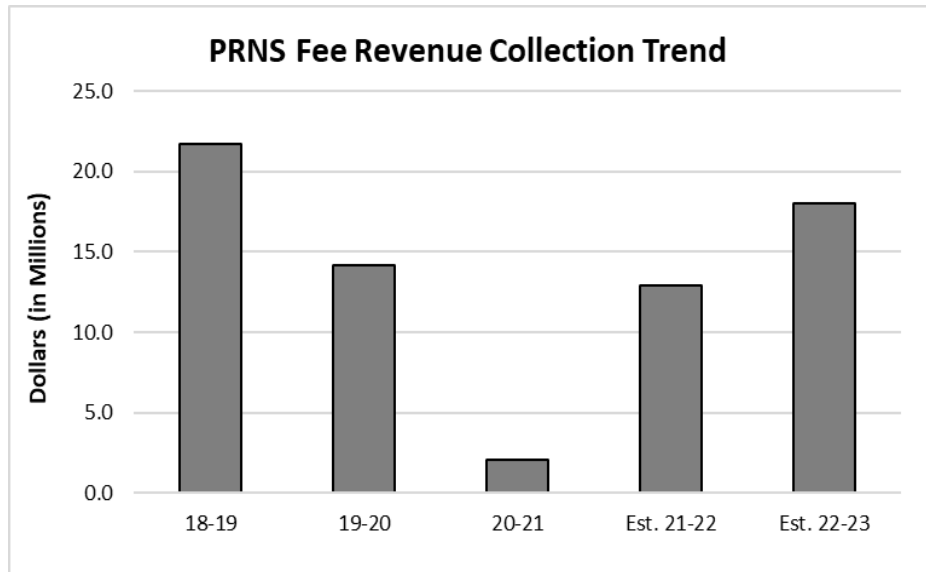
**CITY OF SAN JOSE**  
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**FEES, RATES, AND CHARGES**

In 2022-2023, the Fees, Rates, and Charges category is anticipated to continue growing and total \$23.9 million. The 2022-2023 Proposed Budget includes actions to increase Transportation Fee revenue (\$2,333), increase the Police Department revenue (\$1,325), and decrease miscellaneous fee revenue (-\$213,023) to align various revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels. In addition, the 2022-2023 Proposed Budget includes an action to increase PRNS fee revenue by \$283,879, which is further described below.

**Parks, Recreation and Neighborhood Services Fees**

As mentioned above, PRNS fee revenue was significantly impacted by pandemic-related health orders. PRNS program delivery and revenue generation experienced significant declines in all fee categories, including: Happy Hollow Park and Zoo; Fee Activity (classes, camps, and after-school activities); Facility Rentals; Sports Facilities Reservations; Lake Cunningham Action Sports Park;



Gym and Fitness; Parking; Park Permits; Arcadia Ball Park; Family Camp; and Aquatics Program. In 2021-2022, as pandemic-related restrictions have eased, PRNS Fee revenue is anticipated to end the year at \$12.9 million. In 2022-2023 fee revenue is anticipated to continue growing and total \$18.0 million, which includes an increase to Happy Hollow Park and Zoo and Fee Activity revenue (\$283,879). The 2022-2023 Proposed Budget includes an action to budget additional personal services resources (3.0 positions) to support operations at Happy Hollow Park and Zoo, which are anticipated to result in additional revenue generation. Additional detail on this budget action is provided in the Parks, Recreation and Neighborhood Services Department under the *City Departments* section of this document.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
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**FINES, FORFEITURES, AND PENALTIES**

2020-2021 Actual	\$ 9,760,327
2021-2022 Adopted	\$ 8,676,000
2021-2022 Estimate*	\$ 11,755,000
2022-2023 Forecast**	\$ 12,232,000
2022-2023 Proposed	\$ 12,232,000
% of General Fund	0.8 %
% Change from 2021-2022 Adopted	41.0 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

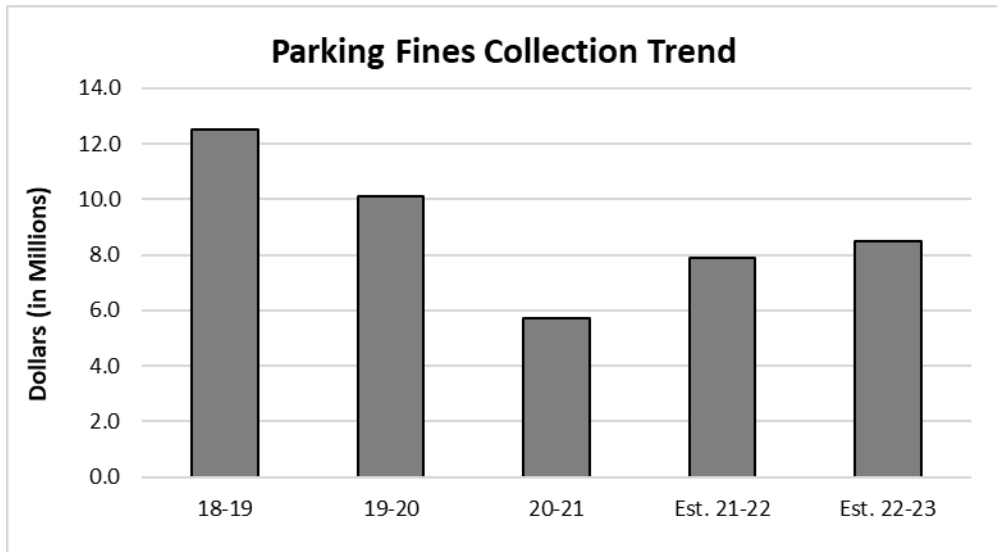
\*\* The 2022-2023 Forecast was increased \$100,000 from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

Fines, Forfeitures, and Penalties revenue in 2021-2022 is estimated at \$11.8 million, which is 20.3% above the 2020-2021 actual collection level. In 2022-2023, Fines, Forfeitures, and Penalties are anticipated to grow to \$12.2 million. Growth in this category is primarily attributable to stronger Parking Fines, which as further discussed below, were significantly impacted by the pandemic.

**Parking Fines**

Parking Fines are the largest driver in the Fines, Forfeitures, and Penalties revenue category. The 2021-2022 estimate for Parking Fines totals \$7.9 million and revenue is anticipated to grow to \$8.5 million in 2022-2023. While this



collection level is higher than the 2020-2021 level of \$5.7 million, it is far below historical Parking Fine collections of approximately \$11 million - \$12 million annually. Parking Fines have been significantly impacted by the pandemic as the Transportation Department only performed limited citations related to meter violations, and additionally, overall parking demand fell. The Transportation Department has begun the process of reinstating Residential Permit Parking Zones, issuing safety related and street sweeping violations citywide, and enforcing parking meter related violations within the Downtown and citywide. Parking Compliance activities will continue to be phased in thoughtfully while remaining sensitive to the community’s economic concerns.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

<b>REVENUE FROM USE OF MONEY AND PROPERTY</b>	
2020-2021 Actual	\$ 8,778,301
2021-2022 Adopted	\$ 9,304,000
2021-2022 Estimate*	\$ 8,814,000
2022-2023 Forecast	\$ 8,688,000
2022-2023 Proposed	\$ 8,779,000
% of General Fund	0.6 %
% Change from 2021-2022 Adopted	(5.6 %)

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

The Revenue from the Use of Money and Property category consists of revenue associated with the rental of City-owned property, subrogation recovery efforts, interest income, and small cell lease revenue. Overall revenue in this category is anticipated to generate \$8.8 million in 2021-2022 and 2022-2023.

**Rental of City-Owned Property**

Collections reflected in the Rental of City-Owned Properties category include revenue related to the City Hall lease to the United States Patent and Trademark Office (USPTO), rental of communications facilities, and rental of various City-owned properties. In 2021-2022 Rental of City-Owned Property revenue totaling \$2.8 million is anticipated, which is slightly above the 2020-2021 collection level of \$2.4 million. In 2022-2023 collections are estimated at \$3.0 million, which includes an action to increase the revenue by \$91,000 to reflect new lease revenue related to a property on Alma Avenue.

**General Fund Interest Earnings**

The interest earnings collection on the General Fund in 2021-2022 is estimated at \$4.0 million. In 2022-2023, General Fund interest earnings are anticipated to grow slightly to \$4.2 million.

**Small Cell Lease Revenue**

Lease revenue received for small cells represents revenue for lease of City-owned light poles from wireless carriers including Verizon, Mobilitie, and AT&T. In 2022-2023 revenues are anticipated to total \$819,000, which is set aside in the Digital Inclusion Fund allocation in *City-Wide Expenses* section of this document.

**CITY OF SAN JOSE  
2022-2023 PROPOSED OPERATING BUDGET  
GENERAL FUND REVENUE ESTIMATES**

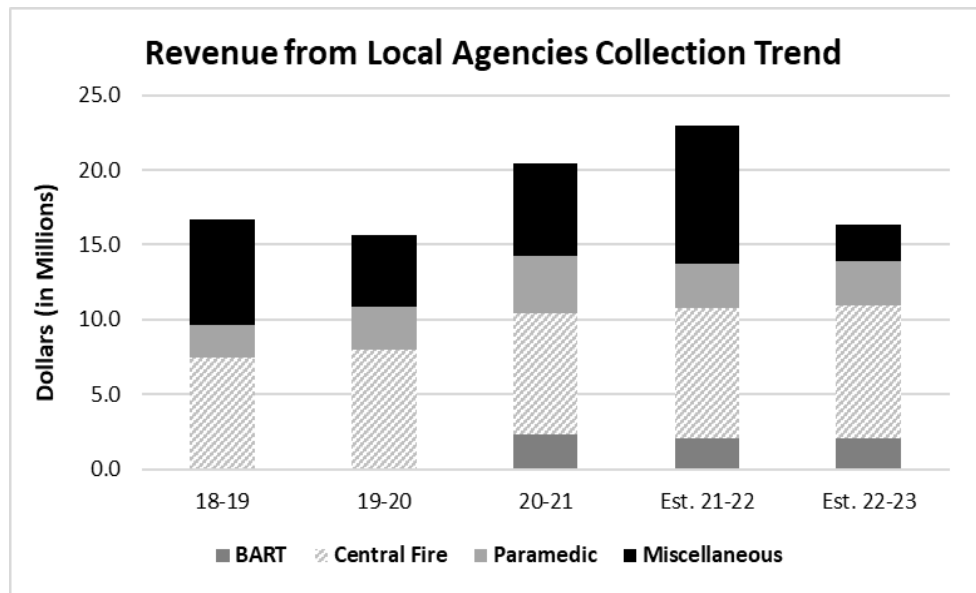
**REVENUE FROM LOCAL AGENCIES**

2020-2021 Actual	\$ 20,411,974
2021-2022 Adopted	\$ 18,784,335
2021-2022 Estimate*	\$ 22,946,230
2022-2023 Forecast	\$ 16,277,711
2022-2023 Proposed	\$ 16,375,711
% of General Fund	1.1 %
% Change from 2021-2022 Adopted	(12.8 %)

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

In 2021-2022, revenue of \$22.9 million is projected from other local agencies, such as the Central Fire District payment for fire services provided to County residents by the San José Fire Department, the County of Santa Clara payments for the Paramedic Program and Senior Nutrition, and the Valley



Transportation Authority (VTA) reimbursement for police services at the Berryessa BART station. In 2022-2023, revenue in this category is projected at \$16.4 million, which is \$6.6 million below the 2021-2022 estimate. The decrease in 2022-2023 revenue is primarily due to reimbursements and grants that are not secured on an ongoing basis being eliminated.

**Berryessa BART Station Police Services**

Beginning in 2020-2021, reimbursement revenue is received annually from the VTA for supplemental law enforcement support services at the Berryessa/North San José BART Station. In 2021-2022 and 2022-2023, reimbursement revenue of \$2.1 million is anticipated from the VTA.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

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<b>REVENUE FROM LOCAL AGENCIES</b>
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**Central Fire District**

The City receives reimbursement from the Central Fire District for the County areas covered by the San José Fire Department. These payments are based on the property tax assessments for fire services collected in those areas, which are passed on to the City. Based on information provided by the Central Fire District, payments of \$8.7 million are anticipated in 2021-2022 and receipts of \$8.9 million are anticipated in 2022-2023.

**Paramedic Program**

A reimbursement from the County of Santa Clara for the first responder advanced life support program (Paramedic Program) is estimated at \$3.0 million in 2021-2022 and 2022-2023, which includes the equipment reimbursement component (Annex B, Category A funds; \$1.45 million) and service-related component (Annex B, Category B; \$1.55 million).

**Other Local Agency**

In 2021-2022, all remaining local agency funding of \$9.2 million is anticipated. This funding primarily reflects one-time grant or reimbursements anticipated from local agencies. In 2022-2023, revenue of \$2.4 million is anticipated, which reflects actions included in the 2022-2023 Proposed Operating Budget (\$98,000) to recognize grant funding of \$45,000 for Placemaking/VivaCalle SJ and VivaParks, an additional \$50,000 from other agencies for Animal Care services, and an additional \$3,000 from Santa Clara County for Child Interview Center services.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

<b>REVENUE FROM STATE OF CALIFORNIA</b>	
2020-2021 Actual	\$ 20,734,690
2021-2022 Adopted	\$ 13,247,111
2021-2022 Estimate*	\$ 26,413,560
2022-2023 Forecast**	\$ 13,700,000
2022-2023 Proposed	\$ 22,866,334
% of General Fund	1.6 %
% Change from 2021-2022 Adopted	72.6 %

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was increased \$1.6 million from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

Funding reflected in the Revenue from the State of California category includes Tobacco Settlement funds, State grant revenue, and other State reimbursements. Collections in this category are estimated to reach \$26.4 million in 2021-2022 and decrease to \$22.9 million in 2022-2023. This decrease reflects the elimination of one-time grants and reimbursements.

**Tobacco Settlement Revenue**

Beginning in 2010-2011, Tobacco Settlement revenue from the State has been deposited in the General Fund. This payment is received from the State of California in April of each year. The 2021-2022 payment was recently received and totaled \$11.8 million, which is slightly above the 2020-2021 receipts of \$11.5 million. The 2022-2023 budget assumes collections will remain flat at \$11.8 million.

**State Grants/Reimbursements**

The City receives several reimbursements from the State on an annual basis, which total \$1.9 million in 2022-2023. These ongoing revenues include: Auto Theft reimbursement (\$600,000); Abandoned Vehicle Abatement (\$500,000); and Highway Maintenance Charges reimbursement (\$100,000). In addition, funding received from the State for Vehicle License Fees Collection in Excess is included in this revenue category. This funding, which is estimated at \$700,000 in 2022-2023, accounts for the Vehicle License Fee revenues that are collected by the Department of Motor Vehicles as a result of certain compliance procedures that are equally apportioned to counties and cities on a population basis. Overall, these estimates are consistent with the 2020-2021 estimated collection levels.

The 2022-2023 Proposed Budget includes actions to recognize \$9.2 million from the State for grant funding related to the CaliforniansForAll Youth Workforce Program. The purpose of this program is to increase youth employment, develop youth interest in and experienced towards a career, and to strengthen city capacity to address key areas of climate, food insecurity, and local pandemic recovery. Additional detail on these budget actions are provided in the Office of Economic Development and Cultural Affairs, Library Department, and Parks, Recreation and Neighborhood Services Department under the *City Departments* section of this document.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

<b>REVENUE FROM FEDERAL GOVERNMENT</b>	
2020-2021 Actual	\$ 3,733,619
2021-2022 Adopted	\$ 3,684,826
2021-2022 Estimate*	\$ 9,523,327
2022-2023 Forecast	\$ 0
2022-2023 Proposed	\$ 470,714
% of General Fund	0.0 %
% Change from 2021-2022 Adopted	(87.2 %)

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

**Revenue Estimates**

The Revenue from the Federal Government category accounts for grants and reimbursements that are received from the Federal Government. The 2021-2022 estimate for various federal grants totals \$9.5 million, which includes various Police grants (\$4.2 million) and Urban Areas Security Initiative (UASI) grants allocated to Police, Fire, and Office of Emergency Management (\$3.1 million). The 2022-2023 Proposed Budget includes actions to recognize and allocate additional UASI funding to the Office of Emergency Management (\$470,714).

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

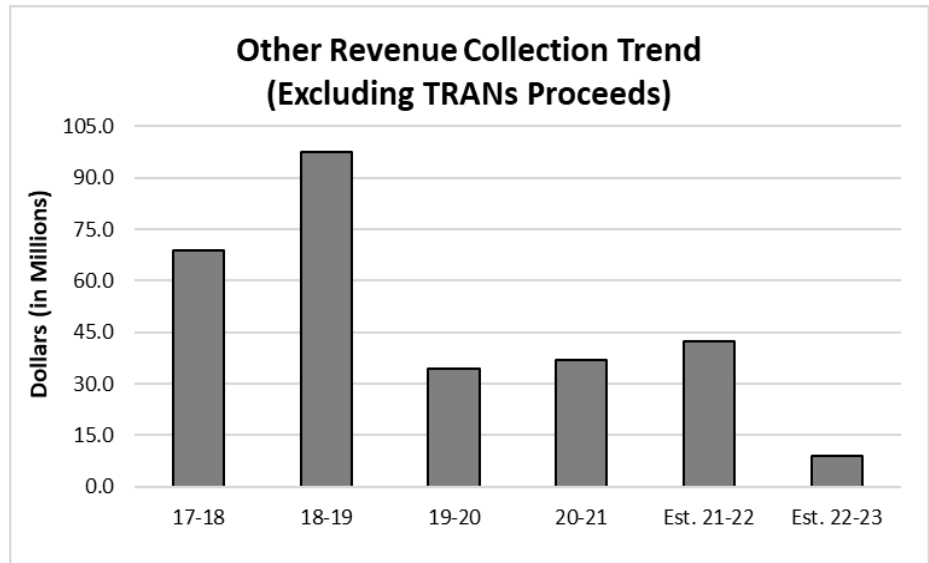
<b>OTHER REVENUE</b>	
2020-2021 Actual	\$ 166,871,618
2021-2022 Adopted	\$ 9,242,806
2021-2022 Estimate*	\$ 327,402,378
2022-2023 Forecast**	\$ 8,652,035
2022-2023 Proposed	\$ 8,811,587
% of General Fund	0.6 %
% Change from 2021-2022 Adopted	(4.7 %)

\* The 2021-2022 Estimate includes revenues associated with the issuance of a \$285 million TRANs based on cash flow needs. The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was increased by \$319,424 from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

The Other Revenue category consists of miscellaneous revenues received from a variety of sources, including payments from Comcast and AT&T required under the Franchise Agreement, cost reimbursements for the Investment Program, proceeds from the Sale of Surplus Property, SAP Center at San José, Sidewalk Repair and Tree Maintenance Activities, and Miscellaneous Other Revenue.



In 2021-2022, the Other Revenue category is expected to generate \$327.4 million. The 2021-2022 estimate includes several one-time allocations, the largest of which reflects borrowing proceeds from the Tax and Revenue Anticipation Notes (TRANs; \$285.0 million) issued for cash flow purposes to facilitate the annual prefunding of employer retirement contributions for pension benefits that are brought forward for City Council approval at the beginning of each fiscal year along with the associated expenditures.

The 2022-2023 Proposed Budget recognizes one-time funding of \$178,820 in 2022-2023 for the Destination Home Silicon Valley grant. In addition, several actions are included by the Transportation Department to align revenues with estimated activity levels, reflect fee revisions, and maintain cost recovery levels (-\$19,268).

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

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**OTHER REVENUE**

The major components of the Other Revenue category are described below.

**Investment Program Reimbursement**

The 2022-2023 revenue estimate for Investment Program Reimbursements is \$1.1 million based on the estimated costs of Investment Program in the Finance Department that will be reimbursed from investment earnings. This reimbursement amount is slightly below the 2021-2022 estimated level of \$1.2 million

**Public, Education, and Government (PEG) Access Facilities**

In 2022-2023, payments from Comcast and AT&T required under the Franchise Agreement are estimated at \$1.7 million, which is slightly above the 2021-2022 estimate of \$1.6 million. As defined in the Franchise Agreement, these funds will be used to support the Public, Education, and Government (PEG) Access Facilities. There is an associated City-Wide Expenses allocation for this purpose, which is further described in the *City-Wide Expenses* section of this document.

**Sale of Surplus Property**

The proceeds from the sale of surplus properties are estimated to generate \$500,000 in 2022-2023 based on City assets that are anticipated to be sold.

**Sidewalk Repair**

When the City performs sidewalk repair services for non-owner occupied residences, the property owners reimburse the City for those costs. The 2022-2023 revenue estimate for this category is \$2.0 million, which is lower than the 2021-2022 budgeted estimate of \$2.5 million. There is a corresponding City-Wide Expenses allocation to fund the contractual sidewalk repairs, which is further described in the *City-Wide Expenses* section of this document.

**Tree Maintenance Activities**

Property owners are also assessed for the costs of tree services provided by the City. If the City performs emergency tree services, such as removing a tree that has fallen in the street, the property owner is assessed a fee to cover the cost of this service. In 2022-2023 this fee revenue is estimated at \$773,000, which is consistent with the 2021-2022 budgeted estimate. There is a corresponding City-Wide Expenses allocation to provide this service, which is further described in the *City-Wide Expenses* section of this document.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

**TRANSFERS AND REIMBURSEMENTS**

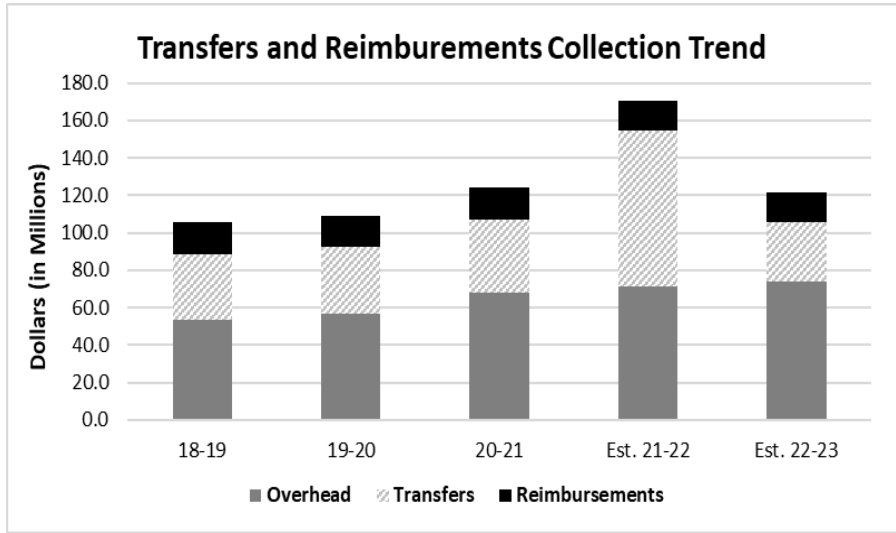
2020-2021 Actual	\$ 123,957,878
2021-2022 Adopted	\$ 157,956,656
2021-2022 Estimate*	\$ 170,683,059
2022-2023 Forecast**	\$ 116,824,956
2022-2023 Proposed	\$ 121,753,848
% of General Fund	8.4 %
% Change from 2021-2022 Adopted	(22.9 %)

\* The 2021-2022 Estimate is developed as part of the Proposed Budget and reflects information known at that time.

\*\* The 2022-2023 Forecast was decreased by \$4.5 million from the February Forecast; additional details can be found in the General Fund Overview section.

**Revenue Estimates**

The Transfers and reimbursements revenue category accounts for funds received by the General Fund from other City funds through a combination of means, including overhead charges, reimbursements for services rendered, or transfers. In total, Transfers and Reimbursements are anticipated to generate approximately \$121.8 million in 2022-2023. The



following is a discussion of the three major subcategories included in the Transfers and Reimbursements revenue category: Overhead Reimbursements; Transfers; and Reimbursements for Services.

**Overhead Reimbursements**

The Overhead Reimbursements category includes overhead reimbursements from both operating and capital funds. In 2022-2023, a total of \$73.8 million in overhead reimbursements are projected based on 2022-2023 overhead rates prepared by the Finance Department applied against the budgeted 2022-2023 applicable salaries. This figure reflects the following: a decrease of \$4.3 million incorporated into the Revised Forecast based on final overhead rates and updated allocations of staff across funds; and an increase of \$1.5 million incorporated into the 2022-2023 Proposed Budget generated from various budget actions that changed the staffing

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**TRANSFERS AND REIMBURSEMENTS**

**Overhead Reimbursements** (Cont'd.)

levels funded by capital and special funds. Descriptions of the budget actions that generate these overhead reimbursement changes can be found in the *City Departments* Section of this document. A summary of the overhead reimbursement between the Revised Forecast and the Proposed Budget by fund is detailed below.

<b>Fund</b>	<b>Overhead Adjustment</b>
Capital Funds	\$ 607,023
San José Clean Energy Fund (501)	226,633
Building Development Fee Program Fund (237)	184,090
Homeless Housing, Assistance, and Prevention Fund (454)	181,336
Low and Moderate Income Housing Asset Fund (346)	149,385
Airport Maintenance and Operation Fund (523)	112,672
Public Works Program Support Fund (150)	98,488
Planning Development Fee Program Fund (238)	89,618
San José/Santa Clara Treatment Plant Operating Fund (513)	68,282
Benefit Fund (160)	45,211
Water Utility Fund (515)	39,977
Storm Sewer Operating Fund (446)	38,978
Housing Authority Litigation Award Fund (484)	29,798
Workforce Development Fund (290)	15,322
Vehicle Maintenance and Operations Fund (552)	14,938
General Purpose Parking Fund (533)	10,076
Fire Development Fee Program Fund (240)	7,560
City-Wide Planning Fee Program Fund (239)	6,040
Home Investment Partnership Program Fund (445)	5,322
Housing Homeless Fund (440)	5,322
Community Development Block Grant Fund (441)	4,790
Public Works Development Fee Program Fund (241)	(255,729)
Maintenance Assessment District Funds	(56,031)
Rent Stabilization Program Fee Fund (450)	(53,429)
Homeless Emergency Aid Fund (497)	(41,106)
Multi-Source Housing Fund (448)	(11,426)
Integrated Waste Management Fund (423)	(3,090)
South Bay Water Recycling Operating Fund (570)	(1,158)
<b>Total Adjustments</b>	<b>\$ 1,518,892</b>

**Transfers**

The Transfers category is projected at \$31.7 million in 2021-2022. The largest component of this category is a transfer from the Airport Maintenance and Operating Fund totaling \$18.4 million to reimburse the General Fund for police and aircraft rescue and firefighting services provided by the Police and Fire Departments. These reimbursements have been built to cover the 2022-2023 direct and indirect costs associated with these emergency services. Additional large transfers programmed for 2022-2023 include the following: Construction and Conveyance Tax Funds (\$4.9 million) for park maintenance costs and methane monitoring; American Rescue Plan Fund (\$3.3

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

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**TRANSFERS AND REIMBURSEMENTS**

**Transfers (Cont'd.)**

million) to partially reimburse the City for revenue losses resulting from the pandemic; Construction Excise Tax Fund (\$1.8 million); General Purpose Parking Fund (\$826,473); and interest earnings from various funds (\$1.2 million), the largest of which is the Construction and Conveyance Tax Funds (\$1.1 million).

**Reimbursements for Services**

The largest single source of revenue in the Reimbursement for Services category is reimbursements from the Gas Tax Funds for the cost of City street-related expenses. In 2021-2022 Gas Tax receipts are estimated at \$15.0 million, which is lower than the 2020-2021 actual collections of \$15.9 million. Revenue received from the Gas Tax Fund is heavily reliant on activity levels, therefore, pandemic-related restrictions that resulted in less people driving, negatively affected consumption levels. In 2022-2023, Gas Tax receipts are estimated to increase to \$15.5 million. In addition, a portion of the Gas Tax revenue is allocated to cover various State-wide expenses, which affects net receipts as well.

The Reimbursements for Services category reimburses the City for actual costs associated with the Deferred Compensation Program, Voluntary Employee Beneficiary Association (VEBA) Fund, and the Maintenance Assessment District Funds. These amounts have been set to recover costs in 2022-2023 of \$796,377.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE ESTIMATES**

<b>BEGINNING FUND BALANCE</b>	
Rebudget: Contingency Reserve	\$ 40,500,000
Unexpended Earmarked Reserves*	\$ 33,855,000
2021-2022 Ending Fund Balance Reserve*	\$ 12,000,000
2021-2022 Expenditure Savings/Additional Revenue*	\$ 37,500,000
Liquidation of Prior Year Encumbrances*	\$ 500,000
<b>Fund Balance Subtotal:</b>	<b>\$ 124,355,000</b>
Reserve for Encumbrances	\$ 57,027,730
<b>Fund Balance Total:</b>	<b>\$ 181,382,730</b>
% of General Fund**	8.7%

\* Used for 2022-2023 Proposed Budget balancing purposes.

\*\* Excludes Reserve for Encumbrances.

Estimates for both the unrestricted and restricted (reserve for encumbrances) portions of the 2021-2022 Ending Fund Balance/2022-2023 Beginning Fund Balance, totaling \$181.4 million, are included as part of the 2022-2023 Proposed Budget. The estimate for the encumbrance reserve is set at the 2020-2021 actual level (\$57.0 million). The Proposed Budget includes a matching expenditure amount intended to reflect the corresponding encumbrances that are estimated for 2022-2023.

The estimate for unrestricted Beginning Fund Balance is set at \$124.4 million in 2022-2023, which represents a \$58.1 million increase from the 2022-2023 Forecast level of \$66.3 million. When the Forecast was developed, the Beginning Fund Balance projection of \$66.3 million included the following: an unexpended (rebudgeted) Contingency Reserve estimate of \$40.5 million; a combination of excess revenues and expenditure savings totaling \$24.5 million; liquidation of reserve funding (\$750,000) from the San José 311 Implementation Reserve, which will support specific costs programmed in 2022-2023; and liquidation of prior year encumbrances (\$500,000).

In the Proposed Budget, Beginning Fund Balance adjustments totaling \$58.1 million are included, which is primarily attributable to the liquidation of various reserves (\$33.1 million) and increased estimated revenue and expenditure savings (\$25.0 million). As a result of these actions, the Beginning Fund Balance increased from the Forecast level of \$66.3 million to \$124.4 million (excluding the Reserve for Encumbrances). Details on the recommended Beginning Fund Balance adjustments included in the Proposed Budget are summarized below.

- Liquidation of various reserves totaling \$33.1 million, including the 2022-2023 Future Deficit Reserve (\$28.3 million), Sick Leave Payments Upon Retirement Reserve (\$2.0 million), Pest and Turf Management Reserve (\$1.0 million), Recruitment and Retention Reserve (\$550,000), Cannabis Equity Program Reserve (\$500,000), Solid Waste Code Enforcement Reserve (\$400,000), San José BEST Accountability and Oversight Improvements Reserve (\$330,000), and Cultural Facilities Capital Maintenance Reserve (\$25,000); and
- Anticipated fund balance of \$25.0 million generated from additional 2021-2022 revenue and expenditure savings that is anticipated to be available for use in 2022-2023.

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**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE DESCRIPTIONS**

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**PROPERTY TAX**

On June 6, 1978, California voters approved Proposition 13, which added Article XIII A to the State Constitution and placed restrictions on the valuation of real property and on the imposition of ad valorem property tax. Under current law, all taxable real and personal property is subject to a tax rate of one percent of the assessed value. (In June 1986, California voters approved a Constitutional Amendment, which provides for an exception to the one-percent limitation. The Amendment allows local governments and school districts to raise property taxes above one percent to finance general obligation bond sales. A tax increase can only occur if two-thirds of those voting in a local election approve the issuance of bonds.) The assessed value of real property that has not changed ownership adjusts by the change in the California Consumer Price Index up to a maximum of two percent per year. Property which changes ownership, property which is substantially altered, newly-constructed property, State-assessed property, and personal property are assessed at the full market value in the first year and subject to the two percent cap, thereafter.

In 1979, in order to mitigate the loss of property tax revenues after approval of Proposition 13, the State Legislature approved Assembly Bill 8 (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. AB 8 shifted approximately \$772 million of school district property tax revenue to local governments and backfilled schools' lost revenue with subsidies from the State General Fund. Actions taken by the State in order to balance the 1992-1993 and 1993-1994 State budgets partially reversed the AB 8 formula. The 1992-1993 action reduced the City's Property Tax proceeds by nine percent, and shifted this funding to schools in order to reduce the amount of State backfill required. As part of the State's 1993-1994 Budget, the AB 8 formula was again altered requiring another ongoing shift in City Property Tax revenue to K-12 schools and community colleges.

In November 1993, the City Council elected to participate in the Teeter Plan, which is an alternative method for County property tax apportionment. Under this alternative method authorized by the State Legislature in 1949, the County apportions property tax on the basis of the levy without regard for delinquencies. With the adoption of the Teeter Plan in 1993-1994, the City received a one-time buy out of all current, secured property tax delinquencies as of June 30, 1993, which totaled \$3.5 million. Under this system, the City's current secured tax payments are increased for amounts that typically were delinquent and flowed to the secured redemption roll, but the City gave up all future penalties and interest revenue derived from the delinquencies.

In 2004-2005, the State budget included a permanent reduction of the Motor Vehicle In-Lieu (MVLIF) tax rate from 2% to 0.65% (its current effective rate). As part of the State budget action, the loss of MVLIF was approved to be replaced with a like amount of property tax revenue, on a dollar-for-dollar basis, which now grows based on assessed valuations.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE DESCRIPTIONS**

**SALES TAX**

The Sales Tax is an excise tax imposed on retailers for the privilege of selling tangible personal property. The Use Tax is an excise tax imposed on a person for the storage, use, or other consumption of tangible personal property purchased from any retailer. The local Sales and Use Tax is collected and administered by the California Department of Tax and Fee Administration and is authorized by the Uniform Local Sales and Use Tax Law and the Bradley-Burns Uniform Local Sales and Use Tax Law. The proceeds of sales and use taxes imposed within the boundaries of San José are distributed by the State to various agencies, with the City of San José receiving one percent.

On November 2, 1993, Proposition 172 (Public Safety Fund) was approved allowing for the permanent extension of the half-cent State sales tax that was originally imposed on July 15, 1991, and was to sunset on June 30, 1993. (On July 1, 1993, a six-month extension of the tax was granted by the State in order to provide a source of one-time funding for cities and counties to partially offset 1993-1994 ongoing property tax reductions.) The passage of the Proposition 172 legislation, effective January 1, 1994, required that the proceeds from the 0.5% tax be diverted from the State to counties and cities on an ongoing basis for funding public safety programs.

The current distribution of the sales tax proceeds is outlined below, which includes a voter-approved 1/4 percent local transaction and use tax enacted by the City of San José effective October 1, 2016 (limited to 15 years) to fund essential City services such as: improving police response to reduce violent crimes and burglaries; improving 911/emergency medical and fire response times; repairing potholes and streets; expanding gang prevention; and maintaining the City's long-term financial stability.

<b>Sales Tax Rates</b>	
State – General Fund	3.9375%
State – Local Revenue Fund	1.5625
State – County Transportation Funds	0.2500
State – City of San José	1.0000
Public Safety Fund (Proposition 172) <sup>(1)</sup>	0.5000
<b>Sub-Total Statewide Sales and Use Tax</b>	<b>7.2500</b>
Local – City of San José <sup>(2)</sup>	0.2500
Santa Clara County Transit District <sup>(3)</sup>	0.5000
Santa Clara County Valley Transportation Authority <sup>(4)</sup>	0.5000
Santa Clara VTA BART Operating and Maintenance Transactions and Use Tax <sup>(5)</sup>	0.1250
Santa Clara County Retail Transactions and Use Tax <sup>(6)</sup>	0.1250
Silicon Valley Transportation Solutions Tax <sup>(7)</sup>	0.5000
Peninsula Corridor Joint Powers Board (Caltrain) <sup>(8)</sup>	0.1250
<b>Total Sales and Use Tax</b>	<b>9.3750%</b>
<sup>(1)</sup> City of San José receives a portion of this Sales and Use Tax revenue that varies from year to year. <sup>(2)</sup> Approved by voters in June 2016, and effective October 1, 2016, (limited to 15 years) to fund essential City services. <sup>(3)</sup> Approved by voters in 1976; does not expire. Imposed by VTA. <sup>(4)</sup> Approved by voters in November 2000, and effective April 1, 2006 (limited to 30 years). Imposed by VTA. <sup>(5)</sup> Approved by voters in November 2008 to support BART and effective on July 1, 2012 (limited to 30 years). Imposed by VTA. <sup>(6)</sup> Approved by voters in November 2012 and effective April 1, 2013 (limited to 10 years). <sup>(7)</sup> Approved by voters in June 2016, and effective April 1, 2017 (limited to 30 years). Imposed by VTA. <sup>(8)</sup> Approved by voters in November 2020, and effective July 1, 2021 (limited to 30 years). Imposed by Peninsula Corridor Joint Powers Board, which owns and operates Caltrain.	

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**SALES TAX**

Major items, such as services, are exempt from the tax code. As part of a 1991-1992 legislative action, tax exemptions were removed from candy and snack foods, bottled water, newspapers and periodicals, and fuel and petroleum products sold to certain carriers. The removal of these exemptions became effective July 1991. On November 3, 1992, however, the voters approved Proposition 163, which partially repealed the prior action, re-establishing the exemption for snack foods, candy, and bottled water effective December 1, 1992.

**TRANSIENT OCCUPANCY TAX**

The Transient Occupancy Tax is assessed as a percentage of the rental price for transient lodging charged when the period of occupancy is 30 days or less. The tax rate is currently 10%, of which 6% is placed in the Transient Occupancy Tax Fund and 4% is deposited in the General Fund. The tax is authorized by Title 4 of the Municipal Code, Section 4.74, Ordinance number 21931.

The expenditure of the Transient Occupancy Tax Fund portion of the revenues (6% percent of room rent) is restricted by Title 4 of the Municipal Code, Section 4.72, Ordinance number 23481 to the following uses:

- 1) Funding for the Convention and Visitors Bureau (approximately 25%);
- 2) Funding for the cultural grant program and fine arts division programs, including funding of cultural grants and expenses of the fine arts division, including, but not limited to, personal and non-personal/equipment expenses, fringe benefits, and overhead (approximately 25%); and
- 3) Funding for the City's operating subsidy to the convention and cultural facilities of the City of San José (approximately 50%).

The General Fund portion, or 40% of the Transient Occupancy Tax, was enacted as a general tax. The other 60% of the Transient Occupancy Tax is restricted for use in cultural development, supporting a convention and visitors bureau, and supporting the convention and cultural facilities of San José. Although not specifically related to the Transient Occupancy Tax, many hotels in San José also belong to the Convention Center Facilities District, which assesses an additional special tax on daily room rates of 4%. Revenues from the Convention Center Facilities District are restricted for debt service payments or capital improvements related to the Convention Center. Of the approximately 14% total tax assessed on room rates at most hotels, only the 4% portion of the Transient Occupancy Tax is deposited into the General Fund.

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**FRANCHISE FEES**

The City collects compensation from Pacific Gas and Electric Company (PG&E) for the use of City streets in the distribution of natural **gas** and **electricity**. PG&E is assessed 2.0% of the gross receipts representing its sale of electricity and natural gas for a calendar year within the City limits. The taxes are authorized by Title 15 of the Municipal Code, Chapter 15.32, and no authorized exemptions exist.

On February 9, 2010, the City Council approved ordinances amending the franchises with PG&E for the sale of natural gas and the sale of electricity. These amendments added a franchise fee surcharge of 0.3%, resulting in a total franchise fee remitted to the City of 2.3% of gross receipts from the sale of gas and electricity in the City through 2021. The 0.3% surcharge was approved by the California Public Utilities Commission (CPUC) effective May 5, 2010. Implementation of the surcharge began in September 2010.

From the sale of **nitrogen gas**, the City collects an annual fee of \$0.119/linear foot of gas-carrying pipe installed within public streets. In addition, each customer is required to pay an annual per connection fee of \$118.76 multiplied by the inside diameter of pipe expressed in inches at the property line. A minimum of \$1,000 total franchise fees per calendar year is required. The fee is authorized by City Ordinance number 20822 and amended by Ordinance number 25054; there are no authorized exemptions.

On July 1, 1996, **Commercial Solid Waste** (CSW) collection franchise fees were converted to a volume basis. This revision amended the previous structure (which had been in effect since January 1, 1995) that assessed a franchise fee equal to 28.28% of gross receipts in excess of \$250,000. With that change, fees were set at \$1.64 per cubic yard per collection for cubic yards in excess of 43,000 (the cubic yard basis is tripled if the waste has been compacted) in a fiscal year, and were assessed on any commercial business engaged in the collection, transportation, or disposal of garbage and/or rubbish (solid waste) accumulated or generated in the City of San José. In December 1997, the City Council increased the rate to \$2.41 effective on January 1, 1998. In 1999-2000, this fee was increased to \$2.84 per cubic yard. In 2002-2003, a three-year gradual shift in the revenue distribution between the CSW and AB 939 fees (also known as the “commercial source reduction and recycling fee” collected and deposited in the Integrated Waste Management Fund) was approved, which increased the amount collected for CSW to \$3.34 per cubic yard in 2004-2005. In 2005-2006, the City Council increased the fee by 4.5% (\$0.15 per cubic yard) to \$3.49 per cubic yard.

In 2006-2007, an additional 5.0% increase was approved by the City Council, which brought the fee to \$3.67 per cubic yard. In 2009-2010, the elimination of the fee exclusion for the first 20,000 cubic yards hauled in the fiscal year was approved.

On October 19, 2010, the City Council amended the CSW franchise fee to a fee for franchises based on geographic collection districts rather than volume. The volume-based fee remains for franchisees that do not have a franchise based on geographic collection district, such as non-exclusive franchise holders that collect construction and demolition and residential clean-out material. However, this fee is Zero Dollars (\$0.00) per cubic yard, or fraction thereof, of construction and demolition debris or residential clean-out material with twenty percent (20%) or

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**FRANCHISE FEES**

less incidental contamination. The base fee of \$5.0 million per year for each of two geographic collection districts, plus a supplemental fee of \$1.0 million for the right to conduct CSW services in both the North District and the South District became effective July 1, 2012, and is subject to an annual Consumer Price Index (CPI) adjustment. The CSW fee is authorized by Title 9 of the Municipal Code, Chapter 9.10.1710.

The City collects a **Cable Television Franchise Fee** from any company that provides cable television (Municipal Code, Title 15, Chapter 15.34). The current fee requires each State video franchise holder to pay the city a franchise fee that is 5% of gross revenues derived from subscriptions. Excluded from the gross receipts are amounts derived from installation, late charges, advertising, taxes, line extensions, and returned check charges.

The **Water Franchise Fee** was established in 1995-1996 (effective July 27, 1995, Title 15 of the Municipal Code, Section 15.40). The assessment of the fee is allowable under State law, which asserts that a city can collect a franchise fee from a water utility company for laying pipelines and operating them in public right-of-ways. The fee is equal to the greater of either: 1) 2% of the utility's gross annual receipts arising from the use, operation, or possession of facilities located in public streets within the City limits established on or after October 10, 1911, or 2) 1% of all gross receipts derived from the sale of water within the City limits. Those portions of the water company's system that are established in private right-of-ways or utility easements granted by private developers are exempted from the franchise fee assessment. It should be noted that the City is not assessing a Water Franchise Fee on the San Jose Water Company due to a Santa Clara County Superior Court ruling that states San José cannot impose a franchise fee on that company.

**UTILITY TAX**

The Utility Tax is charged to all users of a given utility (gas, electricity, telephone, and water) other than the corporation providing the utility (i.e., a utility company's consumption of all utilities used in the production or supply of their service is not taxed). For the electricity, gas, and water categories, consumers pay 5% of their utility charges to the utility company that acts as a collection agent for the City. For the telephone utility tax, consumers pay 4.5% on all intrastate, interstate, and international communication services regardless of the technology used to provide such services. Private communication services, voice mail, paging, and text messaging are treated the same as traditional telephone services. In November 2008, voters approved Measure K that reduced the telephone utility rate from 5.0% to 4.5% and broadened the base for the tax and the definition of technologies covered by the tax. The tax is not applicable to State, County, or City agencies. Also, per State regulations, insurance companies and banks are exempted from the tax. This tax is authorized by Title 4 of the Municipal Code, Section 4.68.



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**TELEPHONE LINE TAX**

In November 2008, voters approved Measure J that replaced the Emergency Communication System Support (ECSS) Fee with a tax in an amount that is 10% less than the ECSS Fee. The tax amount is \$1.57 per telephone line per month and \$11.82 per commercial type trunk line. The City ceased collecting the fee and began collecting the tax by April 1, 2009. The tax is collected from telephone users on their telephone bills. Exemptions to the tax include low-income seniors and disabled persons who receive lifeline telephone service.

**BUSINESS TAXES**

The **General Business Tax** was first adopted on July 15, 1963. The methodology used for calculating the Business Tax (Chapter 4.76 of the San José Municipal Code) was adopted in 1984 and adjusted in 1986. In November 1996, the rates were increased to reflect an annual inflation factor as part of the New Realities Task Force recommendations contingent on voter approval. Because the voters did not approve the continuation of the increase in November 1998, the rates were returned to the levels prior to November 1996. Those rates stayed in effect until San José voters approved the Business Tax Modernization measure on November 8, 2016. In addition to expanding the application of tax to more business classes, the Business Tax Modernization measure increased the base tax, the incremental tax, and the cap (the maximum amount of tax affecting large businesses). The Business Tax Modernization measure rates went into effect July 1, 2017, and will be adjusted annually on July 1<sup>st</sup> for inflation changes.

The following charts present the business tax rate structure after the Business Tax Modernization, along with the inflation adjusted rates for the periods listed.

**Employee Count**

Every person engaged in business in the City shall pay a business tax based on employee count, unless the basis of the tax is otherwise prescribed in the San José Municipal Code.

<b>Businesses: Employee Count<sup>1</sup></b>	<b>July 2021 - June 2022</b>	<b>Effective July 1, 2022<sup>3</sup></b>
Base Tax: 1-2 employees	\$206.90	\$210.00
Incremental Tax: 3-35 <sup>2</sup>	\$33.21	\$34.21
Incremental Tax: 36-100 <sup>2</sup>	\$44.28	\$45.61
Incremental Tax: 101-500 <sup>2</sup>	\$55.35	\$57.01
Incremental Tax: 501+ <sup>2</sup>	\$66.48	\$68.47
Cap	\$166,311	\$171,301

<sup>1</sup> Businesses choose between calculating the number of employees based on full-time equivalent (FTE) or based on the number employers report to the California Employment Development Department (EDD).

<sup>2</sup> Incremental tax rates are applicable per employee.

<sup>3</sup> As prescribed in San José Municipal Code Section 4.76.485, the base tax rate shall be adjusted annually if the cost of living in the City has increased over the base period, as shown by the Consumer Price Index (All Urban Consumers for All Items for the San Francisco-Oakland-Hayward, CA Area), using February to February data; limited to 1.5% per year on the minimum base tax, 3.0% per year on the incremental tax brackets, and 3.0% per year on the cap. For the period February 2021 to February 2022, the CPI grew by 5.2%, which resulted in the minimum base tax increasing by 1.5% and the incremental tax bracket increasing to 3.0%, in line with the prescribed limits.

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**BUSINESS TAXES**

***Residential Rental Property Units***

Every person in the City engaged in the business of renting or leasing any residential real estate shall pay a business tax based on the number of rental units held for rental, unless the basis of the tax is otherwise prescribed in the San José Municipal Code.

<b>Residential Landlords: Rental Units</b>	<b>July 2021 - June 2022</b>	<b>Effective July 1, 2022<sup>2</sup></b>
Base Tax: 1-2 units	\$206.90	\$210.00
Incremental Tax: 3-35 <sup>1</sup>	\$11.07	\$11.40
Incremental Tax: 36-100 <sup>1</sup>	\$16.60	\$17.10
Incremental Tax: 101-500 <sup>1</sup>	\$22.14	\$22.80
Incremental Tax: 501+ <sup>1</sup>	\$27.67	\$28.50
Cap	\$166,311	\$171,301

<sup>1</sup> Incremental tax rates are applicable per unit.

<sup>2</sup> As prescribed in San José Municipal Code Section 4.76.485, the base tax rate shall be adjusted annually if the cost of living in the City has increased over the base period, as shown by the Consumer Price Index (All Urban Consumers for All Items for the San Francisco-Oakland-Hayward, CA Area), using February to February data; limited to 1.5% per year on the minimum base tax, 3.0% per year on the incremental tax brackets, and 3.0% per year on the cap. For the period February 2021 to February 2022, the CPI grew by 5.2%, which resulted in the minimum base tax increasing by 1.5% and the incremental tax bracket increasing to 3.0%, in line with the prescribed limits.

***Commercial (Non-Residential) Rental Property Units***

Every person in the City engaged in the business of renting or leasing any non-residential real estate shall pay a business tax based on the square footage of space held for rental, unless the basis of the tax is otherwise prescribed in the San José Municipal Code.

<b>Commercial Landlords</b>	<b>July 2021 - June 2022</b>	<b>Effective July 1, 2022<sup>2</sup></b>
Base Tax	\$206.90	\$210.00
Flat Incremental Tax: per Square Foot <sup>1</sup>	\$0.0276	\$0.0284
Cap	\$166,311	\$171,301

<sup>1</sup> Incremental tax rates are applicable per square foot.

<sup>2</sup> As prescribed in San José Municipal Code Section 4.76.485, the base tax rate shall be adjusted annually if the cost of living in the City has increased over the base period, as shown by the Consumer Price Index (All Urban Consumers for All Items for the San Francisco-Oakland-Hayward, CA Area), using February to February data; limited to 1.5% per year on the minimum base tax, 3.0% per year on the incremental tax brackets, and 3.0% per year on the cap. For the period February 2021 to February 2022, the CPI grew by 5.2%, which resulted in the minimum base tax increasing by 1.5% and the incremental tax bracket increasing to 3.0%, in line with the prescribed limits.

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**BUSINESS TAXES**

**Mobile Home Parks Rental Units**

Every person in the City engaged in the business of renting or leasing any mobile home parks shall pay a business tax based on the number of lots held for rental, unless the basis of the tax is otherwise prescribed in the San José Municipal Code.

Mobile Home Parks – Rental Lot	July 2021 - June 2022	Effective July 1, 2022 <sup>2</sup>
Base Tax: 1-2 lots	\$206.90	\$210.00
Incremental Tax: 3+ lots <sup>1</sup>	\$11.07	\$11.40
Cap	\$166,311	\$171,300.69

<sup>1</sup> Incremental tax rates are applicable per unit.

<sup>2</sup> As prescribed in San José Municipal Code Section 4.76.485, the base tax rate shall be adjusted annually if the cost of living in the City has increased over the base period, as shown by the Consumer Price Index (All Urban Consumers for All Items for the San Francisco-Oakland-Hayward, CA Area), using February to February data; limited to 1.5% per year on the minimum base tax, 3.0% per year on the incremental tax brackets, and 3.0% per year on the cap. For the period February 2021 to February 2022, the CPI grew by 5.2%, which resulted in the minimum base tax increasing by 1.5% and the incremental tax bracket increasing to 3.0%, in line with the prescribed limits.

**Water Meter Connections**

Every person engaged in the business of a public water utility in the City shall pay a business tax based upon the number of active metered connections within the city, unless the basis of the tax is otherwise prescribed in the San José Municipal Code.

Water Companies	July 2021 - June 2022	Effective July 1, 2022 <sup>2</sup>
Base Tax	\$206.90	\$210.00
Flat Incremental Tax: per connection <sup>1</sup>	\$1.10	\$1.13
Cap	\$166,311	\$171,301

<sup>1</sup> As prescribed in San José Municipal Code Section 4.76.485, the base tax rate shall be adjusted annually if the cost of living in the City has increased over the base period, as shown by the Consumer Price Index (All Urban Consumers for All Items for the San Francisco-Oakland-Hayward, CA Area), using February to February data; limited to 1.5% per year on the minimum base tax, 3.0% per year on the incremental tax brackets, and 3.0% per year on the cap. For the period February 2021 to February 2022, the CPI grew by 5.2%, which resulted in the minimum base tax increasing by 1.5% and the incremental tax bracket increasing to 3.0%, in line with the prescribed limits.

<sup>2</sup> Incremental tax rates are applicable per connection.

**Out of Town Businesses**

Every person engaged in business in the City shall pay a business tax based on an employee count, unless the basis of tax is otherwise prescribed in the San José Municipal Code.

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**BUSINESS TAXES**

***Out of Town Businesses***

Out of Businesses:	Effective July 1, 2022 <sup>3</sup>				
Employee Count <sup>1</sup>	120+ days	90-119 Days	30-89 days	6-29 days	5 or less days <sup>4</sup>
Base Tax: 1-2 employees	\$210.00	\$105.00	\$78.75	\$52.50	\$0.00
Incremental Tax: 3-35 <sup>2</sup>	\$34.21	\$17.11	\$12.83	\$8.55	\$0.00
Incremental Tax: 36-100 <sup>2</sup>	\$45.61	\$22.81	\$17.10	\$11.40	\$0.00
Incremental Tax: 101-500 <sup>2</sup>	\$57.01	\$28.51	\$21.38	\$14.25	\$0.00
Incremental Tax: 501+ <sup>2</sup>	\$68.47	\$34.24	\$25.68	\$17.12	\$0.00
Cap	\$171,301	\$171,301	\$171,301	\$171,301	\$0.00

<sup>1</sup> Businesses choose between calculating the number of employees based on full-time equivalent (FTE) or based on the number employers report to the California Employment Development Department (EDD).

<sup>2</sup> Incremental tax rates are applicable per employee.

<sup>3</sup> As prescribed in San José Municipal Code Section 4.76.485, the base tax rate shall be adjusted annually if the cost of living in the City has increased over the base period, as shown by the Consumer Price Index (All Urban Consumers for All Items for the San Francisco-Oakland-Hayward, CA Area), using February to February data; limited to 1.5% per year on the minimum base tax, 3.0% per year on the incremental tax brackets, and 3.0% per year on the cap. For the period February 2021 to February 2022, the CPI grew by 5.2%, which resulted in the minimum base tax increasing by 1.5% and the incremental tax bracket increasing to 3.0%, in line with the prescribed limits.

<sup>4</sup> For businesses in San José only 5 or less days, there is no fee, but the business is still required to submit registration. They will receive an account number, but a certificate will not be issued. These accounts automatically expire annually.

***Exclusions and Exemptions***

There are several exclusions (by Federal or State regulations) or exemptions (by the City Council) from the General Business Tax. The major types of exempt organizations include banks and insurance companies, charitable and non-profit organizations, interstate commerce, and low revenue generation businesses.

***Specialty Business Taxes***

On May 26, 1987, the City Council enacted a new **Disposal Facility Tax**, which became effective July 1, 1987. The rate structure is based on the weight of solid waste disposed. On July 1, 1992, the City Council increased the Disposal Facility Tax from \$3.00 per ton of disposed waste to \$13.00 per ton. This tax is assessed on landfills located in the City of San José. Beginning 2002-2003, waste previously classified as alternate daily cover was made subject to the Disposal Facility Tax. After a legal challenge, the City reinstated the alternate daily cover exemption in August 2005.

During 1991-1992, the City Council approved a cardroom ordinance, which contained the provision of a **Cardroom Business Tax** to tax gross receipts from cardrooms located in the City. On June 9, 1992, the City Council amended the cardroom ordinance, increasing the tax rate

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**BUSINESS TAXES**

***Specialty Business Taxes***

schedule and expanding the permissible games authorized. A gross receipt monthly tax schedule was established with taxes ranging from 1% to 13% of gross receipts. In 1993-1994, the City

Council approved a revision to the cardroom ordinance, instituting a flat 13% gross receipts tax for all cardrooms located in the City with annual gross revenues in excess of \$10,000. In June 2010, voters approved a ballot measure that increased the tax rate from 13% to 15% and increased the maximum number of card tables from 80 to 98. In November 2020 voters approved a ballot measure to increase the tax rate from 15% to 16.5%, increase the maximum number of card tables from 98 to 128, and extend the cardroom tax to those businesses providing Third-Party Proposition Player Services in the cardrooms.

On November 2, 2010, San José voters approved Ballot Measure U, which allowed the City to tax all marijuana businesses (medical and non-medical; legal and illegal) at a rate of up to 10% of gross receipts. On December 13, 2010, the City Council approved an ordinance that set the **Cannabis Business Tax** (formerly Marijuana Business Tax) at 7%, and on June 4, 2013, the City Council increased the rate to 10% effective on July 1, 2013. On May 21, 2019, the City Council approved an ordinance that amended Chapter 4.66 to rename the Marijuana Business Tax to the Cannabis Business Tax (CBT) and to establish a tiered CBT rate structure for various categories of cannabis business activities. Effective July 1, 2019, the following CBT rates are applicable on the gross receipts:

Business Activity	July 2013 - June 2019	Effective July 1, 2019
Cultivation	10%	4%
Manufacturing	10%	3%
Distribution	10%	2%
Laboratory Testing	10%	0%
Retail / Delivery Sales	10%	10%

**REAL PROPERTY TRANSFER TAX**

On March 3, 2020, San José voters approved Measure E, Real Property Transfer Tax. This new tax, which becomes effective on July 1, 2020, is imposed at a tiered level for property transfers (sales) over \$2.0 million. The Real Property Transfer Tax is a general tax, which means the City of San José can use the revenue for any governmental purpose.

The rate for the Real Property Transfer Tax is as follows:

- 1) Under \$2.0 million – Exempt;
- 2) \$2.0 million to \$5.0 million – 0.75% of the transferred property value;
- 3) \$5.0 million to \$10.0 million – 1.0% of the transferred property value; and
- 4) Over \$10.0 million – 1.5% of the transferred property value

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**LICENSES AND PERMITS**

The City requires payment for the issuance of various health and safety-related licenses and permits. For most licenses and permits, the various fees charged by a given department are based on full recovery of the estimated costs for providing each service. For example, the City requires fire safety inspections of all commercial property. The fee provides for inspection charges and a number of special charges. Authorized exceptions include the addition and/or alteration of under 20 sprinkler heads and the installation of portable extinguishers. The fee is authorized by Title 17 of the Municipal Code, Chapter 17.12. Where appropriate, license and permit fees take into consideration approved exceptions to the City Council's full cost recovery policy, as well as applicable State laws. Specific prices and rates are determined by ordinance and each of the charges is fully explained in the City's Fees and Charges Report, which is released in May of each year.

Prior to 2020-2021, this category included development-fee revenue related to the Fire Department and Planning, Building and Code Enforcement Department. However, beginning in 2020-2021, all revenue and expenditures related to the Development Fee Programs are no longer captured in the General Fund, and are instead allocated to specific Development Fee Program Funds. As before, the Development Fee Programs remain at 100% cost recovery.

**FINES, FORFEITURES AND PENALTIES**

The City receives a portion of the fines collected in connection with violations of the State Vehicle Code on city streets. Various fines may be assessed in addition to those imposed by the Santa Clara County bail schedule and judges' sentences. The County court system collects the fines as authorized by the State Vehicle Code and makes monthly remittances to the City. Only "on call" emergency vehicles are exempt from Vehicle Code street laws. State legislative action in 1991-1992 reduced the amount (by approximately 50%) of Vehicle Code fine and forfeiture revenue forwarded to the City. On October 10, 1997, however, the Governor signed Assembly Bill 233 (AB 233), which became effective on July 1, 1998. AB 233 changed how the State and its counties and cities share in traffic citation fine revenues. This legislation essentially resulted in the doubling of the City's revenue collections in this area, reversing the impact of the 1991-1992 State legislative action.

The City receives fines and forfeitures of bail resulting from violation of State Health and Safety Codes and City Ordinances. These fees, authorized by the State Criminal Code and City Ordinances, are collected by the County and remitted to the City on a monthly basis. The City also receives revenue collected in connection with violations of the City's vehicle parking laws. These fines vary according to the nature of the violation. The City pays an agency to process and collect the fines. The only authorized exemption is for "on call" emergency vehicles.

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**REVENUE FROM USE OF MONEY AND PROPERTY**

The City invests idle funds in order to earn interest. The total income varies with the market rates for interest and the funds available to invest. The City has established a formalized and conservative investment policy with objectives emphasizing safety and liquidity. This policy provides guidelines for the type, size, maturity, percentage of portfolio, and size of security issuer (among others) of each investment. In addition, the policy statement outlines several responsibilities of the City Council, City Manager, City Auditor, and Finance Director. These policy and monitoring units interact and produce investment performance reports and an annually updated investment policy. All reports and policies must be reviewed and approved by both the City Manager and City Council. Investment of funds is authorized by the City Charter, Section 8066. Revenue is also received from the rental of City-owned property.

**REVENUE FROM LOCAL AGENCIES**

This revenue category includes revenue received from a variety of other local government agencies. For example, the City receives payments from Santa Clara County/Central Fire District for fire services provided to District residents by the San José Fire Department, reimbursement from Santa Clara County for the first responder of advanced life support (Paramedics Program), and reimbursement from the Valley Transportation Authority (VTA) for police services at the Berryessa Bay Area Rapid Transit (BART) station.

**REVENUE FROM THE STATE OF CALIFORNIA**

The City receives revenue from the State of California in a number of different forms. While the State provides the City with funds through grants and contracts for services, by far the largest source of funds is the Tobacco Settlement payments.

On November 23, 1998, the attorneys general of most states and the major United States tobacco companies signed a Master Settlement Agreement (MSA) to settle more than 40 pending lawsuits brought by states against the tobacco industry. In exchange for the states dropping their lawsuits, and agreeing not to sue in the future, the tobacco companies agreed to pay, in perpetuity, various annual payments to the states to compensate them for some of the medical costs of caring for persons with smoking-related illnesses. Further, the companies have restricted their marketing activities and established new efforts to curb tobacco consumption. The City, along with the other states and local government entities, joined in the settlement. In the MSA, the Original Participating Manufacturers agreed to pay a minimum of \$206 billion over the first twenty-five years of the agreement.

The City has also previously received Motor Vehicle In-Lieu (MVLIF) Tax revenues, which are license fees collected by the California Department of Motor Vehicles (DMV). Until 1998-1999, the annual license fee was 2% of the market value of the vehicle as determined by the DMV.



**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE DESCRIPTIONS**

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**REVENUE FROM THE STATE OF CALIFORNIA**

In 1998-1999, the State reduced the license fees by 25%, but agreed to backfill local jurisdictions for the loss in revenue, which represented 67.5% of MVLF revenues received by the City at the time. In 2004-2005, as part of State budget actions, the MVLF rate was permanently reduced from 2% to 0.65% and all future receipts of the backfill were approved to be in the form of increased Property Tax receipts and are reflected in that category. Thus, the backfill amount due to the City has permanently become property tax revenue that now grows based on assessed valuations. The State withholds a portion of these fees for the support of the DMV. The remaining 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 of the State. The exemptions authorized by the State Constitution, Article 13, include vehicles owned by insurance companies and banks, publicly owned vehicles, and vehicles owned by certain veterans with disabilities. The tax is authorized by the State Revenue and Taxation Code. In late June 2011, the State Legislature approved SB 89, which shifted over \$130 million in annual General Fund Motor Vehicle In-Lieu revenue from cities to support State law enforcement grants effective July 1, 2011. State legislative action in 1992-1993 eliminated local Trailer Coach In-Lieu Tax revenues. These funds were shifted to the State General Fund.

**REVENUE FROM THE FEDERAL GOVERNMENT**

Federal grants account for a significant portion of federal revenues. Grant programs must be specifically outlined and proposed for federal sponsorship. Due to the grant process, the volume of grants and level of revenue has been and will be sporadic.

**FEES, RATES, AND CHARGES**

Fees, Rates, and Charges are comprised of fees charged for services, which are primarily provided by the following departments: Police; Transportation; Library; and Parks, Recreation and Neighborhood Services. Prior to 2020-2021, this category included development-fee revenue related to the Planning, Building and Code Enforcement Department and Public Works Department. However, beginning in 2020-2021, all revenue and expenditures related to the Development Fee Programs are no longer captured in the General Fund, and are instead allocated to specific Development Fee Program Funds. As before, the Development Fee Programs remain at 100% cost recovery.

The fees in this category are determined by ordinance and described in the City's annual Fees and Charges Report, which is released in May of each year. In addition, it should be noted that the fees assessed by the Parks, Recreation and Neighborhood Services Department can be found on the internet ([www.sanjoseca.gov/your-government/departments/parks-recreation-neighborhood-services](http://www.sanjoseca.gov/your-government/departments/parks-recreation-neighborhood-services)).

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE DESCRIPTIONS**

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**OTHER REVENUE**

This revenue category contains revenue received from a variety of miscellaneous sources. Significant sources of revenue include reimbursement related to Finance Department staff in the Investment Program, sale of surplus property receipts, one-time and/or varied levels of reimbursements, and miscellaneous revenues associated with the Office of the City Attorney.

**TRANSFERS AND REIMBURSEMENTS**

The Transfers and Reimbursements revenue category is used to account for funds received by the General Fund from other City funds through a combination of means, including operating and capital fund overhead charges, transfers, and reimbursements for services rendered.

Overhead charges are assessed to recover the estimated fair share of indirect General Fund support services costs (staff and materials) that benefit other City program and fund activities. Examples of support activities included in the charges are services provided by the following departments: Finance, Human Resources, Information Technology, Mayor and City Council, the Office of the City Attorney, and the Office of the City Manager. Each year the charges are calculated using Finance Department developed overhead rates applied to projected salary costs in most City funds. The most significant sources of overhead reimbursements are the Treatment Plant Operating Fund, the Sewer Service and Use Charge Fund, the Airport Maintenance and Operation Fund, and the Integrated Waste Management Fund.

Transfers consist of both one-time and ongoing revenue sources to the General Fund. Ongoing transfers include capital fund transfers for maintenance and operating expenses incurred by the General Fund. One-time transfers occur on a sporadic basis and have included the disposition of uncommitted fund balances in several special funds and the transfer of monies to fund a variety of City projects.

Reimbursements from other funds represent the cost to the General Fund for services provided on behalf of the other City funds. This category also includes the State Gas Tax funds that are used to reimburse the General Fund for eligible expenditures. The State Gas Tax is described in the following section.

**CITY OF SAN JOSE**  
**2022-2023 PROPOSED OPERATING BUDGET**  
**GENERAL FUND REVENUE DESCRIPTIONS**

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<b>STATE GAS TAX</b>
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A portion of the State Gas Tax is shared with cities and counties under separate sections of the Streets and Highways Code. The 1964 Gas Tax (Section 2106) provides for a \$0.0104 charge on every gallon of gasoline. Revenue is then allocated according to the following formula:

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County Allocation :	<b>a</b> No. of Registered Vehicles in County
	<b>÷ b</b> No. of Registered Vehicles in State
	<b>x c</b> \$0.0104
	<b>x d</b> Gallons of Gas Sold

---

City Allocation:	<b>a</b> Incorporated Assessed Value in County
	<b>÷ b</b> Total Assessed Value in County
	<b>x c</b> County Allocation

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Individual City Allocation:	<b>a</b> Population in City
	<b>÷ b</b> Population of all Cities in County
	<b>x c</b> City Allocation

The 1943 Gas Tax (Section 2107) authorized a per gallon charge of \$0.00725. The State allocates part of these revenues for snow removal; the balance is distributed by calculating the portion of the State population represented by the city's population.

As a result of the passage of Proposition 111, gas and diesel taxes were increased \$0.05 per gallon on August 1, 1990, and increased by \$0.01 per gallon each January 1 until and including January 1, 1994. For the 1990 Gas Tax (Section 2105), cities are apportioned a sum equal to the net revenues derived from 11.5% of highway users taxes in excess of \$0.09 per gallon in the proportion that the total city population bears to the total population of all cities in the State.

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## **INTRODUCTION**

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### **CITY SERVICE AREAS**

#### **What is a City Service Area?**

City Service Areas (CSAs) integrate services provided in individual departments into the City's five key lines of business – Community and Economic Development, Environmental and Utility Services, Neighborhood Services, Public Safety, and Transportation and Aviation Services. An additional CSA, referred to as "Strategic Support," represents the internal functions that enable the other five CSAs to provide services to the community. These cross-departmental CSAs provide a forum for strategic planning and investment decisions within the context of the Mayor and City Council policy priorities. Plans, policies, and investment decisions at the CSA level are then carried out through departmental core and operational services.

Each CSA is guided by a Mission Statement, which is informed by the City's Mission Statement. The City's Mission Statement can be found on the City Service Area – Core Service Map at the end of this section.

The following pages present an overview of the CSA framework and how it is used in San José's operating and capital budgets and in performance reporting to the City Council and the public.

### **CITY SERVICE AREAS**

**COMMUNITY AND ECONOMIC DEVELOPMENT**

**ENVIRONMENTAL AND UTILITY SERVICES**

**NEIGHBORHOOD SERVICES**

**PUBLIC SAFETY**

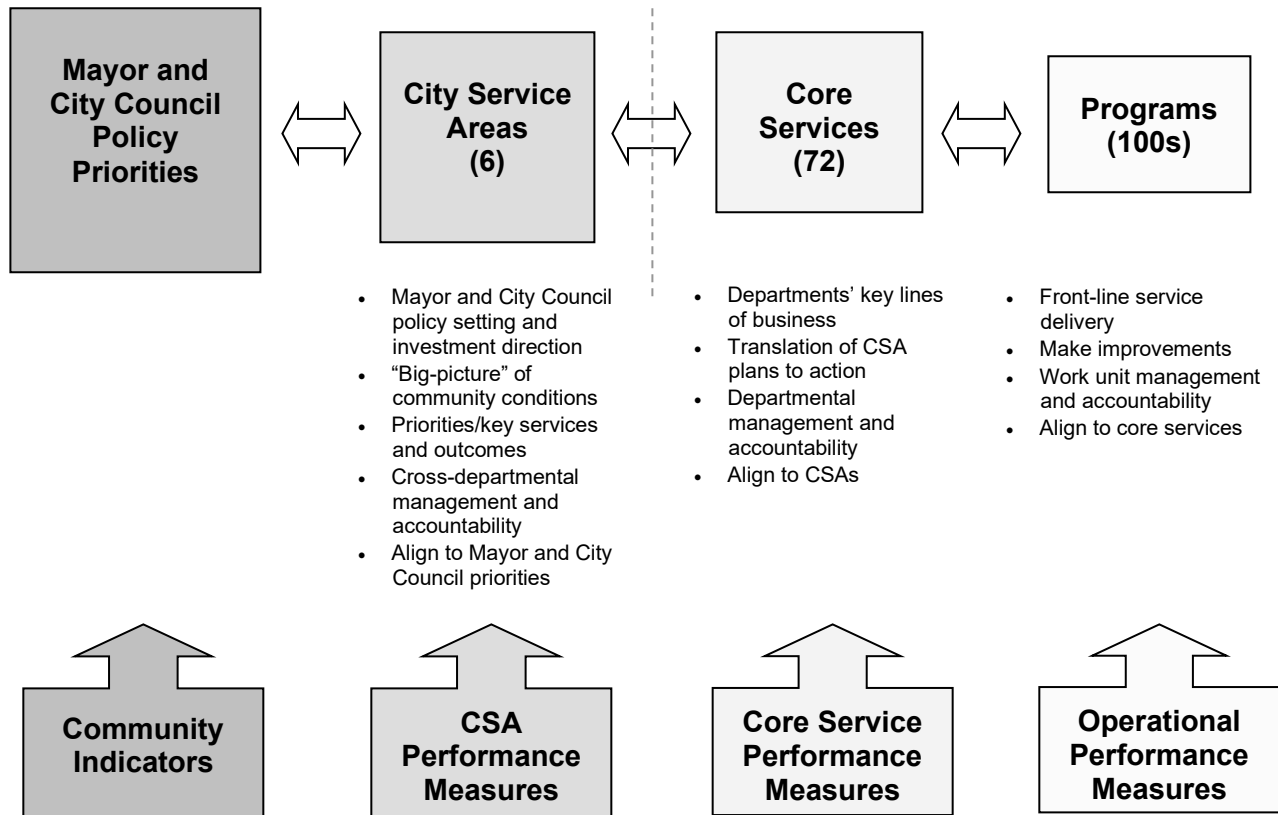
**TRANSPORTATION AND AVIATION SERVICES**

**STRATEGIC SUPPORT**

# INTRODUCTION

## CITY SERVICE AREAS

### City of San José's Service Delivery Framework for Performance-Driven Government



The City of San José's Service Delivery Framework for Performance-Driven Government aligns front line services (or programs) to the Mayor and City Council Policy Priorities. This structure acknowledges the complexity of the organization and the wide variety of services delivered and provides tools at all levels of the organization to plan, manage, and measure the results that customers experience.

The 2002-2003 Operating Budget was San José's first performance-based budget developed by City Service Area (CSA). CSAs enable the City to strategically plan and show results of the collaboration among departments. Each CSA aligns the efforts of a number of core services (each with its own set of performance measures) into the City's key lines of business. In 2017-2018, programs were identified and aligned to the Core Services.

Both the operating and capital budget documents are aligned to the CSA framework. A CSA-based capital project reporting system has been implemented along with consistent performance measures to ensure that the City meets its on-time and on-budget goals for project delivery.

# INTRODUCTION

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## CITY SERVICE AREAS

### CSA Alignment for the Budget Document

The operating budget document reflects San José's service delivery-based framework for performance-driven government. In that framework, each of the 72 departmental core services is aligned to one of six CSAs to which it contributes. A "map" detailing the alignment of the 72 core services to the six CSAs, including a description of the CSA mission and a listing of the CSA outcomes (the "ends" to which the plans, efforts, resources, and results of the CSA are directed) is provided at the end of this Introduction.

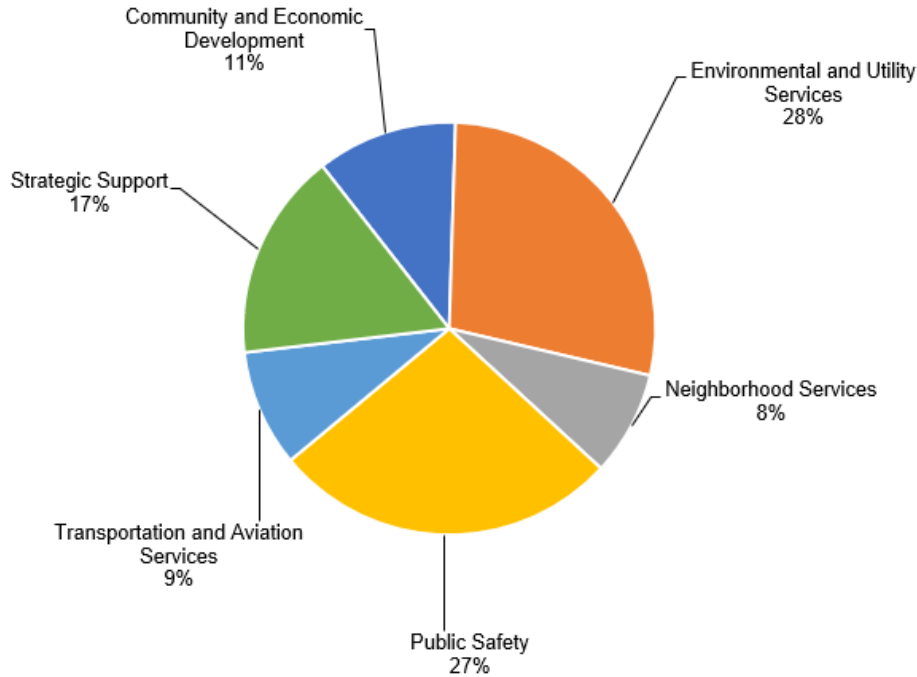
Each of the CSA overview sections that follow includes a description of the CSA's mission, partner departments, and a CSA outcome listing. The Service Delivery Framework displays the CSA's mission, outcomes, and the Core Services for each of the partner departments. A CSA Dashboard is also included to highlight key performance measures for the CSA.



# INTRODUCTION

## CITY SERVICE AREAS

### City Service Area Budget



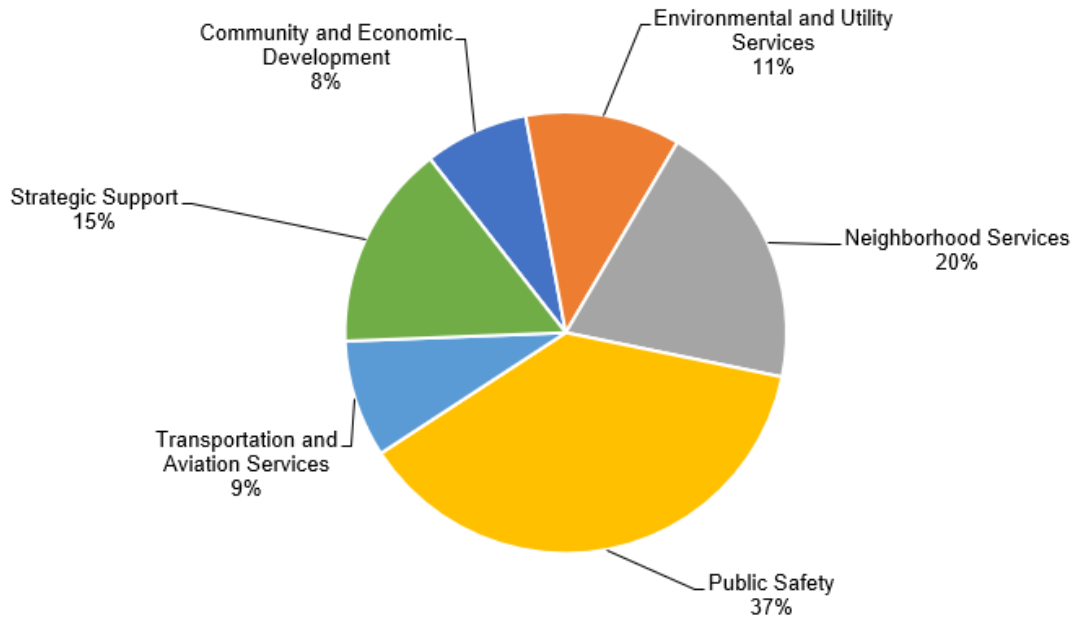
	2020-2021 Actuals 1	2021-2022 Adopted 2	2022-2023 Forecast 3	2022-2023 Proposed 4	% Change (2 to 4)
<b>Dollars by CSA*</b>					
Community and Economic Development	\$ 304,307,330	\$ 386,988,545	\$ 286,129,673	\$ 318,914,772	-17.59%
Environmental and Utility Services	679,249,908	735,067,267	805,441,008	813,447,860	10.66%
Neighborhood Services	227,766,473	240,838,576	212,596,638	236,618,786	-1.75%
Public Safety	756,253,766	824,443,661	764,401,473	783,494,494	-4.97%
Transportation and Aviation Services	725,107,237	245,324,756	255,166,586	264,868,729	7.97%
Strategic Support	553,596,784	513,895,799	447,933,242	470,550,205	-8.43%
<b>Total</b>	<b>\$3,246,281,498</b>	<b>\$ 2,946,558,603</b>	<b>\$ 2,771,668,620</b>	<b>\$ 2,887,894,846</b>	<b>-1.99%</b>

\* Fund Balance, Transfers, Reserves, and Capital Project expenditures for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

# INTRODUCTION

## CITY SERVICE AREAS

### *City Service Area Position Summary*



	2020-2021 Actuals* 1	2021-2022 Adopted 2	2022-2023 Forecast 3	2022-2023 Proposed 4	% Change (2 to 4)
<b>Staffing by CSA</b>					
Community and Economic Development	522.19	508.44	502.19	524.01	3.06%
Environmental and Utility Services	761.36	769.16	762.56	778.56	1.22%
Neighborhood Services	1,270.07	1,290.02	1,250.07	1,355.14	5.05%
Public Safety	2,530.65	2,550.33	2,537.33	2,576.25	1.02%
Transportation and Aviation Services	555.14	563.34	564.94	588.94	4.54%
Strategic Support	952.80	965.25	967.50	1,032.00	6.92%
<b>Total</b>	<b>6,592.21</b>	<b>6,646.54</b>	<b>6,584.59</b>	<b>6,854.90</b>	<b>3.13%</b>

\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

# INTRODUCTION

## CITY SERVICE AREA – CORE SERVICE MAP

### COMMUNITY AND ECONOMIC DEVELOPMENT CSA

**Mission:** To manage the growth and change of the City of San José in order to encourage a strong economy, create and preserve healthy neighborhoods, ensure a diverse range of housing and employment opportunities, and encourage a diverse range of arts, cultural, and entertainment offerings.

**Outcomes:**

- Strong Economic Base
- Safe, Healthy, Attractive, and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Artworks

#### Core Services

- ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS
- 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
- PBCE
- Citywide Land Use Planning
  - Development Plan Review and Building Construction Inspection
- PUBLIC WORKS
- Regulate/Facilitate Private Development

### ENVIRONMENTAL AND UTILITY SERVICES CSA

**Mission:** Provide environmental leadership through policy development, program design, and reliable utility services.

**Outcomes:**

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh, and Bay
- “Clean and Sustainable” Air, Land, and Energy
- Safe, Reliable, and Sufficient Water Supply

#### Core 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
  - Storm Water Management
  - Sustainability and Environmental Health
  - Wastewater Management
- TRANSPORTATION
- Sanitary Sewer Maintenance
  - Storm Sewer Maintenance

### NEIGHBORHOOD SERVICES CSA

**Mission:** To serve, foster, and strengthen the community by providing access to lifelong learning, opportunities to enjoy life, and preserving healthy neighborhoods.

**Outcomes:**

- Safe and Clean Parks, Facilities, and Attractions
- Vibrant Cultural, Learning, Recreation, and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

#### Core Services

- LIBRARY
- Access to Information, Library Materials, and Digital Resources
  - Literacy and Learning, Formal and Life-Long Self-Directed Education
- PRNS
- Community Facilities Development
  - Community Services
  - Parks Maintenance and Operations
  - Recreation Services
- PBCE
- Code Enforcement
- PUBLIC WORKS
- Animal Care and Services

**The Mission of the City of San José is to provide quality public services, facilities and opportunities that create, sustain, and enhance a safe, livable and vibrant community for its diverse residents, businesses and visitors.**

# INTRODUCTION

## CITY SERVICE AREA – CORE SERVICE MAP

### PUBLIC SAFETY CSA

**Mission:** Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations.

**Outcomes:**

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

#### Core Services

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 CSA

**Mission:** To provide the community with safe, secure, and efficient surface and air transportation systems that support San José’s livability and economic vitality.

**Outcomes:**

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable, and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

#### Core 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 CSA

**Mission:** To effectively develop, manage, and safeguard the City’s fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects.

**Outcomes:**

- A High Performing Workforce that is Committed to Exceeding Internal and External Customer Expectations
- Safe and Functional Public Infrastructure, Facilities, and Equipment
- Effective Use of Technology
- Sound Fiscal Management that Facilitates Meeting the Needs of the Community

#### Core Services

FINANCE

- Debt and Treasury
- Disbursements
- Financial Reporting
- Purchasing and Risk Management
- Revenue Management

HUMAN RESOURCES

- Employee Benefits
- Employment Services
- Health and Safety
- Training and Development

INFORMATION TECHNOLOGY

- Business Solutions
- San José 311
- Technology Infrastructure and Operations

PUBLIC WORKS

- Facilities Management
- Fleet and Equipment Services
- Plan, Design, and Construct Public Facilities and Infrastructure

### MAYOR, CITY COUNCIL AND APPOINTEES

**Mission:** Council appointees exist to support and advance the collective work done of the City organization through leadership, communication, and coordination.

MAYOR AND CITY COUNCIL

- Office of the Mayor
- City Council
- Council General

CITY ATTORNEY

- Legal Services

CITY AUDITOR

- Audit Services

CITY CLERK

- City Clerk Services

CITY MANAGER

- Lead and Manage the Organization

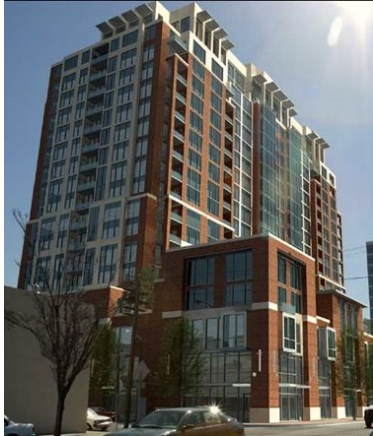
RETIREMENT

- Retirement Plan Administration

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## CITY SERVICE AREA

### COMMUNITY AND ECONOMIC DEVELOPMENT



### MISSION

*To manage the growth and change of the City of San José in order to encourage a strong economy, create and preserve healthy neighborhoods, ensure a diverse range of employment and housing opportunities, and encourage a diverse range of arts, cultural, and entertainment offerings*

#### Primary Partners

Economic Development and Cultural Affairs

Fire

Housing

Planning, Building and Code Enforcement

Public Works

#### CSA OUTCOMES

- Strong Economic Base
- Safe, Healthy, Attractive, and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Artworks

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### SERVICE DELIVERY FRAMEWORK

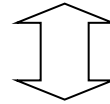
**CITY SERVICE AREA**  
A cross-departmental collection of core services that form one of the City's 6 key "lines of business"

**MISSION STATEMENT**  
Why the CSA exists

## Community & Economic Development CSA

*Mission:*

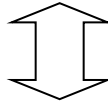
To manage the growth and change of the City of San José in order to encourage a strong economy, create and preserve healthy neighborhoods, ensure a diverse range of employment and housing opportunities, and encourage a diverse range of arts, cultural, and entertainment offerings



**CSA OUTCOMES**  
The high-level results of service delivery sought by the CSA partners

*Outcomes:*

- Strong Economic Base
- Safe, Healthy, Attractive, and Vital Community
- Diverse Range of Housing Options
- Range of Quality Events, Cultural Offerings, and Public Artworks



**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

**CORE SERVICES**  
Primary deliverables of the organization

## City Manager - Office of Economic Development and Cultural Affairs

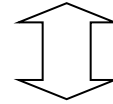
*Core Services:*

Arts and Cultural Development

Business Development and Economic Strategy

Real Estate Services

Regional Workforce Development



## Fire Department

*Core Services:*

Fire Safety Code Compliance



# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

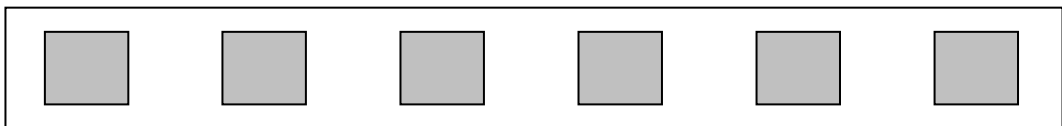
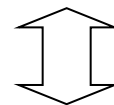
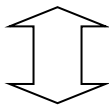
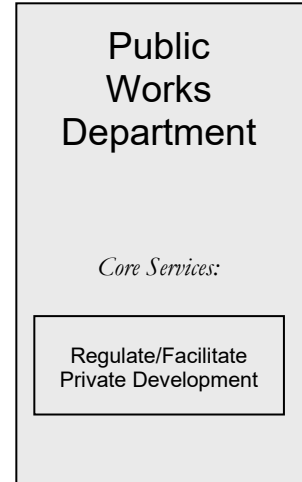
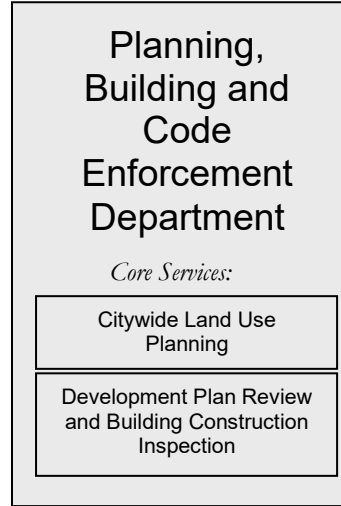
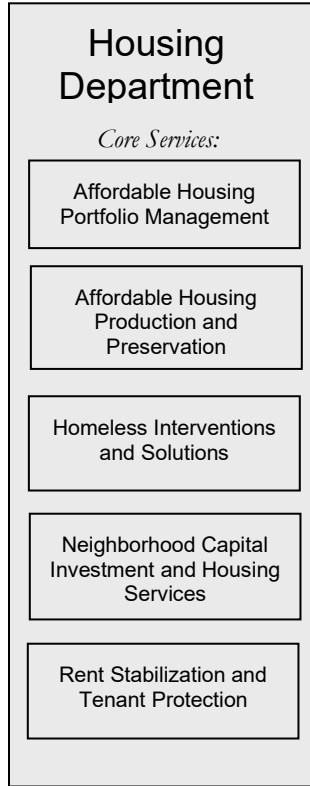
### SERVICE DELIVERY FRAMEWORK

**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

**CORE SERVICES**  
Primary deliverables of the organization

**PROGRAMS**  
Elements of Core Services; the "front-line" of service delivery

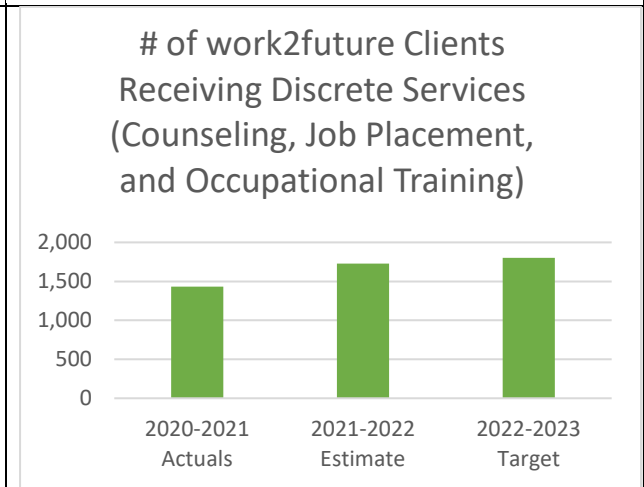
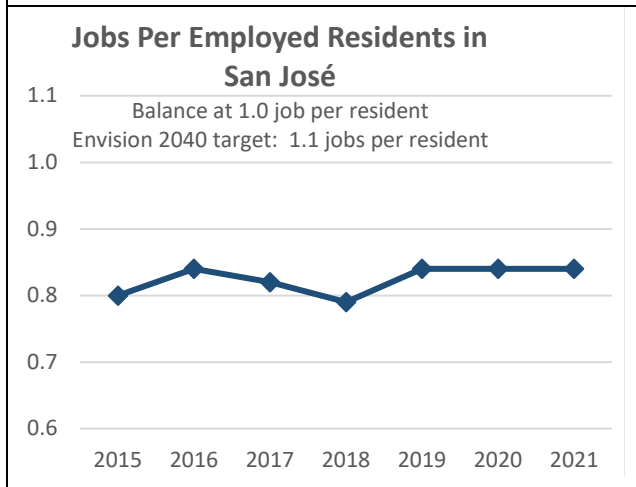
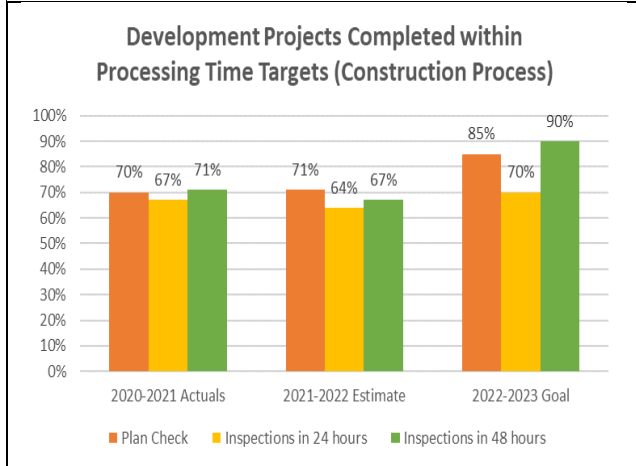
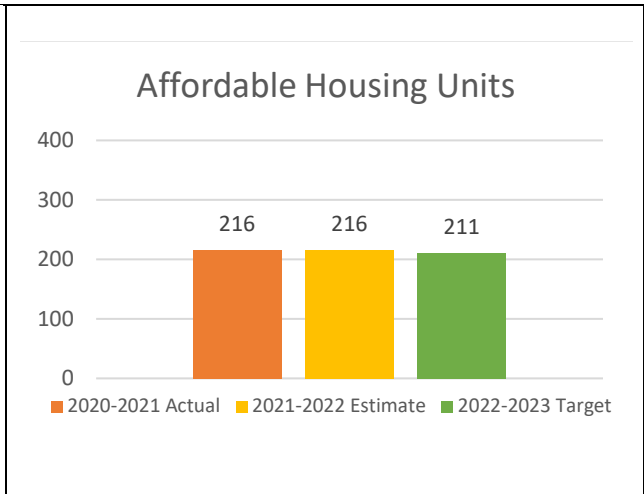
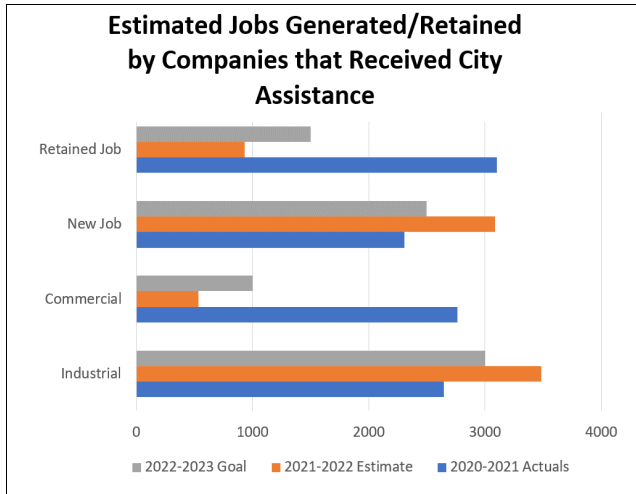
**STRATEGIC SUPPORT**  
Organization-wide guidance and support to enable direct service delivery



# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### DASHBOARD



<sup>1</sup> The Customer Satisfaction Survey was not completed in 2020-2021 and 2021-2022. A request for proposal for a consultant was in progress in 2020-2021 but did not conclude in time for the consultant to complete a survey. It is anticipated that the performance measure data will be available for inclusion in the 2023-2024 Proposed Budget.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- The Office of Economic Development and Cultural Affairs (OEDCA) will preserve current staff and new staff to address the growing needs for economic and cultural development services, business communications, and economic and cultural policy support that will arise as the City continues to recover from the pandemic-induced recession. The OEDCA Business Development Unit will plan and launch new small-business support programs and services utilizing funding from the American Rescue Plan Act.
- The Housing Department will implement a spending plan for the \$65 million of Measure E funds consistent with the Council-approved spending priorities and monitor the over \$100 million in state and federal funds for COVID-19 related emergency shelter operations, homeless youth and family assistance, emergency interim housing, emergency hotel/motel vouchers, and the new Services Assistance Outreach and Resources (SOAR) program at encampments, as well as oversee the implementation of the Housing Plan for the relocation of the people living in Guadalupe Gardens.
- The Planning, Building, and Code Enforcement (PBCE) Department will commence implementation of the Council-approved Amended Diridon Station Area Plan and Downtown West Mixed-Use Development.
- Digitally transform the Development Services operations with an upgraded portal to allow customers to start their applications online, integrated electronic plan submission and review for the building permits, improve permit fee payment process, and provide additional self-administered permits on the public portal.

#### 2022-2023 Key Budget Actions

- Adds 1.0 Senior Executive Analyst position in OEDCA to support the Housing Catalyst Team to facilitate affordable housing development by guiding developers through the permitting process to start construction following entitlement, complementing the dedicated Planner position in PBCE for Affordable Housing funded through a grant from Destination: Home SV that oversees affordable housing entitlements.
- In OEDCA, adds 1.0 Senior Executive Analyst position and deletes 1.0 Supervising Accountant position to address the increasing workload and complexity of work2future's external funding sources, as well as adds 2.0 Analyst I/II positions and deletes 1.0 Economic Development Officer position to address the increased workload and complexity of work2future program administration, and to provide critical support to ensure compliance with federal and state regulations/standards.
- Adds \$40.0 million of one-time funding from the General Fund (\$21.5 million) and the American Rescue Plan Fund (\$18.5 million) to kick-start the development of additional Emergency Interim Housing sites and seed funding for their future operations and maintenance costs, with the goal of having 1,000 pandemic-era housing beds under development by the end of the calendar year.
- Adds 1.0 Development Officer position and 1.0 Senior Analyst position, funded by Measure E 5% Program Administration City-Wide Expenses appropriation, to provide financial and technical assistance for the development of new affordable housing for low-income households, and to additional support for human resources, budget monitoring and reporting.
- Realigns PBCE staff resources by adding 13.0 permanent positions and continuing 3.0 temporary positions through June 30, 2023 to maintain the department's ability to support critical functions such as Environmental Review of Private Development or Public Projects, Accessory Dwelling Unit (ADU) Ally Program, and various key service delivery expectations throughout the department.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### BUDGET SUMMARY

#### City Service Area Budget Summary\*\*

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service *</b>				
<i>City Manager - Office of Economic Development and Cultural Affairs</i>				
Strategic Support - Other - Community & Economic Development	3,978,146	2,476,970	458,155	2,894,648
Strategic Support - Community & Economic Development	20,912,892	29,185,576	3,158,081	3,408,081
Arts and Cultural Development	23,017,535	24,292,042	29,752,972	31,752,972
Business Development and Economic Strategy	4,797,932	7,030,369	6,958,117	7,402,054
Regional Workforce Development	7,298,672	13,059,746	12,239,334	12,373,861
Real Estate Services	2,971,493	2,893,332	2,909,886	2,909,886
<i>Fire Department</i>				
Fire Safety Code Compliance	8,210,027	7,715,562	7,923,020	7,944,139
Strategic Support - Other - Community & Economic Development	749,472	0	0	0
Strategic Support - Community & Economic Development	597,539	31,900	28,900	28,900
<i>Housing Department</i>				
Strategic Support - Other - Community & Economic Development	12,998,813	6,272,743	6,964,577	7,841,866
Strategic Support - Community & Economic Development	64,423,947	44,947,966	25,962,443	26,963,807
Rent Stabilization and Tenant Protection	2,197,313	3,633,783	3,214,854	3,214,854
Neighborhood Capital Investment and Public Services	18,264,735	59,228,630	29,022,937	29,430,376
Affordable Housing Portfolio Management	2,562,624	3,559,202	3,660,529	3,872,017
Homelessness Interventions and Solutions	27,052,079	33,802,844	50,899,743	72,694,368
Affordable Housing Production and Preservation	34,811,957	76,511,843	29,941,176	30,191,176
<i>Planning, Building and Code Enforcement Department</i>				
Strategic Support - Other - Community & Economic Development	8,012,124	6,990,173	7,397,841	8,506,450
Strategic Support - Community & Economic Development	3,395,959	2,447,797	2,348,456	2,665,537
Development Plan Review and Building Construction Inspection	34,716,822	36,329,416	37,648,643	39,076,367
Citywide Land Use Planning	6,176,318	8,055,331	6,508,440	8,006,399
<i>Public Works Department</i>				
Strategic Support - Other - Community & Economic Development	19,243	630,000	593,950	593,950
Strategic Support - Community & Economic Development	1,789	0	0	0
Regulate/Facilitate Private Development	17,139,900	17,893,320	18,537,619	17,143,064
<b>Total CSA</b>	<b>\$304,307,331</b>	<b>\$386,988,545</b>	<b>\$286,129,673</b>	<b>\$318,914,772</b>
<b>Authorized Positions</b>	<b>522.19</b>	<b>508.44</b>	<b>502.19</b>	<b>524.01</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### OVERVIEW

#### Service Delivery Accomplishments

- OEDCA maintained a multi-pronged small-business-support program to facilitate, inform, fund resources, and technical assistance, including the launch of an Economic Development Administration grant.
- OEDCA's Business Development team's small business support activities included conducting 15 business walks, making contact with roughly 300 businesses, and hosting 10 webinars which reached at least 473 attendees on a variety of subjects including access to capital, crime prevention, and preventing eviction. In addition, the team conducted 276 business meetings, including 64 permit facilitations and 212 engagements focused on business retention, expansion or attraction.
- Delivered a multi-pronged cultural development recovery strategy through the OEDCA's Office of Cultural Affairs' suite of programs and services including: 107 arts and culture grants; coordination of 99 outdoor special events over 366 event days; production of CityDance; Cornerstone of the Arts, Make Music San Jose, and #WeCreate408 virtual festival; public art, artist support, capacity building and trainings for the arts sector, and stewardship of City-owned cultural facilities.
- OEDCA's work2future, in partnership with Facebook, supported 30 at-risk, older youth in securing digital marketing training and paid work experiences opportunities with a small business or arts and culture nonprofit organization. Most of the small businesses were located in low resource census tracts.
- The Housing and Public Works Department initiated construction of a new Emergency Interim Housing site near the San José Police Department headquarters, operated temporary shelters in response to COVID-19, and expanded rental assistance programs. A Notice of Funding Availability for \$150 million for development of affordable housing was issued by the Housing Department in December 2021, with nearly half of these funds supplied by Measure E revenues. After receiving a strong response from developers, staff is recommending moving forward with awards for 11 developments totaling 1,288 new affordable housing units in May 2022 that are anticipated to be brought forward to the City Council for formal funding commitments over the next year.
- The Development Review team processed over 300 applications with 100 land use entitlements for residential, commercial, industrial, and mixed-use projects. The Citywide Planning team completed the Berryessa BART and the North First Street Urban Village planning process, the Four-Year Review of General Plan process, and the process to establish Mixed Use and Urban Village zoning districts and an urgency ordinance to implement SB 9.
- Successful digital improvements to the customer experience and staff processes including: 1) launched minor kitchen and bathroom permits to be self-administered online, 2) implemented new online rapid intake process, 3) deployed new Planning permit type on SJePlans review platform, and 4) expanded online appointment scheduling and virtual meetings to Fire Prevention, Public Works, Planning and Finance.

#### Service Delivery Environment

- Workforce Development: work2future will provide a wide range of training and employment services to youth and adults, primarily located in low resource census tracts, and will outreach to the community through the Mayor and Council offices, libraries, community centers, non-profits, community colleges, and adult education centers. The focus of these training and employment services will support work2future clients in securing jobs with high wages, high growth demand occupations related to information technology, advanced manufacturing, health care, and business and finance. In addition, work2future has recently moved to the East Side on Las Plumas Avenue where it is offering an array of work readiness and entrepreneurship workshops, job counseling, trainings, and job fairs.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### OVERVIEW

#### Service Delivery Environment

- Rental Market: San José rents are on the rise again, climbing beyond pre-pandemic levels. Market rents in San José continue to remain among the highest in the nation and unaffordable to lower-income residents. According to Costar, the average rent for a market-rate one-bedroom as of December 2021 was \$2,266, representing an 10.3% increase over the prior year. Over the same time period, the average rent for a market-rate two bedroom was \$2,792, an increase of 8.9%. Class A rents remain the most volatile, with vacancies in this segment in 2021's fourth quarter at 11.8% due partly to the lingering effects from the pandemic. Despite some softening at the upper end of the apartment market, assuming that no more than 30% of income is spent on housing costs, a household would need to earn \$90,640 annually to afford a one-bedroom apartment and \$111,680 to afford a two-bedroom apartment in San José.
- Housing Affordability: San José's for-sale market is particularly strong at this time, fueled by low inventory and a strong demand. According to the Santa Clara County Association of Realtors, the median sales price of a single-family home in San José as of December 2021 was \$1,475,000, an increase of 20% from the December 2020 median sales price of \$1,225,000. Assuming buyers spend a reasonable 30% of their income on housing costs, a household would need to earn an income of \$255,635 to afford a median-priced single-family home in San José. As of the fourth quarter 2021, only 20% of San José's households could afford to buy a median-priced home – less than half the national average rate of 54%.
- Business Development: Businesses struggled with the economic side-effects of the pandemic, including a labor shortage, supply chain issues, and inflation. At the same time, consumer spending recovered much of its momentum during the fiscal year, though some sectors (such as hospitality and restaurants) still lagged behind. Major federal sources of emergency funding relief ended, creating a vacuum for those businesses that are still in need of financial assistance. While the office sector experienced lackluster occupancy, rental rates stabilized, and the industrial sector continued to experience strong demand.

#### CSA Priorities/Key Services

- Complete significant housing policy initiatives including the 2023-2031 Housing Element, the Assessment of Fair Housing Plan, the Affordable Housing Siting Policy, the Housing Emergency Annex Plan, the Moderate-Income Housing Strategy, and begin the Diridon Affordable Housing Implementation Plan.
- Continue to provide high quality land-use development and permitting services for all customers.
- Ensure that the City speaks with "one voice" on development issues while improving the speed, consistency, and predictability of the development review process.
- Support art organizations and artists and their resiliency and sustainability.
- Engage and assist businesses that can create jobs and expand the City's tax base, with a focus on small businesses recovery and resiliency, anchor employers, and revenue-generators. Facilitate development projects that can generate property tax and sales tax revenue.
- Continue to provide timely real estate transaction services in support of all City Departments and manage the City's real estate assets with a focus on revenue generation and cost minimization.

## CITY SERVICE AREA

### COMMUNITY AND ECONOMIC DEVELOPMENT

#### OVERVIEW

#### Development Services Budget Summary

	Revenue	Cost	% Cost Recovery*	Positions	Ending Fund Balance/Works-in- Progress Funding**
<b>2021-2022 Modified</b>					
Building	\$ 32,178,325	\$ 39,110,638	82.3%	158.16	\$ 25,946,610
Fire	7,536,534	9,826,413	76.7%	54.86	3,288,621
Planning	6,707,655	7,599,191	88.3%	34.40	2,511,580
Public Works	13,000,000	14,643,174	88.8%	66.23	5,575,353
<b>Total</b>	<b>\$ 59,422,514</b>	<b>\$ 71,179,416</b>	<b>83.5%</b>	<b>313.65</b>	<b>\$ 37,322,164</b>
<b>2022-2023 Proposed</b>					
Building	\$ 33,626,338	\$ 43,124,874	78.0%	157.25	\$ 21,610,509
Fire	7,817,700	10,000,136	78.2%	55.69	465,651
Planning	8,310,858	8,027,412	103.5%	34.54	4,328,923
Public Works	13,750,000	15,116,102	91.0%	65.56	4,701,216
<b>Total</b>	<b>\$ 63,504,896</b>	<b>\$ 76,268,524</b>	<b>83.3%</b>	<b>313.04</b>	<b>\$ 31,106,299</b>

\* In 2021-2022 and in 2022-2023, all programs reach 100% cost recovery once the use of Ending Fund Balance/ Works-in-Progress Funding are incorporated.

\*\* The Ending Fund Balance/Works-in-Progress Funding for 2022-2023 are the estimated levels and will be trued up once 2021-2022 revenues and expenditures are reconciled and 2021-2022 balancing actions are included.

Development Services is a \$76.3 million business for the City of San José, providing integrated technical plan review and inspection services across Planning, Building, Public Works, and Fire (Development Services Partners). Businesses, homeowners, and other customers use Development Services when remodeling, building new structures, or making other investments to their properties. These investments bring tax revenue, jobs, and other direct benefits to the City. Development Services are provided in an efficient, thorough, and quality-driven manner. While each partner's budget is discussed within their Department section, all partners are committed to working closely together to provide "one voice" to Development Services customers.



# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 1: STRONG ECONOMIC BASE

Strategic Goals	CSA Performance Measures	2020-2021 Actuals	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Facilitate Major Corporate Development	1. Estimated jobs generated/retained by companies that received OEDCA assistance by:					
	Type of Company:					
	- Industrial	2,646	3,000	3,486	3,000	4,000
	- Commercial/Retail	2,764	500	534	1,000	1,500
	Type of Job:					
	- New	2,309	1,000	3,088	2,500	2,000
	- Retained	3,101	2,500	932	1,500	3,500
Stimulate Revenue for City Services	1. Economic Impact of Convention Center (attendance by visitor type)					
	- Local/Social <sup>1</sup>	0	268,187	503,010	500,000	2,496,688
	- Out of Town <sup>1</sup>	0	9,973	18,166	28,000	129,948
	- Exhibitors <sup>1</sup>	0	2,504	3,572	3,900	18,100
	2. Estimated increases in sales and business taxes from attracted or expanding businesses which previously received assistance from the City (excludes property and utility taxes):					
	- Taxes from new companies	\$1.5M	\$1.0M	\$1.1M	\$1.0M	\$2.0M
	- Taxes from retained companies	\$2.0M	\$2.0M	\$0.8M	\$2.0M	\$2.0M
	Total	\$3.5M	\$3.0M	\$1.9M	\$3.0M	\$4.0M

<sup>1</sup> Attendance was impacted as a result of the COVID-19 pandemic, and the 2022-2023 Target assumes the continued impact.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 1: STRONG ECONOMIC BASE

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Retain Industrial Jobs, Suppliers and Industrial Land Uses	1. Jobs gained/(lost) in areas with "heavy" and "light" Industrial General Plan land designation (acres converted in parenthesis)	0 jobs (0 acres)	0 jobs (0 acres)	0 jobs <sup>1</sup> (0 acres)	0 jobs (0 acres)	0 jobs (0 acres)
	2. Jobs gained/(lost) in areas with "Industrial Park" and "Campus Industrial," and other R&D General Plan land designation (acres converted in parenthesis)	0 jobs (0 acres)	0 jobs (0 acres)	0 jobs (-1,251 acres) <sup>2</sup>	0 jobs (0 acres)	0 jobs (0 acres)
	3. Estimated ratio of San José jobs to employed residents	0.81	0.84	0.81	0.85	1.00
Facilitate Small Business Expansion	1. # of Business Owner Space participants receiving assistance, access to capital, technical or human resources support or information	13,600	13,000	10,100 <sup>3</sup>	13,000	12,000
Be Active Partner in Developing a Skilled Workforce	1. Number of work2future clients receiving discrete services (counseling, job placement, and occupational training)	1,144	1,150	950 <sup>4</sup>	950	N/A <sup>5</sup>
	- Adults	564	450	550	450	N/A <sup>5</sup>
	- Dislocated Workers	328	300	300	300	N/A <sup>5</sup>
	- Youth	252	200	100	200	N/A <sup>5</sup>
	2. Estimated % of clients placed in jobs					N/A <sup>5</sup>
	- Adults	68.7%	62.0%	62.0%	TBD <sup>6</sup>	N/A <sup>5</sup>
	(% of target met)	(110.9%)	(100%)	(100%)	TBD <sup>6</sup>	
	- Dislocated Workers	70.3%	65%	65%	TBD <sup>6</sup>	N/A <sup>5</sup>
	(% of target met)	(108.1%)	(100%)	(100%)	TBD <sup>6</sup>	
	- Youth	67.1%	67.5%	67.51%	TBD <sup>6</sup>	N/A <sup>5</sup>
(% of target met)	(100.0%)	(100%)	(100%)	TBD <sup>6</sup>		
3. Estimated % of clients employed 12 months after initial placement					N/A <sup>5</sup>	
- Adults	64.1%	61%	61%	TBD <sup>6</sup>	N/A <sup>5</sup>	
(% of target met)	(105.1%)	(100%)	(100%)	TBD <sup>6</sup>	N/A <sup>5</sup>	
- Dislocated Workers	65.2%	67%	67%	TBD <sup>6</sup>	N/A <sup>5</sup>	
(% of target met)	(97.3%)	(100%)	(100%)	TBD <sup>6</sup>	N/A <sup>5</sup>	

<sup>1</sup> No heavy or light industrial land was converted, consistent with the General Plan's goals and policies to preserve industrial land or planned to be converted. No industrial land was added in this reporting period either.

<sup>2</sup> As part of the Four-Year Review of the General Plan, the City Council approved changing the land use designation of North Coyote Valley from Industrial Park to Agriculture or Open Space. This change resulted in the removal of 1,251 acres of employment land from the General Plan. There was no development and jobs on this land and therefore no actual jobs were lost through this conversion. The capacity of 35,000 jobs that had existed in North Coyote Valley was moved to Downtown/Diridon as part of the approval of the Diridon Station Area Plan and the Downtown West project.

<sup>3</sup> The decline in 2021-2022 partly reflects a shift away from pandemic-era grant-related technical support (such as PPP, EIDL, etc.), which boosted 2020-2021.

<sup>4</sup> The number of clients served does not include the clients served with the American Rescue Plan (ARP) Fund and the San Jose Works Program.

<sup>5</sup> There is no 5-Year Goal for this measure. The goal is set by the Employment Development Department yearly.

<sup>6</sup> Goals set annually by the State of California, with numbers available by Fall 2022.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 2: SAFE, HEALTHY, ATTRACTIVE, AND VITAL COMMUNITY**

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Quality Living and Working Environment	1. % of residents surveyed who rate the quality of architecture and landscaping design/maintenance in new development in their neighborhood as good or better	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>	70%
Increase the City's Housing Unit Capacity	1. # of dwelling units added to the General Plan holding capacity annually	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
	2. San José housing production compared to regional fair share number target (in parenthesis)	1,954 units (4,385)	1,900 units (4,385)	1,700 units (4,385)	1,900 units (4,385)	11,400 units (21,925)
	3. % of units receiving development permit approval compared to target (actuals in parenthesis)	45% (1,975 units)	43% (1,900 units)	26% (1,150 units)	43% (1,900 units)	52% (11,400 units)
Provide Seamless and Effective Development Review Including Implementation of Environmental Regulations, in a Customer Friendly Fashion	1. % of projects receiving consistent feedback from staff throughout the course of the project review:					
	- Planning Permit Plan Review	N/A <sup>6</sup>	85%	N/A <sup>6</sup>	80%	80%
	- Public Works Permit Plan Review	N/A <sup>6</sup>	79%	N/A <sup>6</sup>	79%	85%
	- Building Permit Plan Check	N/A <sup>6</sup>	80%	N/A <sup>6</sup>	80%	85%
	- Fire Permit Plan Check	N/A <sup>6</sup>	84%	N/A <sup>6</sup>	84%	90%
	2. Ratio of current year fee revenue to fee program cost (includes use of reserves)	100%	100%	100%	100%	100%
	3. Development projects completed within processing time targets:					
	- Entitlement Process	62%	85%	66%	85%	85%
	- Construction Process:					
	- Plan Check	70% <sup>3</sup>	88%	71% <sup>3</sup>	85%	88%
	- Inspections in 24 hours	67% <sup>3</sup>	85%	64% <sup>3</sup>	70%	85%
	- Inspections in 48 hours	71% <sup>3</sup>	95%	67% <sup>3</sup>	90%	95%
	4. % of development services walk-in customers served in less than 30 minutes (wait time)	N/A	80%	78%	80%	80%
5. % of customers surveyed rating service as good or better						
- Discretionary <sup>4</sup>	N/A <sup>6</sup>	75%	N/A <sup>6</sup>	75%	80%	
- Ministerial <sup>5</sup>	N/A <sup>6</sup>	80%	N/A <sup>6</sup>	80%	80%	
6. % of customers surveyed who indicate the City has improved customer service in the past 12 months						
- Discretionary <sup>4</sup>	N/A <sup>6</sup>	70%	N/A <sup>6</sup>	70%	80%	
- Ministerial <sup>5</sup>	N/A <sup>6</sup>	80%	N/A <sup>6</sup>	80%	80%	

<sup>1</sup> Staffing vacancies have reduced capacity for soliciting feedback on new development projects.

<sup>2</sup> The Envision San José 2040 General Plan includes capacity/plans for 120,000 new dwelling units. No additional dwelling units were added or are planned to be added to the overall capacity of the General Plan.

<sup>3</sup> The Expedited Plan Review team have not been operating in person and have seen decreased efficiency in 2020-2021 and 2021-2022 due to plans needing to be routed to the 2<sup>nd</sup> floor Plan Review team instead of on-the-spot expedited review. The 2020-2021 Inspection targets were met because there was a lower volume of inspections which resulted in faster completion times. The lower volume of inspections was due to the impacts of the COVID-19 pandemic protocols coupled with supply chain issues that affected construction sites. Many were left waiting for materials to arrive and others reduced their inspection days.

<sup>4</sup> Discretionary projects are those that require a public hearing (e.g. zoning change, General Plan amendment).

<sup>5</sup> Ministerial projects are administrative in nature and do not require a public hearing (e.g. water heater replacement).

<sup>6</sup> A Request for Proposal for a consultant for the Development Survey was in progress in 2020-2021 but did not conclude in time for the consultant to complete a survey. It is anticipated that the performance measure data will be available for inclusion in the 2023-2024 Proposed Budget.

# CITY SERVICE AREA

## COMMUNITY AND ECONOMIC DEVELOPMENT

### OVERVIEW

#### OUTCOME 3: DIVERSE RANGE OF HOUSING OPTIONS

5 Year Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Increase the Supply of Affordable Housing	1. % of target achieved for completion of affordable housing (housing units)	77% (216)	100% (301)	77% (216)	100% (211)	15% (1,500)
	2. % of City's 10,000 unit affordable target with funding commitment (pending construction)	3% (275)	6% (553)	3% (275)	64% (1,288)	20% (2,000)
	3. % of City's 10,000 unit affordable target under construction	4% (433)	3% (256)	4% (433)	14% (275)	20% (2,000)
	4. % of City's 10,000 unit affordable target completed	2% (216)	3% (301)	2% (216)	14% (211)	15% (1,500)
Direct Significant Affordable Housing Resources to Lower-Income Households	1. % of Housing Department funds reserved by income levels over 5 years <sup>1</sup> :					
	- Extremely Low (<=30% of median)	39%	45%	39%	45%	45%
	- Very Low (31-50% of median)	33%	N/A% <sup>2</sup>	33%	N/A% <sup>2</sup>	N/A% <sup>2</sup>
	- Low (51-80% of median)	28%	N/A% <sup>2</sup>	28%	N/A% <sup>2</sup>	N/A% <sup>2</sup>
	- Moderate (81-120% of median)	0%	N/A% <sup>2</sup>	0% <sup>2</sup>	N/A% <sup>2</sup>	N/A% <sup>2</sup>

<sup>1</sup> On September 24, 2019, the City Council approved a new policy stating that 45% of all Housing funds be spent on extremely low-income households. This measure reflects this updated policy, which focuses on a goal for one income category.

<sup>2</sup> This measure was expanded in 2021-2022 to include additional income levels. Targets for 2022-2023 and 5-year Goals have not yet been established for all of the income levels as those reflect the estimated allocations as of FY22, and projects are still being determined.

#### OUTCOME 4: RANGE OF QUALITY EVENTS, CULTURAL OFFERINGS, AND PUBLIC ARTWORKS

5 Year Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Provide a diverse range of arts and cultural offerings for residents and visitors	1. % of residents rating the availability of a diverse range of quality arts and cultural activities in their local neighborhood City as good or excellent	29% <sup>1</sup>	50%	34%	34%	40%
Encourage a full range of outdoor special events that serve diverse communities and visitors	1. % of residents rating the City's efforts at providing an adequate number and variety of outdoor special events as good or excellent	30% <sup>2</sup>	40%	35%	35%	40%

<sup>1</sup> This question on the survey was recently revised to ask for a rating on the quality of arts and cultural activities in people's neighborhoods, rather than the City in general.

<sup>2</sup> The number of events were affected by COVID-19 State mandates on outdoor events.

## CITY SERVICE AREA

### COMMUNITY AND ECONOMIC CHANGES

#### PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>CITY MANAGER - OFFICE OF ECONOMIC DEVELOPMENT AND CULTURAL AFFAIRS</b>			
• Housing Catalyst Team Staffing (Affordable Housing Navigator)	1.00	143,937	0
• work2future Analytical Support Staffing	1.00	96,720	0
• Cinequest		75,000	75,000
• work2future Fiscal Management Staffing	0.00	37,807	0
<i>Subtotal</i>	2.00	353,464	75,000
<b>FIRE</b>			
• Employee Services Workforce Enhancement Staffing	0.08	21,119	0
<i>Subtotal</i>	0.08	21,119	0
<b>HOUSING</b>			
• Grants Management Staffing	5.00	746,911	0
• Underwriting and Financial Consulting for Affordable Housing Projects		250,000	0
• Property Management Team Staffing	2.00	227,802	0
• Homeless Response Team and BeautifySJ Coordination Staffing	1.00	207,439	0
• Housing Preservation and Production Staffing	1.00	207,439	0
• Policy and Planning Studies Consulting Services		195,000	0
• Commercial Linkage Fee Staffing	1.00	130,325	0
• Measure E - 5% Program Administration	2.00	0	0
<i>Subtotal</i>	12.00	1,964,916	0
<b>PLANNING, BUILDING AND CODE ENFORCEMENT</b>			
• Permit Center Staffing	5.00	630,626	0
• Coyote Valley Monterey Corridor Study		575,000	575,000
• Housing and Environmental Services Project Staffing	3.00	517,029	0
• Urban Village Planning		400,000	0
• Accessory Dwelling Unit (ADU) Ally Program Staffing	2.00	312,150	312,150
• Racial Equity Staffing	1.00	180,000	180,000
• Planning Development Fee Program CEQA Review Staffing	1.00	140,192	0
• Building Permit Technology Improvements		137,000	0
• Planning Intake Staffing	1.00	100,956	0
• Building Code and Reference Updates (2022 California Building Code)		100,000	0
• Fiscal Oversight Staffing	0.87	81,120	14,729
• Administrative Services Staffing	0.87	71,647	12,986
• Destination: Home Silicon Valley Staffing	1.00	0	0
• Citywide Planning Staffing	0.00	(2,956)	0
<i>Subtotal</i>	15.74	3,242,764	1,094,865
<b>PUBLIC WORKS</b>			
• Public Works Department Staffing Plan - Capital Improvement Program	(8.00)	(1,394,555)	0
<i>Subtotal</i>	(8.00)	(1,394,555)	0
<b>Subtotal Departments</b>	<b>21.82</b>	<b>4,187,708</b>	<b>1,169,865</b>

**CITY SERVICE AREA**

**COMMUNITY AND ECONOMIC CHANGES**

**PROPOSED BUDGET CHANGES**

**CITY-WIDE EXPENSES**

• CaliforniansForAll Youth Workforce Program - Administration	75,973	75,973
• Cannabis Equity Program	500,000	500,000
• CreaTV - Hybrid Event Space	100,000	100,000
• Destination: Home SV Grant	178,820	178,820
• Donor Wall	150,000	150,000
• Drug Treatment and Mental Health Services Partnership	500,000	500,000
• Economic Development Pre-Development Activities	100,000	100,000
• Emergency Interim Housing Construction and Operation	21,500,000	21,500,000
• Measure E - Homeless Student Housing	115,000	115,000
• Non-Profit Food Provider Permitting Costs	500,000	500,000
• Responsible Landlord Engagement Initiative	200,000	200,000
• San José Downtown Association	100,000	100,000
• School of Arts & Culture Expansion	1,000,000	1,000,000
• Small Business Recovery - Downtown Pedestrian Quality of Life	100,000	100,000
• Small Business Recovery - Supplemental Arts & Cultural Funding	2,000,000	2,000,000
• Sports Authority	250,000	250,000
• Storefront Activation Grant Program	500,000	500,000
• Yes in God's Backyard (YIGBY) Environmental Study	200,000	200,000

**GENERAL FUND CAPITAL, TRANSFERS AND RESERVES**

• Earmarked Reserves: Measure E - 10% Homelessness Prevention and Rental Assistance Reserve	(115,000)	(115,000)
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<b><i>Subtotal Other Changes</i></b>	<b>0.00</b>	<b>27,954,793</b>	<b>27,954,793</b>
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<b>Total Proposed Budget Changes</b>	<b>21.82</b>	<b>32,142,501</b>	<b>29,124,658</b>
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# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES



### MISSION

*Provide environmental leadership through policy development, program design, and reliable utility services*

### CSA OUTCOMES

#### Primary Partners

Community Energy  
Environmental Services  
Transportation

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh, and Bay
- “Clean and Sustainable” Air, Land, and Energy
- Safe, Reliable, and Sufficient Water Supply

# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### SERVICE DELIVERY FRAMEWORK

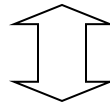
**CITY SERVICE AREA**  
A cross-departmental collection of core services that form one of the City's six key "lines of business"

**MISSION STATEMENT**  
Why the CSA exists

## Environmental & Utility Services CSA

*Mission:*

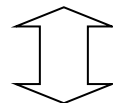
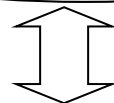
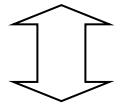
Provide environmental leadership through policy development, program design, and reliable utility services.



*Outcomes:*

- Reliable Utility Infrastructure
- Healthy Streams, Rivers, Marsh, and Bay
- "Clean and Sustainable" Air, Land, and Energy
- Safe, Reliable, and Sufficient Water Supply

**CSA OUTCOMES**  
The high-level results of service delivery sought by the CSA partners



**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

### Community Energy Department

*Core Services:*

Providing Clean Energy to the Community

Community Energy Customer Support

Community Energy Community Programming

### Environmental Services Department

*Core Services:*

Potable Water Delivery

Recycled Water Management

Recycling and Garbage Services

Stormwater Management

Sustainability and Environmental Health

Wastewater Management

### Transportation Department

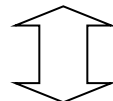
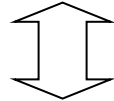
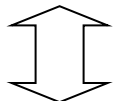
*Core Services:*

Sanitary Sewer Maintenance

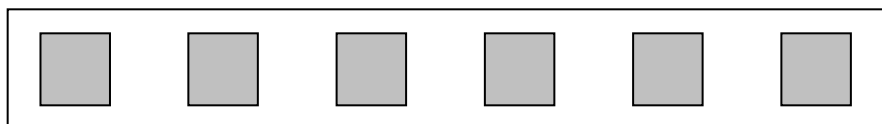
Storm Sewer Maintenance

**CORE SERVICES**  
Primary deliverables of the organization

**PROGRAMS**  
Elements of Core Services; the "front-line" of service delivery



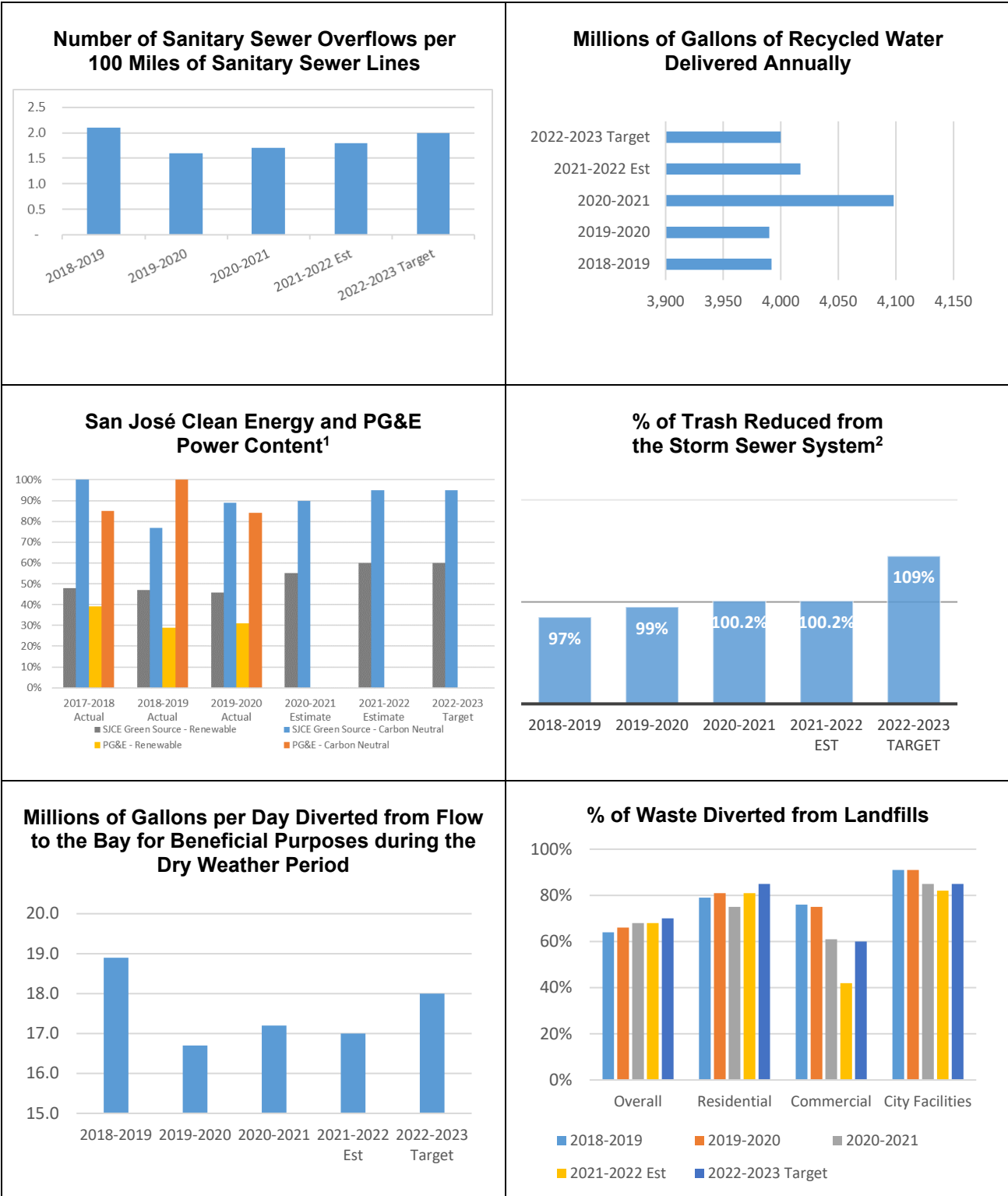
**STRATEGIC SUPPORT**  
Organization-wide guidance and support to enable direct service delivery



# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### DASHBOARD



<sup>1</sup> Information not available from PG&E. Data is reported to become available in July 2022.

<sup>2</sup> Reduction greater than 100% represents the amount of credit given to implementation of control actions.

## CITY SERVICE AREA

### ENVIRONMENTAL AND UTILITY SERVICES

#### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- Utility Infrastructure Management – Build, operate, and maintain the City’s wastewater, stormwater, recycled water, and potable water utility infrastructure to ensure system reliability and public health and safety.
- Solid Waste Diversion – Oversee programs to collect, process, recycle, compost, and dispose of solid waste to maximize diversion from landfills and protect public health, safety, and the environment.
- Promote Climate Action in the Community – Provide leadership on climate action through policy, measures, or programs that reduces greenhouse gases and ensure a long-term water supply. Support environmentally sustainable practices throughout the community through education, public-private partnerships, and the implementation of the Climate Smart San José plan.
- San José Clean Energy – Continue full operations of the City’s Community Choice Aggregation program with the goals of providing residents and businesses with a choice of electricity providers while progressing towards meeting greenhouse gas emissions reduction goals.

#### 2022-2023 Key Budget Actions

- Utility Rates
  - Storm Sewer Service Rates – Maintains current rates in 2022-2023.
  - Sanitary Sewer Service Rates – A maximum 9% adjustment in budgeted revenues to the Sewer Service and Use Charge fund.
  - Residential Garbage and Recycling Rates – A maximum 8% increase in single family dwelling and a 4% increase in multi-family dwelling rates will maintain cost recovery as contract expenditures increase due to annual cost-of-living adjustments for solid waste haulers.
  - Municipal Water System – A 12% budgeted revenue increase adjustment for 2022-2023, primarily to account for the increased cost of wholesale water.
- Community Energy Staffing Actions – Adds 3.0 positions for a variety of strategic roles within the Community Energy Department. These roles will engage in key functional areas ranging from accounting, to human resources administration, to energy procurement.
- Storm Sewer Operations and Maintenance – Adds one-time and ongoing funds for storm sewer operations and maintenance needs including the addition of 3.0 positions, and equipment for street sweeping, large trash capture devices, and pump station rehabilitation and repair.
- South Bay Water Recycling System Maintenance and Operations – Adds one-time non-personal funding of \$1.65 million to support South Bay Water Recycling SCADA improvements, installation of recycled water truck fill station and dewatering facilities, communications improvements, pump station foundation assessments, and Zone 3 Reservoir drainage improvements that are crucial to the continued operation of the recycled water system.
- Climate Smart San José Implementation Funding – Expands Climate Smart San José investment and implementation with the addition of staffing and non-personal funding in the Departments of Transportation and Environmental Services for Climate Smart plan updates and to accelerate the City’s progress towards the City’s 2030 carbon neutrality goal.

# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### BUDGET SUMMARY

#### City Service Area Budget Summary\*\*

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service *</b>				
<i>Community Energy Department</i>				
Strategic Support - Other - Environmental & Utility Services	13,180,062	3,953,884	6,386,977	6,525,910
Strategic Support - Environmental & Utility Services	3,327,312	5,978,026	4,888,487	5,193,013
Providing Clean Energy to the Community	278,379,158	289,678,802	314,277,796	314,460,320
Community Energy Customer Support	7,190,479	8,615,583	7,924,692	7,924,692
Community Energy Community Programming	177,064	1,521,961	5,687,411	5,687,411
<i>Environmental Services Department</i>				
Strategic Support - Other - Environmental & Utility Services	23,236,601	21,303,018	22,252,050	22,334,853
Strategic Support - Environmental & Utility Services	15,425,425	14,857,352	15,301,181	15,751,178
Recycling & Garbage Services	155,782,429	182,465,177	192,262,733	192,550,588
Potable Water Delivery	45,038,320	46,758,905	50,915,240	51,104,134
Recycled Water Management	10,672,164	14,137,185	14,182,312	15,824,392
Wastewater Management	80,213,957	96,915,851	118,997,212	120,462,652
Stormwater Management	8,403,865	10,012,603	9,853,269	9,999,684
Sustainability and Environmental Health	4,297,695	6,711,358	5,796,982	7,526,256
<i>Transportation Department</i>				
Sanitary Sewer Maintenance	19,245,442	21,744,300	21,446,089	21,546,089
Storm Sewer Maintenance	7,437,567	8,153,103	7,040,480	8,289,613
Strategic Support - Other - Environmental & Utility Services	5,299,929	5,199,813	6,079,690	6,118,668
Strategic Support - Environmental & Utility Services	1,942,439	2,256,583	2,148,407	2,148,407
<b>Total CSA</b>	<b>\$679,249,908</b>	<b>\$740,263,504</b>	<b>\$805,441,008</b>	<b>\$813,447,860</b>
<b>Authorized Positions</b>	<b>761.36</b>	<b>769.16</b>	<b>762.56</b>	<b>778.56</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.

# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### OVERVIEW

#### Service Delivery Accomplishments

- In September 2019, City Council approved the Green Stormwater Infrastructure Plan that describes how the City will incorporate multi-benefit green infrastructure to improve water quality and supplement current traditional storm drain infrastructure. Staff focused on refining the implementation strategy, developing a public outreach plan, and identifying funding. Staff continued to make progress with the design and construction of the River Oaks project. Public meetings were conducted in March and May 2020, and the project is on track to complete the preliminary design and obtain California Environmental Quality Act clearance and permits this year, with construction expected to start in 2023.
- Climate Smart San José continued leading-edge progress on climate action by: releasing a draft Existing Building Electrification Plan; helping acquire \$6 million in direct external funding and/or resource, including \$5.1 million from the California Public Utilities Commission (CPUC) to implement energy efficiency programs; installing 33 miles of new bikeways; developing Move San José, a city-wide plan for equitable, safe, sustainable mobility; developing multiple area-wide plans for sustainable access (Downtown Transportation Plan and Urban Village Multimodal Transportation Plans); creating the Emerging Mobility Action Plan; completing the design for a Zero Emissions Neighborhood pilot to install neighborhood-prioritized Climate Smart measures in a disadvantaged neighborhood; bringing forward a Carbon Neutral by 2030 Resolution to City Council; initiating its first cohort of over 40 GoGreen Teams of residents who will work together to implement Climate Smart measures and track progress using the Climate Smart Challenge web platform; launching the CPUC-funded Solar Access program offering 100% renewable energy to low-income residents in disadvantaged communities; piloting a no-cost partnership with a demand response provider to drive demand response participation; beginning to disperse incentive funds for EV charger projects as part of the CALeVIP program; adding two new renewable energy projects, totaling 287 MW, to the grid that helps to improve grid reliability; and releasing a draft Natural and Working Lands Element for the Climate Smart San José plan.
- Regional Wastewater Facility (RWF) team completed many maintenance projects including: dissolved air floatation and sludge screening upgrades with a new odor control system and more efficient co-thickening process; Advanced Facility Meter Replacement Phase I; removal and replacement of existing high voltage switchgears; maintenance of two 115 KV substations; and the installation of five new Distributed Control Units as part of the Distributed Control Systems Upgrades Phase III project.
- San José Clean Energy (SJCE) began providing customers with clean, renewable power from two long-term renewable energy projects that began service in December 2021 – a wind project from Pattern Energy’s Western Spirit Wind facility in New Mexico and an innovative solar plus battery storage project from Terra-Gen in Central California. Together these projects will provide nearly 300 megawatts of energy and help SJCE meet customer demand with clean energy during the crucial early evening hours when demand is high, helping reduce reliance on fossil fuels and bolstering reliability.
- The Department of Transportation’s Sewer Division staff continued their daily round the clock work throughout the past two years of the COVID-19 pandemic which has resulted in another record low of only 35 sanitary sewer overflows (SSOs) in 2020-2021 while residents continued to shelter in place and work from home which increased impacts to the collection system.



## CITY SERVICE AREA

### ENVIRONMENTAL AND UTILITY SERVICES

#### OVERVIEW

##### Service Delivery Environment

- The RWF was reissued an National Pollutant Discharge Elimination System (NPDES) permit in April 2020 that governs pollutant removal at the facility with monitoring requirements remaining largely unchanged. Regional watershed permits that apply to all wastewater treatment plants discharging to San Francisco Bay were reissued in July 2019 for nutrients and in December 2017 for Polychlorinated Biphenyls (PCBs) and mercury. Permits are generally renewed every five years and new requirements can be expected. The Title V air quality permit from the Bay Area Air Quality Management District is currently in renewal and is expected to be issued this year. The RWF also has active Authority to Construct air permits for the new headworks, digester rehabilitation, filter rehabilitation, sludge dewatering, and cogeneration projects. The operating limitations in the current Authority to Construct permits will be added to the Title V permit after project completion.
- The City's sanitary sewer collection system pipes and outfall structures continue to age, and many have exceeded the standard life span for their type of material. The City's 17 sanitary sewer pump stations and 31 stormwater pump stations are an average of 33 years old, while the standard life of a pump station is up to 25 years. As infrastructure ages towards and beyond useful life expectancy, increased operating costs materialize in more frequent monitoring and condition assessment visits. Funding will be needed to rebuild pump stations and outfalls to prevent failure which could lead to sewage spills or flooding.
- On November 19, 2015, the Regional Water Quality Control Board (RWQCB) adopted a new NPDES Stormwater Permit (Stormwater Permit) that regulates 76 municipalities in the San Francisco Bay Area. City staff, in conjunction with other regional stormwater agencies, are actively engaged in discussions regarding the requirements of the next Stormwater Permit which is currently in Administrative Draft form and scheduled to become effective July 1, 2022.
- A multi-year master planning effort for the storm sewer system is necessary due to an aging storm sewer infrastructure unsuitable for accommodating planned growth; deteriorating infrastructure, including outfalls; and increased regulatory interest in using "green infrastructure" approaches to address stormwater issues. As infrastructure deteriorates or otherwise does not support growth levels, increased operations and maintenance costs materialize in more frequent monitoring and condition assessment visits.
- The City is actively implementing SB 1383 requirements, which establishes statewide targets to increase organic waste recycling and divert it from landfills; City Council approved related ordinances in December 2021, in advance of the deadline. City solid waste programs are already providing organics collection and processing services to residents and businesses, so some elements of SB 1383 have already been implemented. Staff and haulers are providing outreach and education to residents and businesses. Staff are participating in a county-wide regional food recovery program to meet the SB 1383 requirements.
- As the default energy provider, SJCE provides customers with the ability to choose their source of energy and sets the generation retail rates for power used in the City. SJCE maintains a high customer participation rate, providing electric generation service to approximately 350,000 customer accounts, representing nearly all of the residents, businesses, and schools in the City.
- California's investor-owned-utilities, like PG&E, use the Power Charge Indifference Adjustment (PCIA) to recover above-market costs associated with their power portfolios. The PCIA fee is charged to all California electricity customers and has remained volatile every year since the launch of SJCE, imposing millions of dollars in added costs to SJCE customers. City staff is engaged in ongoing efforts to minimize the impact of the PCIA on consumers.

## CITY SERVICE AREA

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### ENVIRONMENTAL AND UTILITY SERVICES

#### OVERVIEW

##### CSA Priorities/Key Services

- Operate and maintain the City's utilities, reliably, sustainably, and efficiently providing storm sewer, sanitary sewer, wastewater treatment, potable water, San José Clean Energy, and recycled water services.
- Continue to meet NPDES wastewater and Stormwater Permit compliance.
- Continue to implement critical capital improvement projects with an estimated value of \$1.4 billion over a ten-year period to rebuild and rehabilitate infrastructure at the Plant.
- Implement the Green Stormwater Infrastructure Plan to improve water quality.
- Make strategic investment to increase service levels and maintenance activity on the City's Sanitary Sewer Collection System in order to reduce the number and mitigate the impacts of SSOs.
- Develop and advance innovative strategies to create a more energy resilient City and advance community awareness of the Council-approved Climate Smart San José Plan which includes partnering with other agencies to pursue grants to promote a variety of goals such as energy efficiency, building electrification, and clean, renewable energy in the community.



# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 1: RELIABLE UTILITY INFRASTRUCTURE

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Preserve the City's utility infrastructure to optimize service delivery capabilities	1. % of utility assets in working condition:					
	-SJ/SC Water Pollution Control Plant <sup>1</sup>	98%	95%	99%	95%	95%
	- Storm Sewer Inlets	99%	96%	99%	96%	99%
	- SJ Municipal Water	95%	100%	94%	96%	98%
	- South Bay Water Recycling	94%	100%	98%	98%	90%
	2. Ratio of Municipal Water System average residential water bill to weighted average residential water bill of the San José water retailers <sup>2</sup>	83%	<100%	87%	<100%	<100%
	3. # of sanitary sewer overflows per 100 miles of sanitary sewer mains (annualized)	1.7	2.0	1.8	2.0	2.0
Provide for collection, disposal & processing of solid waste	1. % of waste diverted from landfills (State Goal: 50%) <sup>3</sup>					
	- Overall <sup>4</sup>	68%	70%	68%	70%	90%
	- Residential	75%	80%	81%	85%	90%
	- Commercial	61%	60%	42%	60%	75%
	- City Facilities	85%	91%	82%	85%	90%
	2 # of debris removals that address safety and obstructions in the public right-of-way (Priority 1 illegal dumping resources)	1,792	1,975	1,770	1,751	1,665
	3 Cubic yards of debris removed (Priority 1 illegal dumping requests)	3,026	3,803	2,371	2,759	2,995
4 # of debris removals that reduce neighborhood blight (Priority 2 Illegal Dumping requests) <sup>5</sup>	23,707	20,000	21,000	26,000	30,000	
5 Tons of items collected through the Junk Pickup Program <sup>6</sup>	N/A	N/A	N/A	11,786	15,688	
6 Per Capita Disposal (includes residential and commercial) <sup>6</sup>	N/A	N/A	N/A	4.4 Lbs	3.7 Lbs	

<sup>1</sup> The % of utility assets in working condition for the Plant is calculated based on an average number of hours critical equipment is unavailable during the year due to repairs.

<sup>2</sup> Other San José water retailers include San José Water Company and Great Oaks Water Company.

<sup>3</sup> To continue increasing solid waste diversion and support the Council-approved Zero Waste Strategic Plan, new solid waste management infrastructure and programs will be necessary in the coming decade. The private sector has invested over \$100 million in recycling facilities in San José since 2007 and this level of investment will need to continue.

<sup>4</sup> The measurement for the Overall diversion category is based upon the State's guidelines, which use a per-capita standard. Moreover, the Overall measurement for the City includes solid-waste streams outside of the Department's collection, and includes construction, demolition, and self-haul categories. The remaining three categories are those directly within the City's collection process, and diversion in these are measured by total collected versus total recycled.

<sup>5</sup> The performance measure "% of Illegal Dumping (Priority 2) work orders completed within 5 business days" is located in the Parks, Recreation and Neighborhood Services Department section under the Community Services Core Service.

<sup>6</sup> New measure starting in 2022-2023.

# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 2: HEALTHY STREAMS, RIVERS, MARSH, AND BAY

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Manage stormwater for suitable discharge into creeks, rivers, and the Bay	1. % of residents surveyed who understand that any substances that get washed down the street end up in the Bay without treatment through the storm drain system <sup>1</sup>	N/A <sup>1</sup>	70%	65%	70% <sup>1</sup>	70%
	2. % of trash reduced from the storm sewer system. <sup>2</sup>	100.2%	100%	100.2%	109%	100% <sup>3</sup>
Manage wastewater for suitable discharge into the Bay	1. Mgd discharged to Bay during the average dry weather effluent flows (ADWEF) season <sup>3</sup>	75.3 mgd	<120 mgd	66.0 mgd	<120 mgd	<120 mgd
	2. % of time pollutant discharge requirements for wastewater NPDES permit are met or surpassed <sup>4</sup>	100%	100%	100%	100%	100%
Develop, operate, and maintain a recycled water system that reduces effluent to the Bay	1. Millions of gallons per day diverted from flow to the Bay for beneficial purposes during the dry weather period <sup>4/5</sup>	17.2 mgd	20.0 mgd	17.0 mgd	18.0 mgd	20.0 mgd

<sup>1</sup> Data for this measure is collected through a biennial survey, last conducted by ESD in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

<sup>2</sup> The 100% or greater total represents the amount of credit given to implementation of control actions.

<sup>3</sup> Trash load reduction is expected to increase slightly due to planned installations of small and large trash capture devices and implementation/expansion of on-land trash control measures through the BeautifySJ program.

<sup>4</sup> In accordance with the NPDES permit, the maximum effluent to the Bay during the dry weather period is restricted to 120 mgd. These measures continue to be below this trigger point, which is set by the State to protect wildlife habitat. The RWF continues to consistently meet permit discharge requirements.

<sup>5</sup> Dry weather period is defined as the lowest continuous three months average rainfall between May and October, which during the fiscal year report period is July to September.

# CITY SERVICE AREA

## ENVIRONMENTAL AND UTILITY SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 3: “CLEAN AND SUSTAINABLE” AIR, LAND, AND ENERGY

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Reduce, reuse, and recycle solid waste at home, work, and play <sup>1</sup>	1. % of residents rating the City’s job of providing information on how to recycle as good or excellent <sup>2</sup>	68%	83%	68%	75% <sup>2</sup>	75%
Promote energy efficiency and clean, renewable energy in the community	2. Citywide greenhouse gas (GHG) emissions <sup>3/4</sup>	N/A	N/A	N/A	5,543,316	5,387,420 <sup>4</sup>

<sup>1</sup> San José has one of the highest diversion rates among large cities in the country. The structure of the City’s commercial and residential programs facilitate effective sorting of garbage and recycling by residents and businesses. Customer outreach to neighborhoods, schools, and businesses will continue to help reduce recycle cart contamination and blight, as well as account for commercial customers.

<sup>2</sup> Data for this measure is collected through a biennial survey, last conducted by ESD in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

<sup>3</sup> Due to limited staffing and budget constraints, the Climate Smart program can only complete community-wide GHG inventories once every other calendar year.

<sup>4</sup> Figures above are Annual Citywide GHG Emissions and measured in Metric Tons Carbon Dioxide Equivalent (MTCO<sub>2e</sub>).

#### OUTCOME 4: SAFE, RELIABLE AND SUFFICIENT WATER SUPPLY

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Ensure availability of future water supplies.	1. Millions of gallons of recycled water delivered annually <sup>1/2</sup>	4,098	3,950	4,017	4,000	4,500
Public is educated regarding water conservation, and the safe and appropriate use of recycled water and water resources	1. % of Municipal Water System customers demonstrating water conservation knowledge <sup>3</sup>	N/A <sup>3</sup>	95%	95%	95% <sup>3</sup>	95%
	2. % of Municipal Water System customers with water saving fixtures in their home or property <sup>3</sup>	N/A <sup>3</sup>	95%	93%	95% <sup>3</sup>	95%
	3. % of residents who are in favor of using recycled water <sup>2</sup>	N/A <sup>3</sup>	85%	87%	95% <sup>3</sup>	95%

<sup>1</sup> The South Bay Water Recycling Program (SBWR) delivers more than 10,000 acre feet per year of recycled water from the Plant to over 700 customers for reuse in irrigation, industrial cooling, and other beneficial purposes. SBWR supplies more than 75% of all recycled water used in Santa Clara County.

<sup>2</sup> Starting in 2013-2014, data reported is based on County-wide water savings from both indoor and outdoor water conservation programs, passive water savings (from behavioral, policies, and code changes), and recycled water use. The County-wide data is collected and provided by SCVWD.

<sup>3</sup> Data for this measure is collected through a biennial survey, last conducted by ESD in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

**CITY SERVICE AREA**

**ENVIRONMENTAL AND UTILITY SERVICES**

**PROPOSED BUDGET CHANGES**

<b>Proposed Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>COMMUNITY ENERGY DEPARTMENT</b>			
• Community Energy Power Procurement Staffing	1.00	182,524	0
• Community Energy Human Resources and Administration Staffing	1.00	159,389	0
• Community Energy Budget and Financial Planning Staffing	1.00	145,137	0
<i>Subtotal</i>	<u>3.00</u>	<u>487,050</u>	<u>0</u>
<b>ENVIRONMENTAL SERVICES DEPARTMENT</b>			
• South Bay Water Recycling Operational Improvements		1,650,000	0
• Climate Smart Plan Update and Carbon Neutrality Program	6.00	1,626,638	1,656,641
• Regional Wastewater Facility Instrumentation and Mechanical Maintenance		510,000	0
• Recycle Right Direct Customer Outreach		480,000	0
• Regional Wastewater Facility Service Process Control		365,000	0
• Waste Characterization Study		275,000	0
• Laboratory Equipment Replacement		250,000	0
• Environmental Enforcement Data Management System and Laboratory Information Management System Procurements		215,000	0
• Regional Wastewater Facility Process Control System Staffing	1.00	192,825	0
• Municipal Water Utility Operations Compliance Management	1.00	188,894	0
• Municipal Environmental Compliance Staffing	1.00	153,946	110,482
• Watershed Protection Division Vehicle Replacement		120,000	0
• Wastewater Compliance Staffing	1.00	85,152	0
• Regional Wastewater Facility Asset Management Reorganization	0.00	37,816	0
• Environmental Services Department - Climate and Seismic Resilience Planning and Development	1.00	0	0
• Building Performance Ordinance Staffing	(1.00)	(166,465)	(166,465)
• Watershed Protection Division Laboratory Restructuring	0.00	(55,194)	0
• Watershed Protection Division Reorganization	0.00	(18,657)	0
<i>Subtotal</i>	<u>10.00</u>	<u>5,909,955</u>	<u>1,600,658</u>
<b>TRANSPORTATION DEPARTMENT</b>			
• Full/Large Trash Capture Devices Maintenance	2.00	704,018	0
• Street Sweeping for Protected Bike Lanes	1.00	445,115	0
• Storm and Sanitary Pump Stations Operations and Maintenance		200,000	0
<i>Subtotal</i>	<u>3.00</u>	<u>1,349,133</u>	<u>0</u>
<b>Subtotal Departments</b>	<b>16.00</b>	<b>7,746,138</b>	<b>1,600,658</b>
<b>Total Proposed Budget Changes</b>	<b>16.00</b>	<b>7,746,138</b>	<b>1,600,658</b>

# CITY SERVICE AREA

## NEIGHBORHOOD SERVICES



### MISSION

*To serve, foster, and strengthen the community by providing access to lifelong learning, opportunities to enjoy life, and preserving healthy neighborhoods*

#### Primary Partners

Library  
Parks, Recreation and Neighborhood  
Services  
Planning, Building and Code Enforcement  
Public Works

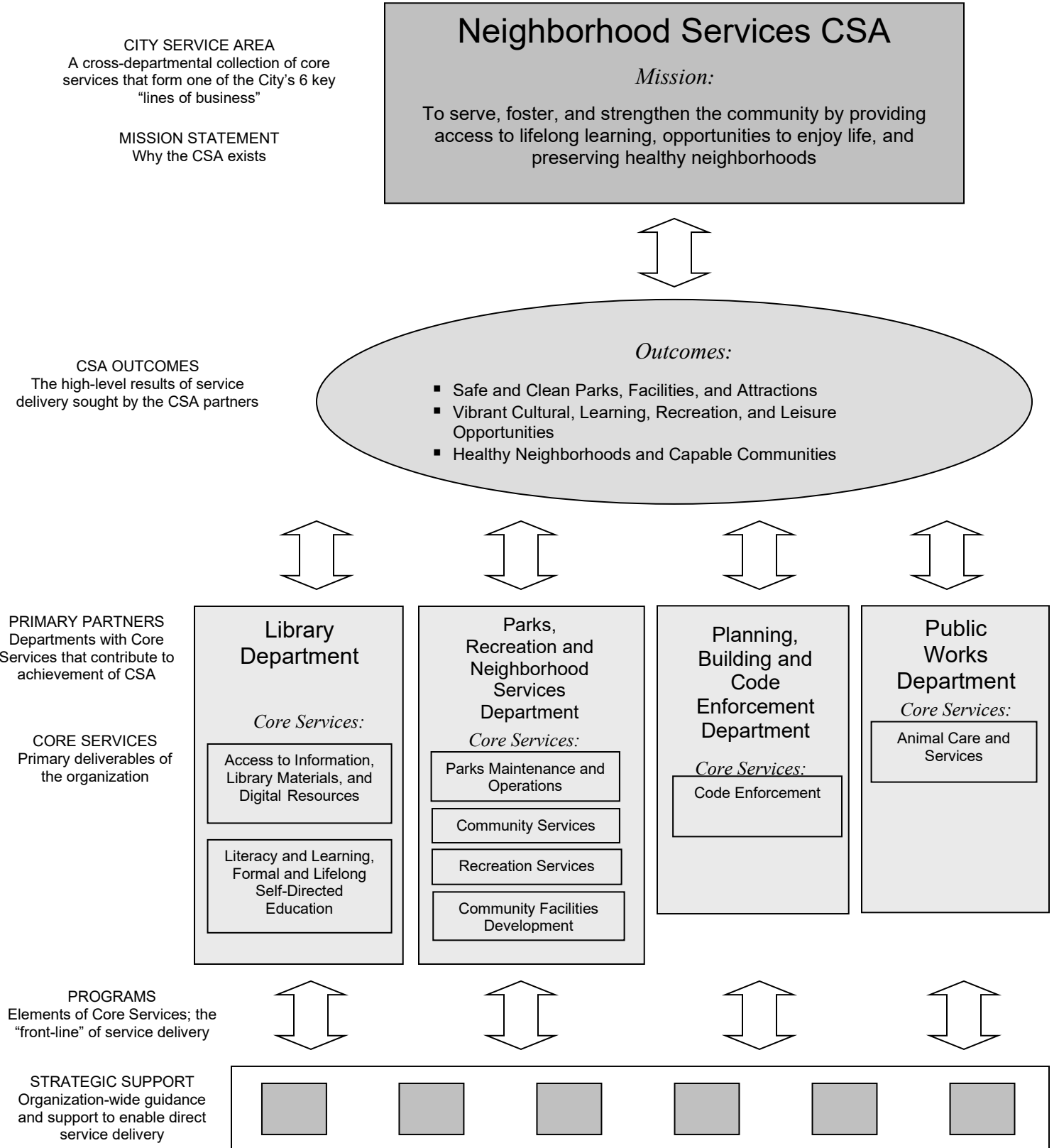
#### CSA OUTCOMES

- Safe and Clean Parks, Facilities, and Attractions
- Vibrant Cultural, Learning, Recreation, and Leisure Opportunities
- Healthy Neighborhoods and Capable Communities

# CITY SERVICE AREA

## NEIGHBORHOOD SERVICES

### SERVICE DELIVERY FRAMEWORK



# CITY SERVICE AREA

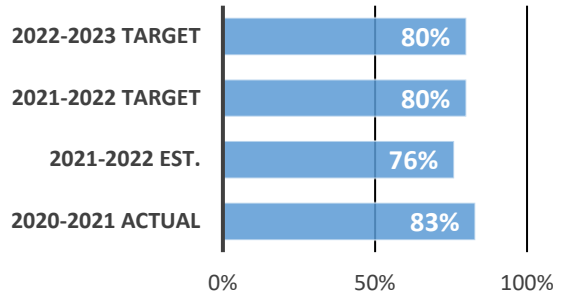
## NEIGHBORHOOD SERVICES

### DASHBOARD

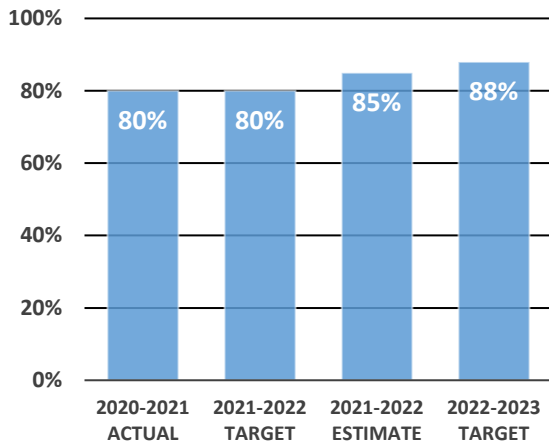
**% of customers rating library services as good or better (Point of Service)**

2020-2021 Actual	2021-2022 Estimate	2022-2023 Target
N/A <sup>1</sup>	N/A <sup>1</sup>	60%

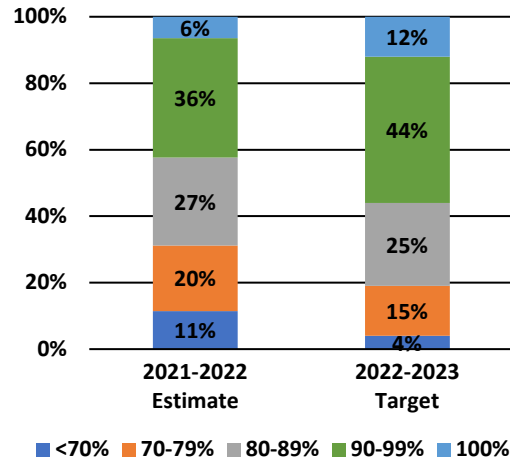
**% of community center participants rating City efforts at providing recreational opportunities as “good” or “excellent” (Point of Service)**



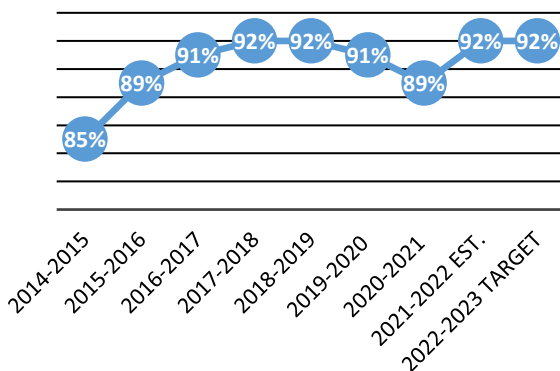
**% of parents and caregivers attending Early Education programs reporting an increased ability to support their child’s literacy growth**



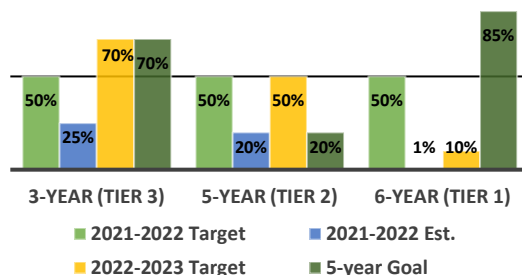
**Percent of Park Acres by Park Condition Assessment Score<sup>2</sup>**



**Animal Care Center Live Release Rate**



**% of Multiple Housing Residential Occupancy Permit Program buildings receiving a routine inspection within Annual Tier Target**



<sup>1</sup> Library customer service surveys were not conducted in 2020-2021 or 2021-2022 due to limited departmental capacity and COVID-19 social distancing protocols, which interrupted library services and limited accessibility. A new survey is expected to be conducted in the summer of 2022 and if timing allows, the results will be included in the 2022-2023 Adopted Operating Budget.

<sup>2</sup> The Park Condition Assessment Score methodology was revised for 2021-2022. Previous year data using the new methodology is not available.



## CITY SERVICE AREA

### NEIGHBORHOOD SERVICES

#### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- The Library will continue to provide access to materials and information for all San José residents, students, educators, and families including access to computers, device and hotspot lending, electronic and print resources, classes, afterschool homework help for students, and educational and literacy programs for all ages.
- PRNS will continue its efforts to reopen in-person services, as Public Health Orders and staffing levels permit. This includes efforts to bring community centers, summer camps, Happy Hollow Park and Zoo, and senior programming back to full operations.
- Code Enforcement will continue to respond to complaints and conduct inspections for code violations city-wide, including the proactive Multiple Housing Program, to address blight, substandard housing, illegal occupancy, unpermitted construction, contributing to the overall health, safety, and quality of life of our residents, businesses, and community.
- PRNS will continue to operationalize the new Community Services Division, which houses the consolidated management of BeautifySJ. Program areas for BeautifySJ include Anti-Graffiti and Anti-Litter, Illegal Dumping, and Homeless Encampment Trash Services and Abatement. The Community Services Division will continue to deliver Youth Intervention Services, Project Hope, and the coordination of the Mayor's Gang Prevention Task Force.
- The Animal Care Center anticipates caring for 16,000 incoming animals with an estimated 21,000 calls for service while maintaining a live release rate of 92%.

#### 2022-2023 Key Budget Actions

- Of the \$10.5 million of American Rescue Plan (ARP) Fund resources for Child and Youth Services, referenced in Attachment D to the Transmittal Message, \$9.1 million is allocated to support children and youth focused programs and services beginning in summer 2022, with \$5.3 million in PRNS, \$2.9 million in SJPL, and \$900,000 in Housing. Programming and services will ensure the most vulnerable and underserved children and youth in San José have increased access to childcare, recreation, and academic enrichment programming, as well as health and wellness support services, during the most critical times, summer, after school, and non-traditional hours.
- Adds resources to restore operating hours on an ongoing basis at 13 branches serving lower-resourced communities, including 16.2 positions, and ongoing funding for 5.6 positions to ensure staffing levels support the existed authorized operating hours at Dr. Martin Luther King, Jr. Library.
- Adds 1.0 Community Programs Administrator position to support the Library's Equity and Inclusion efforts. This position will continue to identify service gaps in underserved communities and work with Library leadership and staff to remove barriers to resources and services.
- Makes permanent 12.55 positions and a total of \$2.2 million ongoing in the General Fund to support the Viva Parks and Viva CalleSJ program. An additional \$1.2 million is allocated in the American Rescue Plan fund to support grants to arts organizations to support placemaking events.
- Adds ongoing \$4.7 million in the General Fund for the BeautifySJ Consolidated Model and \$7.0 million of one-time resources in the American Rescue Plan Fund to continue supporting Illegal Dumping and Homeless Encampment management and abatement, as well as programs such as Dumpster Days and Cash for Trash that remove blight from the City
- Continues, on a permanent basis, 1.0 Code Enforcement Inspector position to support the Massage and Cannabis Fee Program inspections and 1.0 Code Enforcement Supervisor position to oversee the Massage, Cannabis, and Vacant/Dangerous Building Fee Programs.
- Adds 3.0 Animal Care Attendant positions, 2.0 Division Manager positions, 1.0 Animal Health Technician position, and eliminates 3.0 Animal Care Attendant Part Time positions to provide critical support to shelter services, dispatch/field services, and medical services.

# CITY SERVICE AREA

## NEIGHBORHOOD SERVICES

### BUDGET SUMMARY

**City Service Area Budget Summary\*\***

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service *</b>				
<i>Library Department</i>				
Strategic Support - Other - Neighborhood Services	5,112,922	3,472,473	1,141,324	4,947,936
Strategic Support - Neighborhood Services	13,496,228	14,267,928	9,082,352	9,622,732
Literacy and Learning, Formal and Lifelong Self-Directed Education	3,393,957	4,462,346	4,060,510	4,356,382
Access To Information, Library Materials, and Digital Resources	32,208,881	36,889,436	37,411,327	38,674,070
<i>Parks, Recreation and Neighborhood Services Department</i>				
Strategic Support - Other - Neighborhood Services	7,660,688	10,508,978	3,585,097	9,548,351
Strategic Support - Neighborhood Services	56,675,763	34,276,919	20,945,857	21,270,746
Recreation Services	19,071,801	33,802,757	29,728,382	32,151,135
Community Services	16,117,280	25,081,949	25,150,405	27,775,239
Parks Maintenance and Operations	44,107,019	49,775,514	51,270,429	56,363,062
Community Facilities Development	5,257,715	5,930,728	6,523,375	7,064,407
<i>Planning, Building and Code Enforcement Department</i>				
Strategic Support - Other - Neighborhood Services	4,942	0	0	0
Strategic Support - Neighborhood Services	518,109	659,448	686,341	707,888
Code Enforcement	9,868,420	11,831,496	12,370,157	12,826,757
<i>Public Works Department</i>				
Animal Care and Services	8,203,246	8,878,649	9,631,160	10,064,631
Strategic Support - Other - Neighborhood Services	4,895,443	174,000	373,000	373,000
Strategic Support - Neighborhood Services	1,174,059	825,955	636,922	872,450
<b>Total CSA</b>	<b>\$227,766,473</b>	<b>\$240,838,576</b>	<b>\$212,596,638</b>	<b>\$236,618,786</b>
 <b>Authorized Positions</b>	 <b>1,270.07</b>	 <b>1,290.02</b>	 <b>1,250.07</b>	 <b>1,355.14</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.

# CITY SERVICE AREA

## NEIGHBORHOOD SERVICES

### OVERVIEW

#### Service Delivery Accomplishments

- The Animal Care Center cared for an estimated 15,000 incoming animals and responded to an estimated 22,000 calls for service while achieving an estimated live release rate of 92%.
- Code Enforcement responded to approximately 2,880 new complaints involving municipal code and land use permit violations, and 262 Multiple Housing complaints. Code Enforcement completed City Council Policy Priority #12 Flavored Tobacco and E-cigarettes/Protecting our Youth from the E-cigarette Epidemic. Code Enforcement continued to provide support in multi-department efforts such as firework, mobile vendor, and illegal dumping enforcement, BeautifySJ, and Project Hope and administer the City-Generated Tow Services Contract.
- PRNS incorporated economic recovery programs into its daily operations that provided key services to the community. PRNS provided scholarships for childcare services, continued food and necessities distribution, homeless encampment management through BeautifySJ, and economic recovery through the Placemaking Program.
- Through the City-Wide Digital Inclusion Initiative, Library provided 12,800 hotspots to student households and distributed nearly 4,000 hotspots or computers at 24 library facilities. Outdoor WiFi networks were constructed at nine libraries; new outdoor networks were constructed near three high schools in east San José (James Lick, Yerba Buena, and Overfelt). Library staff supported City Emergency Operations Center efforts through leadership and staff support.

#### Service Delivery Environment

- The Animal Care Center will continue to provide key services to pet owners, assistance to low income and un-housed pet owners, and to implement new strategies to improve license and rabies vaccination compliance.
- Code Enforcement continues to endure a significant vacancy rate of 23% as well as a significant backlog of unresolved Community Code Enforcement cases and Multiple Housing Program inspections due to the impacts of COVID-19 on service delivery. Code Enforcement will continue to strategize and develop new ways to address the ongoing backlog more efficiently and continue its' ongoing recruitment model to fill vacancies as quickly as possible.
- PRNS continues to adjust its service delivery back to an in-person model as County Public Health Orders allow. PRNS continues to support ongoing COVID-19 recovery efforts, while balancing the department's services and programs reopening.
- The Library continues to reevaluate and modify services, increase virtual and online programs and e-resource collections, provide hotspots and technology devices; continue vital educational programs such as Career Online High School and homework clubs; offer multi-language Refchat; stand up curbside "Express Pickup" for all Library materials and technology devices; and, maintain continuity of services to the community to the greatest extent possible.

#### CSA Priorities/Key Services

- Provide animal licensing, rabies vaccination compliance, housing and care for stray animals, and outreach regarding responsible animal ownership.
- Code Enforcement will continue to provide field inspection services for Emergency and Priority complaints within 24 and 72 hours respectively and perform routine and annual inspections for all fee funded programs.
- PRNS will provide safe and healthy opportunities for young children, youth, teens, seniors, and persons with disabilities.
- The Library will continue to provide access to materials and information, computers and hotspots, electronic and print resources, afterschool homework help, educational and literacy programs, and promote lifelong learning for all ages. The Library will continue to lead the City's Education and Digital Literacy Strategy.

# CITY SERVICE AREA

## NEIGHBORHOOD SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 1: SAFE AND CLEAN PARKS, FACILITIES AND ATTRACTIONS

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
All parks and facilities will be safe, clean, and well maintained	1. % of residents rating maintenance of public parks as "good" or better	36%	55%	36%	55%	60%
	2. % of residents that rate the appearance of public parks as "good" or better	48%	60%	48%	60%	65%
	3. % of residents reporting they visited a regional park more than three times in the last year	N/A <sup>1</sup>	55%	N/A <sup>2</sup>	30%	40%

<sup>1</sup> Data is unavailable because the impacts of COVID-19 and shelter-in-place orders issued by Santa Clara County interrupted departmental ability to collect data.  
<sup>2</sup> 2021-2022 Estimate is not available because of a change to the survey methodology that prevents data from accurately representing reported visitation rates of more than three times per year.

#### OUTCOME 2: VIBRANT CULTURAL, LEARNING, RECREATION AND LEISURE OPPORTUNITIES

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal	
Provide a full range of affordable and accessible learning and leisure opportunities which fulfill customer and residents' needs for lifelong learning and well being	1. % of community center participants reporting that services have positively impacted their quality of life	91%	95%	94%	95%	95%	
	2. % of customers and residents rating library services as "good" or better	* Point of Service	N/A <sup>1</sup>	55%	N/A <sup>2</sup>	60%	90%
		* Community Survey	57%	42%	N/A <sup>3</sup>	42%	70%
	3. % of community center participants and residents rating City efforts at providing recreational opportunities as "good" or "excellent"	* Point of Service	83%	80%	76%	80%	80%
		* Community Survey	23%	64%	N/A <sup>3</sup>	64%	64%
			80%	85%	85%	88%	90%
Offer programs and services that support successful youth and their families	1. % of parents and caregivers attending Early Education programs report an increased ability to support their child's literacy growth	80%	85%	85%	88%	90%	
Provide services and programs that promote independent living for City older adults and persons with disabilities	1. % of older adult participants who feel connected to community center resources	73%	75%	73%	75%	75%	
	2. % of persons with disabilities who feel connected to community center resources	75%	85%	71%	75%	85%	
	3. % of residents rating City efforts at providing programs to help older adults that live on their own, as "good" or "excellent"	N/A <sup>1</sup>	64%	17%	64%	64%	
	4. # of participants in programs for older adults	9,469	4,000	11,839	10,000	10,000	
	5. # of participants in programs for persons with disabilities	1,641	2,000	2,234	3,000	3,000	
	6. % of older adult community center participants rating City efforts at providing programs to help older adults that live on their own, as "good" or "excellent"	74%	80%	71%	80%	80%	

<sup>1</sup> Data is unavailable since the impacts of COVID-19 and shelter-in-place orders issued by Santa Clara County interrupted departmental ability to collect data.  
<sup>2</sup> Library staff capacity and COVID-19 impacts prevented the Point of Service survey from being conducted in 2021-2022  
<sup>3</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

# CITY SERVICE AREA

## NEIGHBORHOOD SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 3: HEALTHY NEIGHBORHOODS AND CAPABLE COMMUNITIES

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Residents will perceive that their neighborhood has improved	1. % of residents indicating that the physical condition of the neighborhood has gotten somewhat better over the last two years	N/A <sup>1</sup>	45%	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
Provide effective animal care and control for residents of San José	1. % of Priority 1 calls with response time in one hour or less (Priority 1: injured or aggressive animal, or public safety assist)	95%	96%	97%	96%	95%
	2. Animal Care Center Live Release Rate	89%	92%	92%	92%	92%
Ensure safe, decent and sanitary housing through routine inspections in Multi-Family dwellings	1. % of buildings receiving a routine inspection within 3-year, 5-year or 6-year cycle based upon risk assessment					
	-3 year (Tier 3)	10% <sup>2</sup>	50%	25%	70%	70%
	-5 year (Tier 2)	12%	50%	20%	50%	20%
	-6 year (Tier 1)	0.5%	50%	1% <sup>2</sup>	10%	85%
Revitalize and Rehabilitate Uses, Sites, and Structures in Neighborhoods, Commercial, and Industrial Areas	1. % of residents who indicate that the physical condition of the neighborhood is about the same or better (Annual Code Enforcement Customer Survey)	67%	70%	70%	70%	70%
Quality Living and Working Environment	1. % of residents rating their neighborhood in "good" or better physical condition based on the biennial Community Survey	N/A <sup>1</sup>	60%	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
	2. % of time inspection/assessment for Code cases occurs within targeted times:					
	- Emergency Cases (within 24 hours)	100%	100%	75% <sup>2</sup>	100%	100%
	- Priority Cases (within 72 hours)	75%	75%	35% <sup>2</sup>	75%	75%

1 Data for this measure is not available. It was previously collected through the annual City-Wide Community Survey. The survey no longer includes questions on this topic, and therefore does not provide data to be presented at this time. This item and the City-Wide Community Survey will be reworked to better collect relevant data supporting the strategic goals listed here and present that data to the public.

2 Code Enforcement's ability to conduct Multiple Housing Routine and Community Code Enforcement emergency and priority inspections continued to be impacted by the COVID-19 Pandemic. While all inspection services resumed during fiscal year 2021-2022, inspection and case backlog; ongoing staff vacancies; and customer apprehension impacted Code Enforcement's ability to consistently deliver services and meet performance measures. Thus targets for Multiple Housing Routine tier inspections and Community Code Enforcement emergency and priority response times were not met.

**CITY SERVICE AREA**  
**NEIGHBORHOOD SERVICES**

**PROPOSED BUDGET CHANGES**

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>LIBRARY DEPARTMENT</b>			
• Library Branch Hours and Operations for Lower Resourced Communities	16.20	916,164	687,120
• Martin Luther King, Jr. Library Hours and Operations	5.60	333,887	333,887
• Library Security/Public Safety Supervision Staffing	2.00	256,182	210,071
• Equity, Diversity and Inclusion Staffing	1.00	174,821	174,821
• Oversight of the Library's Fiscal Operations Staffing	1.00	130,588	45,921
• San José Aspires Administrative Support	1.00	100,372	0
• San José Public Library Foundation Fundraising Support		50,000	0
• Library Marketing and Communications, Public Engagement Staffing	0.00	34,316	0
• Library Administrative Staffing Reorganization	(0.19)	3,627	4,529
• Library Staff Learning and Development Initiatives Staffing	0.00	(11,795)	0
<i>Subtotal</i>	26.61	1,988,162	1,456,349
<b>PARKS, RECREATION AND NEIGHBORHOOD SERVICES DEPARTMENT</b>			
• Placemaking/Viva CalleSJ and Viva Parks	12.55	2,175,464	2,175,464
• Beautify San José Consolidated Model Staffing	12.00	1,798,946	4,703,442
• Pest and Turf Management Team	11.00	1,111,843	1,111,843
• Community Forest Program	1.00	1,042,344	1,042,344
• Parks Rehabilitation Strike Team	5.00	604,426	604,426
• Capital Infrastructure Team Support	4.00	541,032	0
• Project Hope	4.00	485,888	485,888
• Alum Rock Park Vegetation Management		458,000	458,000
• Happy Hollow Park and Zoo Security		450,000	450,000
• Guadalupe River Park Maintenance	4.50	393,673	393,673
• Police Activities League (PAL) Stadium Complex and Program Support	4.00	337,077	337,077
• New Parks and Recreation Facilities Maintenance	2.39	292,184	292,184
• Happy Hollow Park and Zoo Staffing	3.00	283,879	283,879
• Racial Equity Staffing	1.00	176,821	176,821
• Neighborhood Center Partners Program Support	1.00	129,970	129,970
• Welch Park Recreation Services	1.50	117,319	117,319
• Community Engagement and Outreach Staffing	1.00	108,102	57,051
• Volunteer Management Support	1.00	106,265	106,265
• Recruitment and Fiscal Staffing Support	1.25	39,966	39,966
• Regional Parks Management	0.00	22,942	22,942
• San José BEST Accountability and Oversight Improvements	2.00	0	0
<i>Subtotal</i>	72.19	10,676,141	12,988,554

**CITY SERVICE AREA**  
**NEIGHBORHOOD SERVICES**

**PROPOSED BUDGET CHANGES**

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>PLANNING, BUILDING AND CODE ENFORCEMENT DEPARTMENT</b>			
• Code Fee Programs Enforcement Staffing	2.00	334,084	334,084
• Code Enforcement Policy and Program Policy Support Staffing	1.00	121,116	121,116
• Fiscal Oversight Staffing	0.13	12,181	12,181
• Administrative Services Staffing	0.13	10,766	10,766
<i>Subtotal</i>	3.26	478,147	478,147
<b>PUBLIC WORKS DEPARTMENT</b>			
• Animal Care and Services Staffing	3.00	668,999	668,999
<i>Subtotal</i>	3.00	668,999	668,999
<i>Subtotal Departments</i>	105.06	13,811,449	15,592,049
<b>CITY-WIDE EXPENSES</b>			
• CaliforniansForAll Youth Workforce Program - Climate Change Pathway		5,885,829	5,885,829
• CaliforniansForAll Youth Workforce Program - Learning Loss Mitigation Pathway		3,204,532	3,204,532
• Child and Youth Services - Family, Friends, and Neighbors Program		500,000	500,000
• San José BEST Accountability and Oversight		330,000	330,000
<b>GENERAL FUND CAPITAL, TRANSFERS AND RESERVES</b>			
• Earmarked Reserves: New Parks and Recreation Facilities Maintenance and Operations Reserve		(248,000)	(248,000)
<i>Subtotal Other Changes</i>	0.00	9,672,361	9,672,361
<b>Total Proposed Budget Changes</b>	<b>105.06</b>	<b>23,483,810</b>	<b>25,264,410</b>



## CITY SERVICE AREA

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### PUBLIC SAFETY



### MISSION

*Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations*

#### Primary Partners

City Manager's Office  
Fire  
Independent Police Auditor  
Police

#### CSA OUTCOMES

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

# CITY SERVICE AREA

## PUBLIC SAFETY

### SERVICE DELIVERY FRAMEWORK

**CITY SERVICE AREA**  
A cross-departmental collection of core services that form one of the City's six key "lines of business"

**MISSION STATEMENT**  
Why the CSA exists

### Public Safety CSA

*Mission:*

Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations

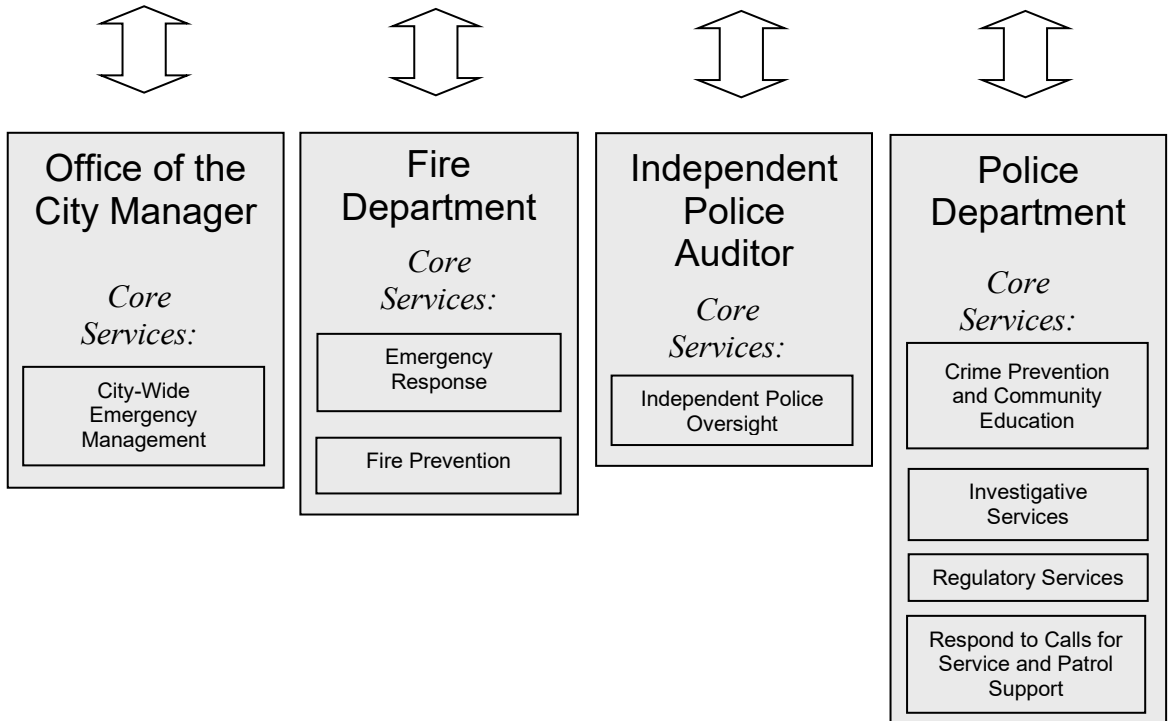
**CSA OUTCOMES**  
The high-level results of service delivery sought by the CSA partners

*Outcomes:*

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

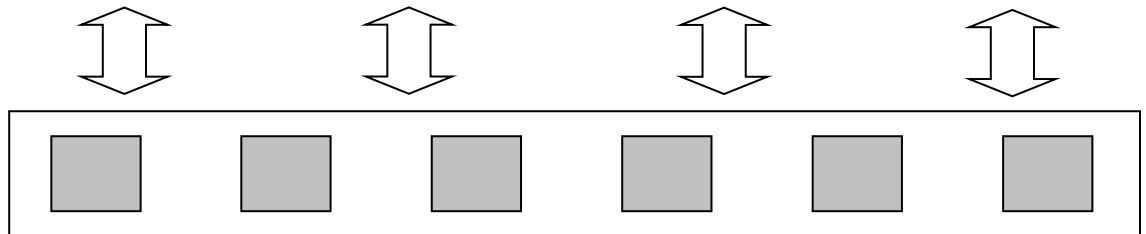
**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

**CORE SERVICES**  
Primary deliverables of the organization



**PROGRAMS**  
Elements of Core Services; the "front line" of service delivery

**STRATEGIC SUPPORT**  
Organization-wide guidance and support to enable direct service delivery

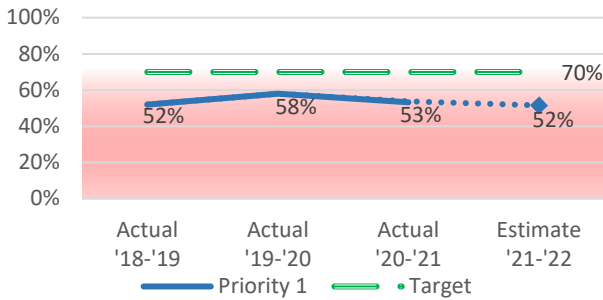


# CITY SERVICE AREA

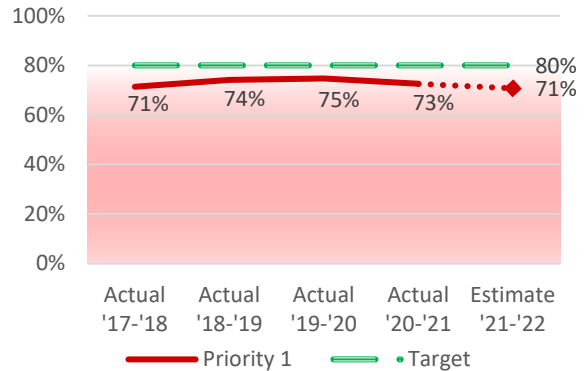
## PUBLIC SAFETY

### DASHBOARD

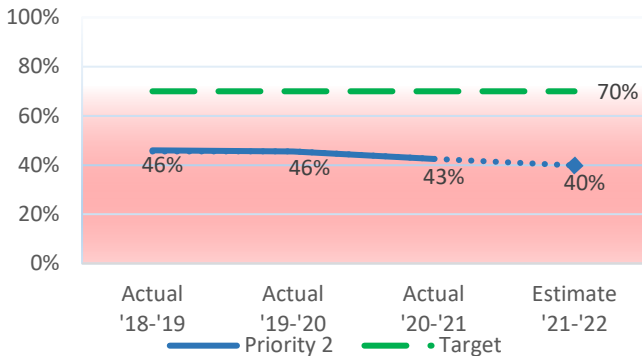
**Initial Police Unit Response within 6 Minutes of Priority 1 Calls for Service (Life Threatening)**



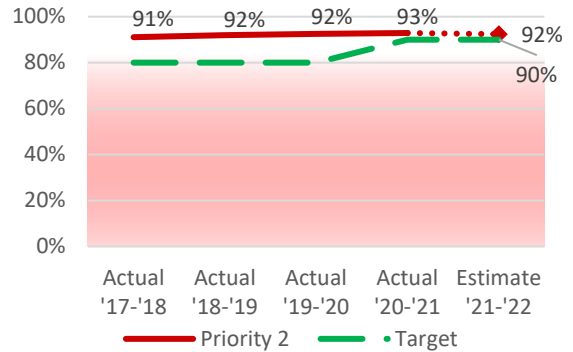
**Initial Fire Unit Response within 8 Minutes of Priority 1 Calls for Service (Life Threatening)**



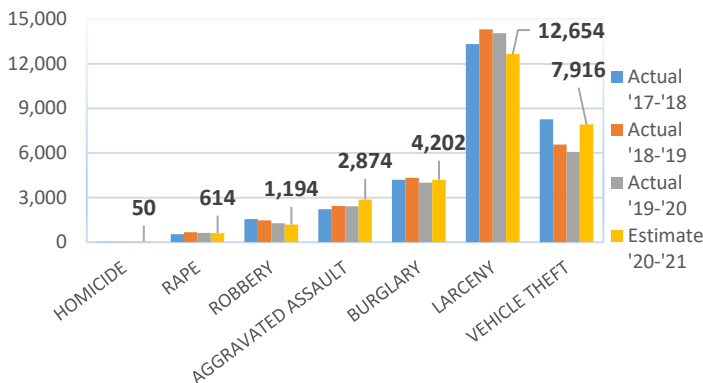
**Initial Police Unit Response within 11 Minutes of Priority 2 Calls for Service (Crime in Progress or Just Occurred)**



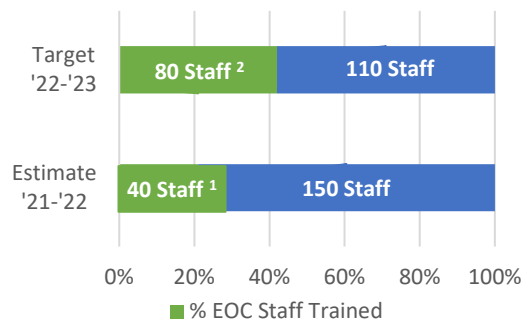
**Initial Fire Unit Response within 13 Minutes Priority 2 Calls for Service (No Lights and Sirens)**



**National Uniform Crime Reporting (UCR) Part 1 Crime Trends**



**Emergency Operations Center (EOC) Assigned Staff Who Have Received Required Training**



1. EOC Staff provided just-in-time training in order to fulfill their EOC role during COVID-19. EOC operating at Level 3 Activation with targeted positions activated. COVID restrictions did not allow for the delivery of normal coursework.
2. EOC has been deactivated. Normal coursework to resume. Target is 40 EOC Staff per Training session with two courses scheduled.

# CITY SERVICE AREA

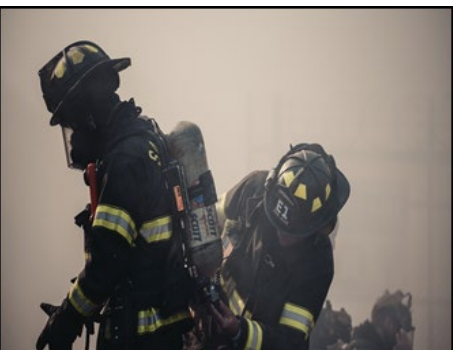
## PUBLIC SAFETY

### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- Respond to calls for service of essential emergency services (patrol, fire suppression, rescue, and emergency medical services) in a safe, efficient, and effective manner.
- Continue regional all-hazard emergency management planning, training, and exercises.
- Provide a police misconduct complaint process that is thorough, objective, and fair.
- Effectively investigate crimes and seek successful prosecution of suspects.
- Advance the deployment and use of technology to enhance the delivery of public safety services where possible.

#### 2022-2023 Key Budget Actions



- Adds one-time funding of \$7.5 million to fund the Sworn Hire Ahead Program.
- Adds 16.0 Police Officer positions ongoing, one-time overtime funding of \$900,000, and non-personal/equipment funding to continue the foot patrol program across the City's four police divisions.
- Adds 4.0 Police Officer positions and non-personal/equipment funding to continue the Mobile Crisis Assessment Team (MCAT).
- Adds one-time non/personal-equipment funding for third-party security services to improve workplace safety for Fire Communications Public Safety Radio personnel and ensuring secure movement of staff to and from the parking lot during hours of darkness.
- Adds 1.0 Public Information Representative position and associated non/personal-equipment funding to implement outreach and education strategies to support the Bureau of Fire Prevention's Non-Development Fee Program and build better business resiliency in San Jose.
- Adds 1.0 Assistant to the City Manager position in the Office of Emergency Management (OEM) to monitor continuing COVID-19 virus conditions and manage the City's response in support of any required County orders or directions.
- Adds 1.0 Executive Analyst position in the Office of Emergency Management for coordinating the Emergency Operations Center (EOC) Readiness Plan.
- Continues 2.0 Executive Analyst positions and 1.0 Senior Executive Analyst position in the Office of Emergency Management through June 30, 2023, funded by an Urban Areas Security Initiative (UASI) grant.
- Provides non-personal/equipment funding of \$200,000 for consultant services and training equipment to continue the complex 20-hour Community Emergency Response Training (CERT) program.

# CITY SERVICE AREA

## PUBLIC SAFETY

### BUDGET SUMMARY

#### City Service Area Budget Summary\*\*

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service *</b>				
<i>Office of the City Manager</i>				
City-Wide Emergency Management	3,949,857	4,403,643	1,781,918	2,602,928
<i>Fire Department</i>				
Strategic Support - Other - Public Safety	20,162,830	45,211,516	14,519,009	14,315,043
Strategic Support - Public Safety	17,552,838	6,600,995	6,305,108	6,724,239
Emergency Response	225,766,576	253,967,201	255,459,870	255,828,870
Fire Prevention	6,791,259	7,954,988	8,163,593	8,707,814
City-Wide Emergency Management	2,949	0	0	0
<i>Independent Police Auditor's Office</i>				
Independent Police Oversight	1,366,830	1,411,799	1,477,351	1,477,351
Strategic Support - Other - Public Safety	162	2,204	0	0
Strategic Support - Public Safety	868	118,704	122,623	122,623
<i>Police Department</i>				
Strategic Support - Other - Public Safety	16,447,193	15,014,938	9,491,029	9,591,029
Strategic Support - Public Safety	68,204,340	60,333,545	54,347,174	56,901,924
Crime Prevention and Community Education	2,966,524	7,187,078	7,474,841	7,474,841
Investigative Services	87,058,481	94,610,978	92,784,975	93,656,452
Regulatory Services	4,306,791	5,000,203	4,982,608	4,982,608
Respond To Calls For Service and Patrol Support	301,190,860	315,925,869	307,491,374	321,108,772
<i>Public Works Department</i>				
Strategic Support - Other - Public Safety	485,408	6,700,000	0	0
<b>Total CSA</b>	<b>\$756,253,766</b>	<b>\$824,443,661</b>	<b>\$764,401,473</b>	<b>\$783,494,494</b>
 <b>Authorized Positions</b>	 <b>2,530.65</b>	 <b>2,550.33</b>	 <b>2,537.33</b>	 <b>2,576.25</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.  
 \*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.



# CITY SERVICE AREA

## PUBLIC SAFETY

### OVERVIEW

#### Service Delivery Accomplishments

- The Fire and Police Departments upgraded the Computer Aided Dispatch (CAD) system, ensuring compliance with cybersecurity requirements, maintaining critical high reliability through procurement of new client and server hardware, and enabling both departments to benefit from updated functionality to increase efficiency and situational awareness.
- The Public Safety Communications Managers Association (PSCMA) recognized the outstanding performance of Fire Communications staff for their perseverance through multiple simultaneous greater alarm events on May 26, 2021, including a 3-alarm active shooter event and two 2-alarm structure fires. Additionally, PSCMA awarded the “Emergency Medical Dispatcher of the Year” to an SJFD Public Safety Radio Dispatcher for their excellent customer service and maintaining 100% High Compliance in utilization of the Medical Priority Dispatch System.
- City Manager’s Office of Emergency Management improved readiness to emergencies by: updating plans; responding to the COVID-19 vaccination effort, potential flood, and gas leak; and, providing Community Emergency Response Team trainings to over 277 graduates.
- The Office of the Independent Police Auditor (IPA) launched a new online tool for seamless online reporting of complaints. Using this software tool allows both named and anonymous complainants to upload large files and media attachments.
- For Priority One calls (present or imminent danger to life or major damage/loss of property), the Police Department responded on average in 7.12 minutes in 2021-2022.

#### Service Delivery Environment

- A major contributing factor to the overall effectiveness and efficiency of the Police and Fire Departments in recent years has been the increased use of data analytics to analyze existing business processes and change emergency response strategies.
- The engagement of volunteers to augment the talents of staff in response to emergencies has provided an opportunity for the public to take on more responsibility for preparedness and to assist in a major event.

#### CSA Priorities/Key Services

- Continue to provide high-quality fire suppression, rescue, emergency medical, and other related public assistance services.
- Continue projects that support the integration of volunteer resources, improve support for our most vulnerable populations, and address the direct needs of the public following a disaster.
- Continue to provide civilian oversight of the Police misconduct complaint process to ensure its fairness, thoroughness, and objectivity.
- Continue to maintain the safety of residents throughout the City by keeping crime rates down, reducing and investigating crimes, and maintaining a vibrant, safe community.
- Continue to provide quality Police response to calls for service and maintain visible patrol throughout the City.

Part 1 Crimes Index by Calendar Year					
Offense	Year over		Year % Change	2021 to	
	2021	2020		5 Year Average	5 Year % Change
Criminal Homicide	31	40	-22.5%	33	-4.9%
Rape	730	566	29.0%	631	15.8%
Robbery	1,284	1,185	8.4%	1,355	-5.3%
Aggravated Assault	2,787	2,584	7.9%	2,461	13.2%
Burglary	3,812	4,045	-5.8%	4,087	-6.7%
Theft	12,013	12,737	-5.7%	13,303	-9.7%
Motor Vehicle Theft	6,419	7,065	-9.1%	7,076	-9.3%
Arson	269	252	6.7%	190	41.6%
<b>Totals</b>	<b>27,345</b>	<b>28,474</b>	<b>-4.0%</b>	<b>29,136</b>	<b>-6.1%</b>

# CITY SERVICE AREA

## PUBLIC SAFETY

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

The Public Safety CSA encompasses City services focusing on crime, fire, emergency medical, hazardous, and disaster-related needs of the San José community. The CSA partners continuously evaluate public safety data to assess operational changes necessary to resolve crime, medical, or fire-related situations successfully. Despite the challenges of limited staff and increased demand for service, the CSA is engaged in an ongoing effort to organize and analyze data in the development of resource deployment strategies.

#### OUTCOME 1: THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Achieve safe neighborhoods throughout the City	1. % change in incidents of selected crime types (change in # of incidents)					
	- Gang Related Incidents	12.9%	0% change	-7.6%	0% change	0% change
	- Domestic Violence	1.2%	0% change	6.3%	0% change	0% change
	- Residential Burglaries	-12.0%	0% change	-9.9%	0% change	0% change
	- Strong-Arm Robbery	-14.7%	0% change	29.8%	0% change	0% change
	- Sexual Assault	0.3%	0% change	21.0%	0% change	0% change
	- Traffic Accidents	-14.2%	0% change	18.6%	0% change	0% change
	- Fire Arson	14.2%	0% change	28.1%	0% change	0% change
	2. % of residents surveyed who perceive themselves to be "Safe" or "Very Safe" walking during the day/night					
	- in their neighborhood	85% / 55%	90% / 70%	N/A <sup>1</sup>	90% / 70%	90% / 70%
- in the City park closest to residence	76% / 32%	85% / 45%	N/A <sup>1</sup>	85% / 45%	85% / 45%	
- in the Downtown area	60% / 20%	85% / 45%	N/A <sup>1</sup>	85% / 45%	85% / 45%	

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.



# CITY SERVICE AREA

## PUBLIC SAFETY

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 1: THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5- Year Goal
Maintain/Reduce response times	1. % of time the initial responding Fire unit arrives within eight minutes after 9-1-1 call is received (Priority One)	73%	80%	74%	80%	80%
	2. % of time first dispatched Police unit arrives within six minutes to Priority One calls (life threatening) (dispatch to arrival)	53%	70%	52%	70%	70%
	3. % of time the initial responding Fire unit arrives within thirteen minutes to Priority Two calls (no lights & siren) <sup>1</sup>	93%	90%	93%	94%	94%
	4. % of time first dispatched Police unit arrives within eleven minutes to Priority Two calls (crime in progress or just occurred) (dispatch to arrival)	43%	70%	40%	70%	70%
Increase investigative & inspection efforts (Police Investigations)	1. Clearance Rates of Part 1 crimes (# cleared/ total cases)					
	- Homicide	51.1% (24/47)	N/A <sup>1</sup>	55.6% (10/18)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Rape	13.8% (89/643)	N/A <sup>1</sup>	15.2% (120/788)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Robbery	30.8% (360/1,168)	N/A <sup>1</sup>	29.2% (416/1,426)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Aggravated Assault	38.9% (1,085/2,788)	N/A <sup>1</sup>	41.2% (1,184/2,872)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Burglary	6.4% (263/4,102)	N/A <sup>1</sup>	7.1% (258/3,622)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Larceny	6.3% (749/11,857)	N/A <sup>1</sup>	5.4% (698/12,966)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Vehicle Theft	5.7% (406/7,175)	N/A <sup>1</sup>	5.8% (374/6,404)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Overall	10.7% (2,976/27,780)	N/A <sup>1</sup>	10.9% (3,060/28,096)	N/A <sup>1</sup>	N/A <sup>1</sup>

<sup>1</sup> The Police Department's goal is to improve clearance rates. Leveraging a new records management system, work is underway to review clearance rate methodology and targeting. Targets for Part 1 crimes are anticipated for inclusion in the 2023-2024 Proposed Operating Budget.

# CITY SERVICE AREA

## PUBLIC SAFETY

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

Residents are a critical link to community disaster preparedness in areas where first response may be several minutes away, requiring some self-reliance at the neighborhood level. The goal of crime, fire, and life safety education is to provide awareness and informational services to the community through multiple programs, including Police oversight, Police Volunteer Program, Neighborhood Watch, and Community Emergency Response Team (CERT) program.

#### OUTCOME 2: RESIDENTS SHARE THE RESPONSIBILITY FOR PUBLIC SAFETY

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Increase public education & awareness through a variety of community services and education programs	1. % of San José households with demonstrated emergency preparedness action plan					
	-Have three gallons of bottled water per person per household	65%	65%	N/A <sup>1</sup>	65%	65%
	-Have three-day supply of medicine	72%	75%	N/A <sup>1</sup>	75%	75%
	-Have designated an outside of area contact person	58%	70%	N/A <sup>1</sup>	70%	70%
Empower residents to respond appropriately to emergencies and disasters	1. # of residents receiving Office of Emergency Management Training annually <sup>2</sup>	18	1,500	375	850	1,250
Explore and secure alternate funding to supplement public safety responsiveness and resources	1. % of grants awarded					
	- Fire Department	64%	100%	100%	100%	100%
	- Office of Emergency Management	100%	100%	51%	100%	100%
	- Police Department	93%	86%	100%	100%	100%
	2. Dollar value of grants awarded					
	- Fire Department	\$1.0 million	\$5.6 million	\$679,000 <sup>3</sup>	\$1.3 million	\$1.0 million
- Office of Emergency Management	\$757,000	\$250,000	\$3.9 million	\$381,000	\$1.0 million	
- Police Department	\$6.5 million	\$6.6 million	\$8.0 million	\$7.8 million	\$7.0 million	

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

<sup>2</sup> The COVID-19 response reduced the number of classes in 2020-2021 and 2021-2022.

<sup>3</sup> The 2021-2022 estimates is lower than target as a result of federal grants that were not awarded during this grant cycle.

## CITY SERVICE AREA

### PUBLIC SAFETY

#### PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>FIRE DEPARTMENT</b>			
• Bureau of Fire Prevention Arson Unit Staffing	1.00	309,667	309,667
• Employee Services Workforce Enhancement Staffing	1.92	302,987	302,987
• Non-Development Fee Program (Public Education Staffing)	1.00	209,698	209,698
• New Public Safety Facilities Maintenance and Operations		204,000	204,000
• Police Administration Building (PAB) Employee Parking Lot Security Service		165,000	165,000
• Ambulance Services Evaluation		85,000	85,000
• Information Technology Fire Staff Vehicle		56,000	56,000
• Measure T Staffing Deletion	(1.00)	(153,667)	0
<i>Subtotal</i>	2.92	1,178,685	1,332,352
<b>OFFICE OF THE CITY MANAGER</b>			
• Urban Area Security Initiative Grant Staffing	3.00	470,714	470,714
• Office of Emergency Management - Community Emergency Response Training Program		200,000	200,000
• Office of Emergency Management - Emergency Operations Center Readiness Coordinator Staffing	1.00	150,296	150,296
<i>Subtotal</i>	4.00	821,010	821,010

## CITY SERVICE AREA

### PUBLIC SAFETY

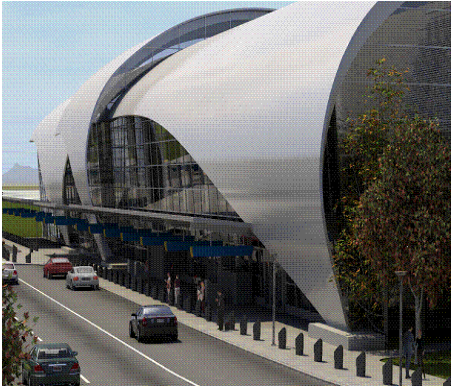
#### PROPOSED BUDGET CHANGES

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>POLICE DEPARTMENT</b>			
• Police Sworn Hire Ahead Program		7,500,000	7,500,000
• Foot Patrols in Downtown and High Needs Neighborhoods	16.00	3,680,436	3,680,436
• Police Public Records Team Staffing	5.00	931,253	931,253
• Recruiting and Backgrounding		895,000	895,000
• Mobile Crisis Assessment Team	4.00	822,399	822,399
• Community Service Officer Staffing	5.00	614,563	614,563
• Coyote Creek and Guadalupe River Trail Patrol		600,000	600,000
• National Incident Management System and Incident Command System Training		324,000	324,000
• Re-Arresting Criminal Defendants		300,000	300,000
• Automated License Plate Recognition Camera System		250,000	250,000
• FirstNet Equipment Refresh		226,000	226,000
• Racial Equity Staffing	1.00	178,497	178,497
• Domestic Violence High Risk Response Team		125,000	125,000
• Improving Criminal Justice Program		120,000	120,000
• Bureau of Investigations - Family Violence Unit Staffing	1.00	109,477	109,477
• Children's Advocacy Center (CAC) Forensic Interview Staffing		100,000	100,000
• Traffic Safety and Illegal Sideshows		100,000	100,000
• Automated License Plate Reader Database Access		60,000	60,000
<i>Subtotal</i>	32.00	16,936,625	16,936,625
<i>Subtotal Departments</i>	<b>38.92</b>	<b>18,936,320</b>	<b>19,089,987</b>
<b>CITY-WIDE EXPENSES</b>			
• Northern California Regional Intelligence Center (NCRIC) Staffing		107,000	107,000
• Security Camera Rebate Program		100,000	100,000
<b>GENERAL FUND CAPITAL, TRANSFERS AND RESERVES</b>			
• Earmarked Reserves: New Public Safety Facilities Maintenance and Operations Reserve		(204,000)	(204,000)
<i>Subtotal Other Changes</i>	<b>0.00</b>	<b>3,000</b>	<b>3,000</b>
<b>Total Proposed Budget Changes</b>	<b>38.92</b>	<b>18,939,320</b>	<b>19,092,987</b>

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## CITY SERVICE AREA

### TRANSPORTATION AND AVIATION SERVICES



### MISSION

*To provide the community with safe, secure, and efficient surface and air transportation systems that support San José's livability and economic vitality*

#### Primary Partners

Airport  
Transportation

#### CSA OUTCOMES

- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable, and Efficient Experience
- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability

# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### SERVICE DELIVERY FRAMEWORK

**CITY SERVICE AREA**  
A cross-departmental collection of core services that form one of the City's 6 key "lines of business"

**MISSION STATEMENT**  
Why the CSA exists

### Transportation & Aviation Services CSA

*Mission:*

To provide the community with safe, secure, and efficient surface and air transportation systems that support San José's livability and economic vitality



*Outcomes:*

- Preserve and Improve Transportation Assets and Facilities
- Provide a Transportation System that Enhances Community Livability
- Provide Safe and Secure Transportation Systems
- Provide Viable Transportation Choices that Promote a Strong Economy
- Travelers Have a Positive, Reliable, and Efficient Experience

**CSA OUTCOMES**  
The high level results of service delivery sought by the CSA partners



**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

**CORE SERVICES**  
Primary deliverables of the organization

#### Airport Department

*Core Services:*

Airport Business Development

Airport Facilities

Airport Operations

#### Transportation Department

*Core Services:*

Parking Services

Pavement Maintenance

Street Landscape Maintenance

Traffic Maintenance

Transportation Planning and Project Delivery

Transportation Safety and Operations

**PROGRAMS**  
Elements of Core Services; the "front-line" of service delivery



**STRATEGIC SUPPORT**  
Organization-wide guidance and support to enable direct service delivery





# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### DASHBOARD

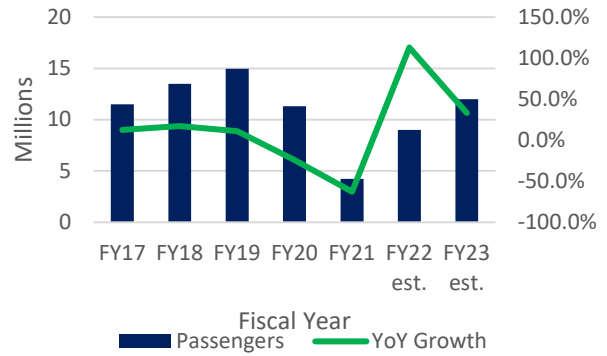
#### SJC Passenger Rating of Overall Satisfaction with the Airport

2021-2022 Estimate      2022-2023 Goal  
**88%**                      **87%**

#### SJC Passengers Reporting Satisfaction with Airport Restaurant/Eating and Shopping Facilities

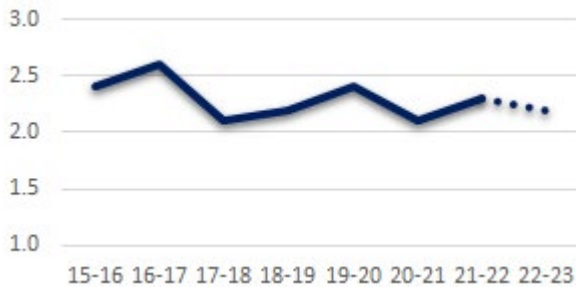
2021-2022 Estimate      2022-2023 Goal  
**77%**                      **77%**

#### Annual Airport Passengers



#### # Injury Crashes per 1,000 Population

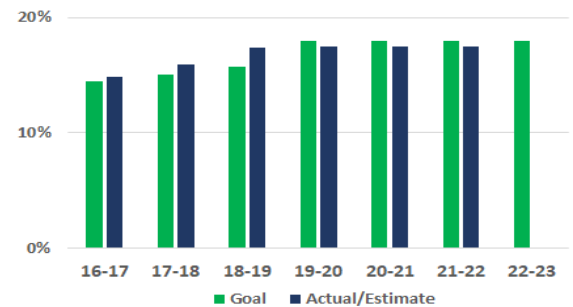
2021-2022 Estimate      2022-2023 Goal  
**2.3**                      **2.2**



#### # of Regional Air Service Market

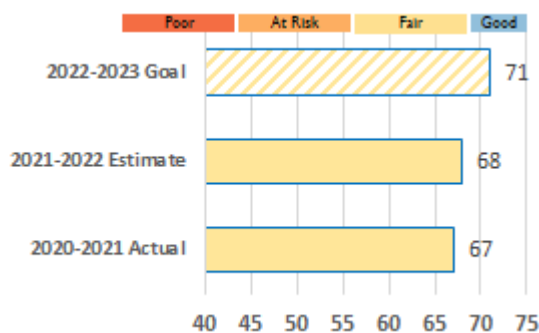
##### Bay Area Market Share

2021-2022 Estimate      2022-2023 Goal  
**17.5%**                      **18.0%**

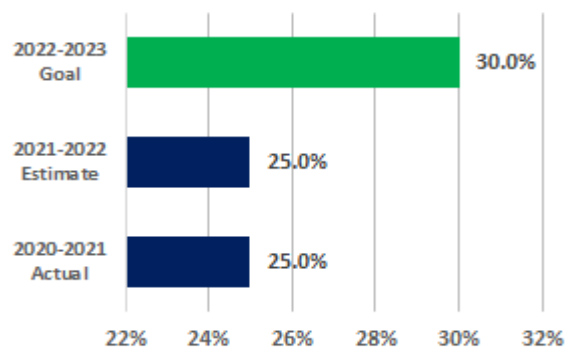


#### Pavement Condition Index (PCI) Rating

(MTC Recommended PCI = 70-79)



#### % of Trips by Alternative Modes of Transportation



## CITY SERVICE AREA

### TRANSPORTATION AND AVIATION SERVICES

#### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- Provide a safe, efficient, and well-maintained transportation system for the traveling public.
- Maintain and operate public on-street and off-street parking facilities and encourage compliance of posted regulations and state and local codes.
- Plan, build and encourage use of multi-modal transportation options.
- Maintain Airport safety and security compliance.
- Provide suitable levels of customer service.
- Rebuild passenger service.

#### 2022-2023 Key Budget Actions

- Provides ongoing funding for Vehicle Abatement Program Proactive Patrol and Complaint Response, a hybrid model of proactive patrol and San José 311 complaint response focused on identifying and removing vehicles that are posing a significant safety or blight concern or are inoperable.
- Provides ongoing funding for Beautify San José Street Landscape Maintenance Program, Climate Smart San José Plan Implementation, and Our City Forest leases.
- Begins implementation of the Community Forest Management Plan by adding 1.0 Program Manager, 2.0 Assistant Arborist, and 2.0 Associate Construction Inspector positions, and \$1.9 million in non-personal/equipment funding to plant 1,000 trees annually, with locations selected using an equity lens, and prune all existing City trees on a 12-year cycle.
- Provides one-time funding for the City's share of the capital improvements costs for the downtown ice rink to improve the visitor experience and to counter the deterioration of this asset.
- Provides one-time funding for a six-month automatic speed detection and messaging pilot to explore the use of warnings to enhance traffic safety.
- Adds staffing (1.0 Painter and 1.0 Air Conditioning Supervisor) and associated funding to address maintenance needs across Airport facilities. Environmental initiatives include transitioning to Total Green electricity sources and maintenance on existing bioretention cells/swales.
- Adds 1.0 Network Technician I/II/III position to support administration of the network and computer systems and optimize monitoring and maintenance tasks and one Associate Engineer position to support delivery of capital projects and implementation of the Airport Master Plan..
- Adds 1.0 Public Information Representative I/II and funding to conduct market awareness and perception surveys to engage with customers and rebuild passenger services. Pilot an autonomous wheelchair program to provide flexibility in navigating the Airport terminals for passengers experiencing mobility issues.
- Adds 2.0 Division Manager positions and 1.0 Senior Analyst position to provide strategic support leadership for the Airport Department, develop revenue generation opportunities, and financial management supervision.

# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### BUDGET SUMMARY

#### ***City Service Area Budget Summary\*\****

	<b>2020-2021 Actuals **</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Core Service *</b>				
<i>Airport Department</i>				
Strategic Support - Other - Transportation & Aviation	571,252,238	55,974,134	68,097,046	68,209,718
Strategic Support - Transportation & Aviation	16,267,070	15,139,743	15,904,405	16,681,136
Airport Facilities	28,972,773	34,706,822	35,658,463	36,565,064
Airport Operations	22,188,506	34,264,396	35,401,109	35,609,109
Airport Business Development	1,761,218	3,398,821	3,378,832	3,578,131
<i>Transportation Department</i>				
Street Landscape Maintenance	15,782,229	19,055,063	18,689,939	22,655,782
Parking Services	15,023,043	19,962,673	20,178,473	21,634,307
Pavement Maintenance	8,966,388	9,601,211	9,952,412	9,952,412
Traffic Maintenance	14,450,660	15,963,201	16,305,893	16,348,893
Transportation Safety and Operations	12,078,952	12,264,322	12,553,298	13,390,384
Transportation Planning and Project Delivery	8,027,776	8,521,499	8,012,258	8,631,693
Strategic Support - Other - Transportation & Aviation	6,519,002	7,887,925	7,554,964	7,914,567
Strategic Support - Transportation & Aviation	3,817,382	3,388,709	3,479,494	3,697,533
<b>Total CSA</b>	<b>\$725,107,237</b>	<b>\$240,128,519</b>	<b>\$255,166,586</b>	<b>\$264,868,729</b>
 <b>Authorized Positions</b>	 <b>555.14</b>	 <b>563.34</b>	 <b>564.94</b>	 <b>588.94</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.

# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### OVERVIEW

#### Service Delivery Accomplishments

- The Transportation Department completed three Vision Zero Quick-Build corridor projects (Senter Road, Story Road, and Fruitdale Avenue) and over 40 traffic safety and traffic calming projects. In addition, over 14,400 children, 1,190 adults, 480 seniors, and 300 persons experiencing homelessness received traffic safety education at a variety of special events both through virtual and in-person events.
- The PG&E Turnkey Project has completed conversion of over 18,000 streetlights to LED.
- Over 140 traffic signals within the greater downtown area were retimed to enhance pedestrian safety and mobility through advance walk period and extended crossing times.
- During the 2021 construction season, the Pavement Maintenance Program performed maintenance on nearly 167 miles of the 2,519-mile street network, installed 2,143 ADA curb ramps, and, in partnership with San José's multimodal programs, completed 19 miles of new and enhanced bikeways.
- The Airport completed numerous facility enhancements that improve the customer experience while traveling through the airport.
  - Construction of **Zoom Zone** educational play space in collaboration with the Children's Discovery Museum, Zoom Video Communications, Inc and other partners.
  - Construction of five-level Economy Lot garage and implementation of new parking and revenue control system in all public parking lots. The new equipment allows features such as online reservations, multiple payment methods, touchless interface for passengers and more.
  - **Alaska Airlines** is using SJC as a tech incubator to test technologies to create a seamless travel experience. In Terminal B the airline is testing a new check-in and self-bag drop system to streamline check-in and biometric technology to speed up boarding for international flights.
  - Airport network upgrade completed resulting in dramatically increased speed and bandwidth of Wi-Fi connection.

#### Service Delivery Environment

- The Vision Zero Action Plan, which was approved by the City Council in February 2020, outlines strategies to be delivered in the next four to six years to drastically improve safety on roadways, including the design and construction of quick build projects on approximately 11 miles of the City's Priority Safety Corridors.
- The transformation and expansion of the regional transportation system, including the projects collectively described as the San José Regional Rail Transportation Projects, represent the largest public infrastructure investment in the history of San José. Effective planning and delivery of these projects over the next decade is essential to the economic and mobility needs of San José to support the growth anticipated in the Envision San José 2040 General Plan.
- The current backlog of one-time deferred transportation maintenance needs is estimated at \$736.9 million, including \$509.5 million associated with pavement. Other infrastructure maintenance needs include ADA curb ramps, street trees, traffic signals, and maintenance vehicles and equipment.
- Recovery and restoration of the air travel industry are the expectations 2022-2023. Globally, there is a reduction of travel bans and restrictions; in-person aviation industry conferences and meetings are resuming; and airlines are increasing flights, adding destinations, and are eager for meetings with SJC to strategize the rebound. The focus is on reconnecting with SJC passengers and attracting more based on the reliability and ease of using the Airport. Numerous facility and service changes over the last couple years position the Airport well to provide strong customer service and amenities to those who want to travel.

## CITY SERVICE AREA

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### TRANSPORTATION AND AVIATION SERVICES

#### OVERVIEW

##### CSA Priorities/Key Services

- Safe Streets for All Modes of Travel
- Balanced Transportation and Convenient Mobility
- Deliver a safe and secure environment for employees, tenants, passengers, contractors and all that do business at the Airport
- Work collaboratively with Airport tenants and other stakeholders to rebuild passenger traffic and enhance the customer experience

# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

The TAS CSA facilitates the movement of people and goods in a manner that both strengthens the economy and enhances the quality of life for San José residents. TAS CSA is responsible for a wide range of services, operations, and infrastructure that support other City Service Areas, chiefly Community and Economic Development and Public Safety.

#### OUTCOME 1: PROVIDE SAFE AND SECURE TRANSPORTATION SYSTEMS

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target	5-Year Goal
Improve Surface Transportation System Safety	1. % of residents rating traffic conditions as safe while:					
	Driving	73%	82%	N/A <sup>2</sup>	82%	85%
	Bicycling	35%	48%	N/A <sup>2</sup>	48%	60%
	Walking	62%	75%	N/A <sup>2</sup>	75%	78%
	2. # of injury crashes per 1,000 population	2.4	2.0	2.3 <sup>3</sup>	2.2	2.0
	3. # of pedestrian and bicycle-related injury crashes per 1,000 population <sup>1</sup>	0.54	0.44	0.49 <sup>3</sup>	0.47	0.45
Achieve Safe and Secure Air Transportation System and Infrastructure	1. Pass Annual Federal Aviation Regulation FAR 139 inspection with no discrepancies identified	0%	100%	0%	100%	100%

<sup>1</sup> Pedestrian and bicycle related injury crashes includes scooters.

<sup>2</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

<sup>3</sup> Data is an estimate due to an incomplete data set. Will be updated in the future.

# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 2: PROVIDE VIABLE TRANSPORTATION CHOICES THAT PROMOTE A STRONG ECONOMY**

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target	5-Year Goal
Facilitate Completion of Planned Local and Regional Transportation System	1. % of planned roadway network changes in the Envision San José 2040 General Plan complete	65%	69%	75%	70%	75%
	2. % of planned bikeway network complete	100% <sup>1</sup>	55% <sup>2</sup>	36%	43%	73%
	3. % of residents rating the City service in providing bike lanes and paths as good or better	51%	60%	N/A <sup>3</sup>	60%	70%
Expand Use of Alternate Commute Options	1. % of trips by alternative modes of transportation	25%	28%	25%	30%	34%
	2. % reduction in citywide daily vehicle-miles traveled per service population from the 2018 level	4.2%	7%	28%	8%	12%
Meet Communities' Needs for Air Service Destinations and Frequencies	1. SJC Passenger rating of overall satisfaction with the Airport	88%	87%	88%	87%	87%
	2. % of regional air service market	18.3%	17.5%	17.5%	18.0%	18.0%
Cost to Airlines of Operating at the Airport is Competitive with other Airports in the Region	1. Airline cost per enplaned passenger	\$36.68	\$19.79	\$16.74	\$15.28	\$20.00

<sup>1</sup> DOT completed the 400-mile bike network identified in the City's old bike Plan "Bike Plan 2020", which was approved by City Council in 2009.

<sup>2</sup> In October 2020, City Council adopted the new Citywide Better Bike Plan 2025, which adds or enhances over 400 miles of bikeway network.

<sup>3</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.



# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### OUTCOME 3: TRAVELERS HAVE A POSITIVE, RELIABLE, AND EFFICIENT EXPERIENCE

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target	5-Year Goal
Passengers Have a Positive Experience When Using the Airport	1. SJC passengers reporting satisfaction of Airport restaurant/eating and shopping facilities	66%	77%	77%	77%	77%
Improve Traffic Flow on Major Streets	1. % of residents rating commute traffic flow on city streets as "acceptable" or better	67%	55%	N/A <sup>1</sup>	55%	60%
Facilitate Efficient Operations of the Regional Freeway System	1. % of residents rating commute traffic flow on freeways and expressways as "acceptable" or better	49%	30%	N/A <sup>1</sup>	30%	35%

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

# CITY SERVICE AREA

## TRANSPORTATION AND AVIATION SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 4: PRESERVE AND IMPROVE TRANSPORTATION ASSETS AND FACILITIES**

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target	5-Year Goal
Maintain Pavement Surfaces in Good Condition	1. % of residents rating "neighborhood" streets in "Excellent" or "Good" condition	41%	54%	N/A <sup>1</sup>	55%	65%
	2. % of streets rated in "good" or better condition (70 or greater on a 1-100 scale)					
	Major Streets	70%	75%	74%	79%	78%
	Local/Residential Streets	37%	43%	45%	49%	62%
	3. City average Pavement Condition Index (PCI) rating (Metropolitan Transportation Commission recommended condition level is a PCI of 70-79)	68	68	68	71	74
Maintain Traffic Devices in Good Condition	1. % of traffic signals, signs, and markings in "good" or better condition (visible and functioning properly)	49%	59%	56%	60%	60%
Preserve and Enhance Neighborhood Streetscape	1. % of residents rating streetscapes in "good" or better condition (includes: sidewalks, street lights, landscaping, and trees)	62%	60%	N/A <sup>1</sup>	65%	65%
	2. % of residents rating adequacy of street lighting as "good" or better	61%	65%	N/A <sup>1</sup>	65%	70%

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

#### **OUTCOME 5: PROVIDE A TRANSPORTATION SYSTEM THAT ENHANCES COMMUNITY LIVABILITY**

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target	5-Year Goal
Provide Neighborhood-Friendly Traffic Operations	1. % of residents rating traffic impacts in their neighborhood as "acceptable" or better	84%	75%	N/A <sup>1</sup>	75%	75%

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

**CITY SERVICE AREA**  
**TRANSPORTATION AND AVIATION SERVICES**

**PROPOSED BUDGET CHANGES**

<b>Proposed Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>AIRPORT DEPARTMENT</b>			
• Airport Fiscal Administration Staffing	2.00	402,892	0
• Upgrade Airport Electricity Service to Total Green		300,000	0
• Airport Building Maintenance Staffing	2.00	268,388	0
• Airport Director's Office Staffing	1.00	255,775	0
• Autonomous Wheelchair Program		208,000	0
• Airport Advertising and Strategic Marketing Staffing	1.00	199,299	0
• Airport Bioretention Infrastructure Maintenance		190,000	0
• Airport Planning and Capital Development Staffing	1.00	149,673	0
• Airport Technology Infrastructure Services Staffing	1.00	116,604	0
<i>Subtotal</i>	8.00	2,090,631	0
<b>TRANSPORTATION DEPARTMENT</b>			
• Community Forest Program	5.00	2,593,122	2,593,122
• Beautify San José Landscape Maintenance Program	1.00	1,145,041	1,145,041
• Vehicle Abatement and Pavement Parking Compliance Staffing	2.00	784,105	707,933
• Automatic Public Toilets		410,000	410,000
• Climate Smart Program Implementation	3.00	405,303	405,303
• Traffic Safety Team Staffing	2.00	337,503	0
• Transit Priority Signal Program Staffing	2.00	324,583	0
• Our City Forest		259,000	259,000
• Airport Connector Project Staffing	1.00	214,132	0
• Small Business Transit Passes		200,000	0
• Racial Equity Staffing	1.00	193,039	193,039
• Automated Speed Detection and Messaging		175,000	175,000
• New Traffic Infrastructure Assets Maintenance and Operations		43,000	43,000
• Transportation Demand Employee Benefit (Bike Share)		40,000	0
• Automated Software Development Application		25,000	25,000
• Downtown Parking Operations Staffing	0.00	21,729	4,347
• Special Assessment District Landscape and Infrastructure Projects	(1.00)	(31,320)	0
<i>Subtotal</i>	16.00	7,139,237	5,960,785
<b>Subtotal Departments</b>	<b>24.00</b>	<b>9,229,868</b>	<b>5,960,785</b>
<b>CITY-WIDE EXPENSES</b>			
• Safest Driver Program		50,000	50,000
• Sidewalk and Tree Hardship		100,000	100,000

**CITY SERVICE AREA**  
**TRANSPORTATION AND AVIATION SERVICES**

**PROPOSED BUDGET CHANGES**

<b>Proposed Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>GENERAL FUND CAPITAL, TRANSFERS AND RESERVES</b>			
• Transfers to Other Funds: Downtown Property and Business Crosswalk		33,000	33,000
• Earmarked Reserves: New Traffic Infrastructure Assets Maintenance and Operations Reserve		(43,000)	(43,000)
• Earmarked Reserves: Vehicle Abatement Program Reserve		300,000	300,000
• Earmarked Reserves: Vehicle Abatement and Pavement Parking Compliance Staffing Reserve		177,000	177,000
<b>Subtotal Other Changes</b>	<b>0.00</b>	<b>617,000</b>	<b>617,000</b>
<b>Total Proposed Budget Changes</b>	<b>24.00</b>	<b>9,846,868</b>	<b>6,577,785</b>

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## CITY SERVICE AREA

### STRATEGIC SUPPORT



### MISSION

*To effectively develop, manage, and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects*

#### Primary Partners

Finance  
Human Resources  
Information Technology  
Public Works

#### CSA OUTCOMES

- ❑ Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- ❑ A High Performing Workforce Committed to Exceeding Internal and External Customer Expectations
- ❑ Technology and Data Tools that Enable a Collaborative, Responsive, and Productive City
- ❑ Safe and Functional Public Infrastructure, Facilities, and Equipment

# CITY SERVICE AREA

## STRATEGIC SUPPORT

### SERVICE DELIVERY FRAMEWORK

**CITY SERVICE AREA**  
Cross-departmental core services that form one of the City's six (6) key "lines of business"

**MISSION STATEMENT**  
Why the CSA exists

**CSA OUTCOMES**  
The high-level results of service delivery sought by the CSA partners

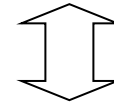
**PRIMARY PARTNERS**  
Departments with Core Services that contribute to achievement of CSA Outcomes

**CORE SERVICES**  
Primary deliverables of the organization

### Strategic Support CSA

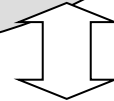
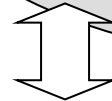
*Mission:*

To effectively develop, manage, and safeguard the City's fiscal, physical, technological, and human resources to enable and enhance the delivery of City services and projects



*Outcomes:*

- Sound Fiscal Management that Facilitates Meeting the Needs of the Community
- A High Performing Workforce Committed to Exceeding Internal & External Customer Expectations
- Technology and Data that Enable a Collaborative, Responsive, & Productive City
- Safe and Functional Public Infrastructure, Facilities, & Equipment



### Finance Department

*Core Services:*

Debt and Treasury Management

Disbursements

Financial Reporting

Purchasing and Risk Management

Revenue Management

### Human Resources Department

*Core Services:*

Employee Benefits

Employment Services

Health and Safety

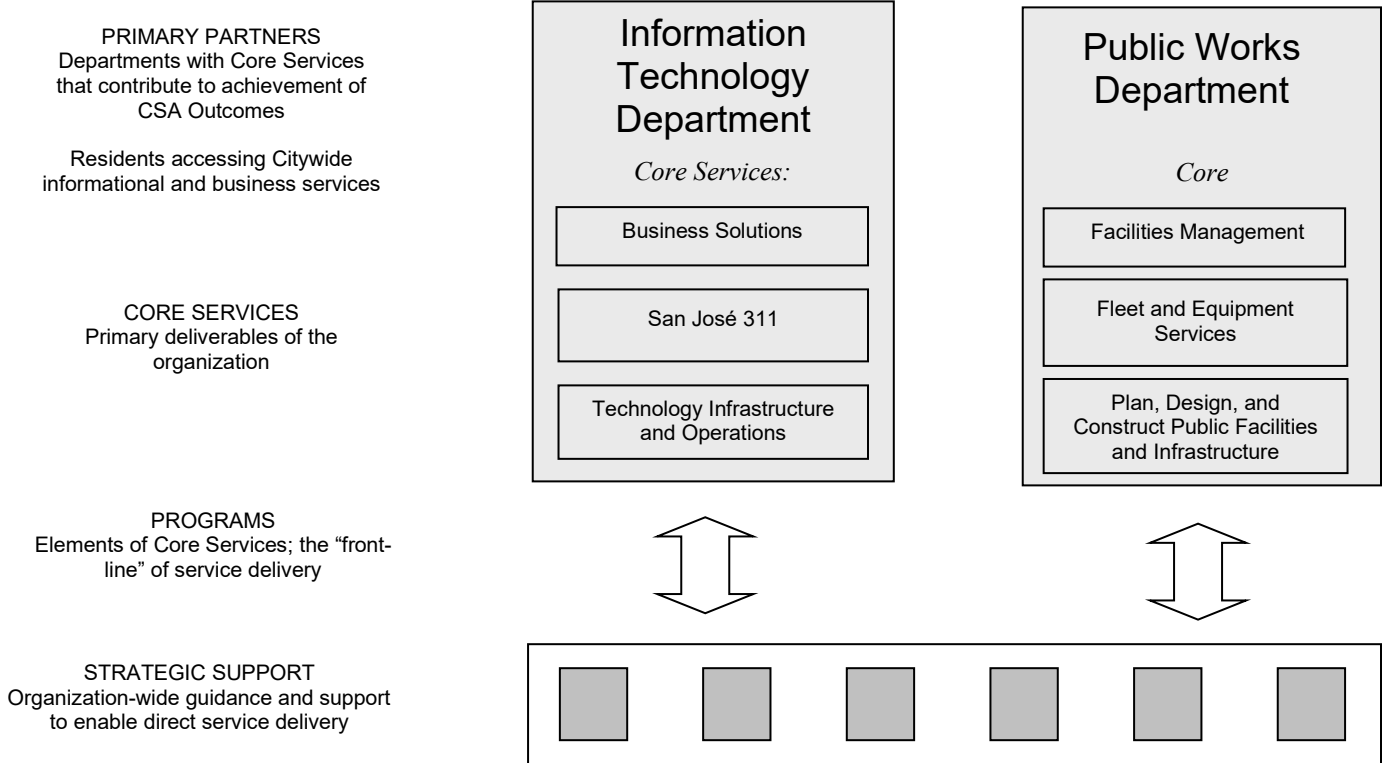
Training and Development



# CITY SERVICE AREA

## STRATEGIC SUPPORT

### SERVICE DELIVERY FRAMEWORK



# CITY SERVICE AREA

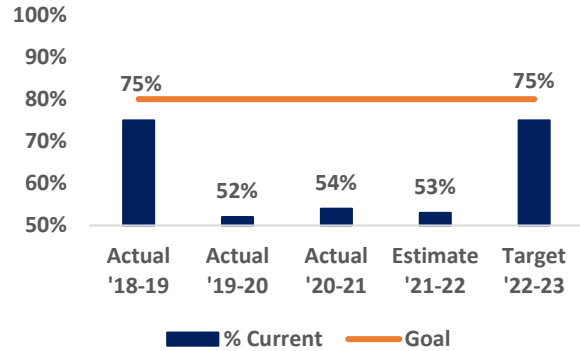
## STRATEGIC SUPPORT

### DASHBOARD

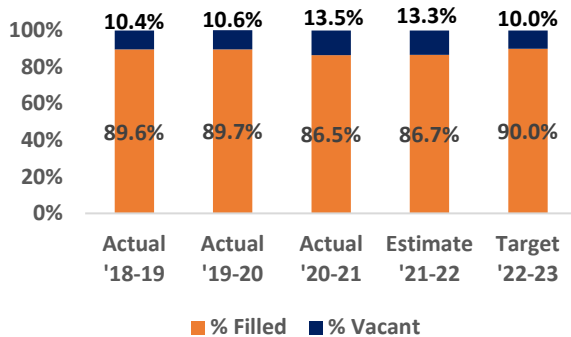
#### City's Bond Ratings (Issuer Rating)

	Moody's	Standard & Poor's	Fitch
Actual '17-18	Aa1	AA+	AA+
Actual '18-19	Aa1	AA+	AA+
Actual '19-20	Aa1	AA+	AA+
Actual '20-21	Aa1	AA+	AA+
Estimate '21-22	Aa1	AA+	AA+
Target '22-23	Aa1	AA+	AA+

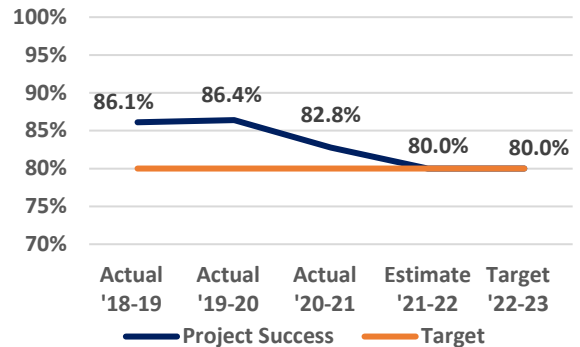
#### % of Non-Management Employee Performance Appraisals Completed on Schedule



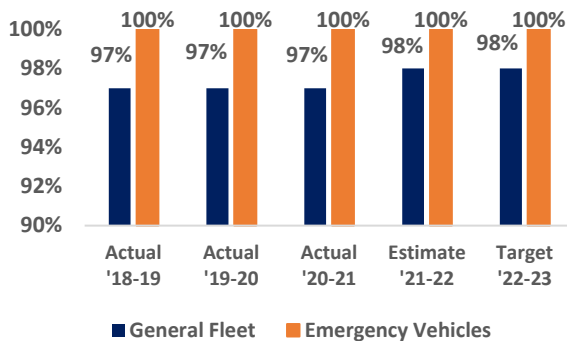
#### % of Positions Filled as a Total of Budgeted Positions



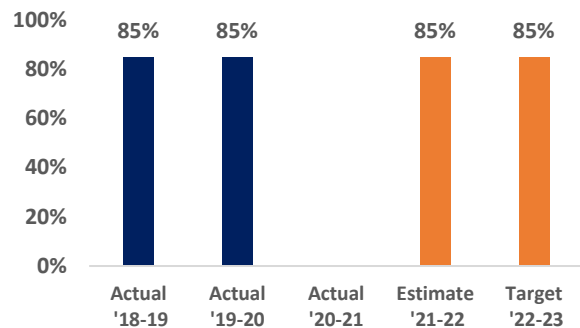
#### % of Information Technology Project Success Rate



#### % of Equipment that is Available for Use When Needed



#### % of Facilities with a Condition Assessment Rating of Good or Better<sup>1</sup>



<sup>1</sup> Data was not collected in 2020-2021 due to COVID-19 emergency work prioritization.

# CITY SERVICE AREA

## STRATEGIC SUPPORT

### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- Ensure the City's financial resources are protected and available to address the short-term and long-term needs of the community; make accurate and timely payments to City employees and vendors; provide accurate and timely financial reports; and deploy efficient business systems and processes for timely billing and collection efforts.
- Attract talent; provide opportunities for career growth; enable an environment focused on health, safety, and wellness; and retain a diverse workforce in a workplace that is equitable and inclusive.
- Maintain City facilities, equipment, and vehicles, and manage space usage; oversee the City's capital projects, ensuring on-time and on-budget delivery of facilities that meet both customers and City staff needs.
- Champion City Roadmap and equity solutions using technology and data to transform City services; provide resilient City services against cybersecurity risks and natural disasters affecting communities at increasing rates; maximize efficiencies and multiply impact of limited resources through service innovation in partnership with City departments; support the City's transition to a digital workforce, embracing digital public participation, and augmenting collaboration; and, execute city priorities through masterful partnership and procurement.



#### 2022-2023 Key Budget Actions

- ❑ Adds 1.0 Senior Analyst and 2.0 Analyst I/II positions, and non-personal/equipment funding (\$111,000 one-time, \$50,000 ongoing) for procurement process technology enhancements to help meet citywide demand for procurement and contracting services.
- ❑ Adds non-personal/equipment funding (\$50,000 one-time, \$17,500 ongoing) to enable City grants managers to become fluent in certain core aspects of grants management including understanding and applying indirect cost rates and general federal grants administration and management.
- ❑ Continues 1.0 Program Manager position and 1.0 Senior Analyst position on an ongoing basis, and non-personal/equipment funding of \$250,000 to the Learning and Development team to grow the powered by people initiatives.
- ❑ Transfers 1.0 Assistant to the City Manager and 2.0 Senior Executive Analyst positions from the City Manager's Office of Civic Innovation to the Information Technology Department and reclassifies these positions to 1.0 Enterprise Technology Manger and 2.0 Enterprise Supervising Technology Analyst positions to support Broadband/Small Cell and Equity through Data initiatives.
- ❑ Adds 1.0 Information System Analyst and 1.0 Senior Systems Application Programmer position and continues 2.0 Senior Systems Application Programmer positions on an ongoing basis, and funding for temporary staffing to the Information Technology Department Development Services Technology team.
- ❑ Continues three temporary positions by adding, on an ongoing basis, 3.0 Security Officer positions to support security services at the City Hall campus.
- ❑ Adds 2.0 Equipment Mechanic Assistant positions to address vehicle maintenance and repair needs in support of the City's fleet.

# CITY SERVICE AREA

## STRATEGIC SUPPORT

### BUDGET SUMMARY

#### City Service Area Budget Summary\*\*

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service *</b>				
<i>Finance Department</i>				
Strategic Support - Other - Strategic Support	26,915,296	39,375,680	48,736,306	48,770,609
Strategic Support - Strategic Support	2,462,293	3,703,656	3,190,746	3,330,458
Disbursements	2,835,456	3,191,897	3,025,509	3,025,509
Financial Reporting	2,486,919	4,014,041	3,294,470	3,715,937
Debt and Treasury Management	162,067,949	18,946,641	5,427,783	5,705,911
Revenue Management	5,976,274	8,354,547	8,039,769	8,039,769
Purchasing and Risk Management	4,426,797	5,312,362	6,193,519	7,145,753
<i>Human Resources Department</i>				
Strategic Support - Other - Strategic Support	1,929,023	1,608,633	2,159,331	2,404,542
Strategic Support - Strategic Support	9,464,598	2,766,113	1,836,854	1,992,922
Employment Services	2,866,838	2,951,423	3,118,615	3,990,277
Training and Development	387,517	787,000	250,000	986,257
Employee Benefits	93,767,830	103,746,869	102,716,139	102,858,061
Health and Safety	5,508,914	6,535,163	6,534,774	6,534,774
<i>Information Technology Department</i>				
Business Solutions	8,607,259	12,108,754	12,347,122	12,751,794
San José 311	2,029,968	2,946,444	2,952,990	2,952,990
Strategic Support - Other - Strategic Support	161,409	780,059	677,075	2,021,867
Strategic Support - Strategic Support	4,864,756	7,077,074	4,482,275	4,999,496
Technology Infrastructure and Operations	9,437,788	10,724,120	10,759,218	13,548,990
<i>Public Works Department</i>				
Strategic Support - Other - Strategic Support	13,051,009	45,211,799	23,338,837	27,797,261
Strategic Support - Strategic Support	27,637,591	11,151,682	11,831,376	12,600,379
Plan, Design, and Construct Public Facilities and Infrastructure	31,354,207	45,420,635	43,467,535	45,515,937
Facilities Management	32,808,005	33,752,815	29,533,868	30,007,769
Fleet and Equipment Services	25,543,137	29,127,320	30,309,877	30,642,133
<b>Dollars by Core Service Subtotal</b>	<b>\$476,590,833</b>	<b>\$399,594,727</b>	<b>\$364,223,988</b>	<b>\$381,339,395</b>
<b>MAYOR, CITY COUNCIL, AND APPOINTEES</b>	<b>\$77,005,951</b>	<b>\$114,301,072</b>	<b>\$83,709,254</b>	<b>\$89,210,810</b>
<b>Total CSA</b>	<b>\$553,596,784</b>	<b>\$513,895,799</b>	<b>\$447,933,242</b>	<b>\$470,550,205</b>
<b>Authorized Positions</b>	<b>952.80</b>	<b>965.25</b>	<b>967.50</b>	<b>1,032.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.

# CITY SERVICE AREA

## STRATEGIC SUPPORT

### OVERVIEW

#### Service Delivery Accomplishments

- Deployed a Finance/Recovery Unit in the Finance Department Accounting Division to provide for citywide coordination and delivery of emergency financial and recovery activities in response to the COVID-19 pandemic.
- The Learning and Development team provided a City-wide Training and Development program under the City Manager's "Powered by People" initiative. Through Powered by People the team focused on training opportunities that include human centered design learning lab, innovation academy, leading remote, leading hybrid, coaching for supervisors, storytelling, and public presentations, to name a few. The learning and development team provided training opportunities (of various lengths and types) to more than 800 employees.
- Facilities Management has provided proactive and reactive support to critical City facilities and field operations throughout the pandemic and the expansion of in-person/virtual hybrid events.
- The Center for Digital Government recognized the City of San José as the nation's #1 most innovative local government in the 2021 Digital Cities Survey for the second consecutive year. The Center also recognized the City with two Government Experience Awards for building and adapting constituent-centric services. Bloomberg Philanthropies recognized the City as one its Global Mayors Challenge 50 Champion Cities for creative solutions to the most pressing social and economic issues of today and tomorrow.

#### Service Delivery Environment

- Focus on the City's enterprise priority: Powered by People objectives to Nurture Employee Growth, Safety, and Wellness to attract, retain, and engage a diverse workforce with opportunities to thrive and serve residents while keeping employees safe and supported in a flexible work environment.
- The City's building inventory was expanded during the "decade of investment". Many of the newer facilities now are reaching the five and ten-year thresholds, when they typically experience an increase in maintenance needs.
- The City advanced resident relationship/response services with San José 311, continued to strengthen its cybersecurity program, implemented a Citywide Digital Privacy program in partnership with City departments, and concluded the 2021-2023 IT Strategic Plan with unanimous acceptance by City Council. ITD attained an 83% project success rate, 93% customer satisfaction rate, and ~99.9% uptime and availability rate across its hardware and software services portfolio. Efforts in 2022-2023 will focus on five strategic initiatives from the 2021-2023 IT Strategic Plan pillars: (1) Enable Equity; (2) Secure the City; (3) Optimize; (4) Power Digital; and (5) Partner.
- Maintain favorable bond ratings to ensure lowest cost of capital, provide financial modeling and analysis to meet the increasingly complex needs of the City, and ensure effective management of the City investment portfolio.

## CITY SERVICE AREA

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### STRATEGIC SUPPORT

#### OVERVIEW

##### CSA Priorities/Key Services

- Provide compensation and payments to City employees and vendors in a timely and accurate manner; produce legally required compliance and regulatory information and financial reports; manage multi-billion-dollar debt and investment portfolios; and procure goods and services pursuant to City policies through open and competitive processes.
- Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Maintain City-owned facilities and equipment to ensure public and employee safety and maximize the functionality of the City's assets; and provide quality capital project delivery.
- Enable departments to deliver superior municipal services and efficiencies with equity. Provide an ecosystem of secure, resilient, and friendly information and communications systems. Deliver digital inclusion, housing, parks and recreation, racial equity, development services, and related projects and systems. Refresh the City's productivity suite and services. Advance new San José 311 services and accessibility for residents and businesses. Improve remote collaboration and digital-first service options to support a more digital workforce and digital public. Manage growing cybersecurity risks.

# CITY SERVICE AREA

## STRATEGIC SUPPORT

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

### **OUTCOME 1: A HIGH PERFORMING WORKFORCE COMMITTED TO EXCEEDING INTERNAL AND EXTERNAL CUSTOMER EXPECTATIONS**

Strategic Goals	CSA Performance Measures	2020-2021 Actuals	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Develop and encourage supervisors and managers that support a high-performing workforce	1. % of employee performance appraisals completed on schedule	54% <sup>1</sup>	80%	53% <sup>2</sup>	80%	98%
Attract, hire, and retain employees	1. Citywide vacancy rate	13.5%	10%	13.3%	10%	9%
Provide the necessary and required safety & health services that ensure employee health, safety and well-being	1. # of open Workers' Compensation claims	2,494	2,500	2,500	2,600	2,300
Facilitate employee engagement	1. Q12 – Question 8 (Belonging Measure): Does the Mission/Purpose of the City makes me feel my job is important?	N/A <sup>3</sup>	4.03	N/A <sup>3</sup>	N/A <sup>3</sup>	4.50
Foster a shared vision with employees about the characteristics of a high-performing workforce	1. % of the public having contact with City employees who are satisfied or very satisfied with the: <ul style="list-style-type: none"> <li>- timeliness of City employees</li> <li>- courtesy of City employees</li> <li>- competency of City employees</li> </ul>	64%	70%	N/A <sup>4</sup>	70%	83%
		75%	70%	N/A <sup>4</sup>	70%	83%
		60%	70%	N/A <sup>4</sup>	70%	83%

<sup>1</sup> The 2020-2021 Actuals continued to track lower with the continuation of the COVID-19 pandemic response.

<sup>2</sup> The 2021-2022 Estimate continues to track lower with the continuation of the COVID-19 pandemic response.

<sup>3</sup> No Gallup Survey for 2020-2021 and 2021-2022 due to lack of funding. No funding is currently planned for 2022-2023.

<sup>4</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

# CITY SERVICE AREA

## STRATEGIC SUPPORT

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

### OUTCOME 2: SAFE AND FUNCTIONAL PUBLIC INFRASTRUCTURE, FACILITIES, AND EQUIPMENT

Strategic Goals	CSA Performance Measures	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Provide well-maintained facilities that meet customer needs	1. % of facilities with a condition assessment rating of good or better (3 or better on a 5-point scale)	N/A <sup>1</sup>	85%	85%	85%	85%
	2. % of customers who rate facility services as good or excellent based on timeliness of response and quality of work	98%	85%	90%	85%	85%
	3. % of facility health & safety concerns mitigated within 24 hours	69% <sup>2</sup>	100%	68% <sup>2</sup>	100%	100%
Provide and maintain equipment that meets customer needs	1. % of equipment that is available for use when needed:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
	• General Fleet	97%	97%	98%	98%	97%
	2. % of fleet in compliance with replacement cycle:					
	• Emergency Vehicles	100%	100%	100%	100%	100%
• General Fleet	82%	82%	83%	83%	85%	

<sup>1</sup> The 2020-2021 data was not collected due to COVID-19 pandemic emergency response work. Data collection will resume in 2021-2022.

<sup>2</sup> Some work orders had been miscategorized as Priority One (those with health and safety concerns), causing the metric to track below its standard of 100%. Public Works continues to respond to all health and safety emergencies within 24 hours.

### OUTCOME 3: EFFECTIVE USE OF TECHNOLOGY

Strategic Goals	CSA Performance Measures	2020-2021 Actuals	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Deploy technology resources effectively	1. % of customers rating services as "Good" or "Excellent"					
	-IT Overall	92.71%	≥80%	85%	≥80%	≥80%
	-Business Solutions	93.75%	≥80%	85%	≥80%	≥80%
	-Strategic Support	92.04%	≥80%	85%	≥80%	≥80%
	-Technology Infrastructure and Operations	91.94%	≥80%	85%	≥80%	≥80%
	-Help Desk	88.29%	≥80%	85%	≥80%	≥80%
	-Products-Projects Management	90.00%	≥80%	85%	≥80%	≥80%
	2. Uptime and availability					
	-Business applications	98.71%	≥99.8%	99.1%	≥99.9%	≥99.8%
	-Systems	99.88%	≥99.9%	99.9%	≥99.9%	≥99.8%
	-Network	99.92%	≥99.9%	99.9%	≥99.9%	≥99.8%
	3. % of project success (schedule, cost, scope, value)	82.76%	≥80%	80%	≥80%	≥80%



# CITY SERVICE AREA

## STRATEGIC SUPPORT

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

### **OUTCOME 4: SOUND FISCAL MANAGEMENT THAT FACILITATES MEETING THE NEEDS OF THE COMMUNITY**

Strategic Goals	CSA Performance Measures	2020-2021 Actuals	2021-2022 Target	2021-2022 Estimate	2022-2023 Target	5-Year Goal
Maintain City's bond ratings <sup>1</sup>	1. City's bond ratings: (General Obligation Bond Rating) • Moody's • Standard & Poor's • Fitch <sup>2</sup>	Aa1 AA+ AA+	Aa1 AA+ AA+	Aa1 AA+ AAA	Aa1 AA+ AAA	Aa1 AA+ AAA
Improve and protect the financial management system and have it available to address short- and long-term needs	1. % of vendor disbursements paid accurately and timely 2. % of payroll disbursements paid accurately and timely	85% 99%	89% 95%	85% 99%	85% 99%	85% 99%
Ensure customers have the financial information they need to make informed decisions	1. % of financial reports that are produced on time	99%	99%	99%	99%	99%

<sup>1</sup> The City's general credit rating is rated Aa1/AA+/AA+ by all three leading national rating agencies, Moody's, Standard & Poor's, and Fitch, respectively. The Finance Department will continue efforts to maintain favorable bond ratings.

<sup>2</sup> Fitch Ratings upgraded the City's General Obligation Bond rating from AA+ to AAA on June 30, 2021; general credit rating remains AA+.

**CITY SERVICE AREA  
STRATEGIC SUPPORT**

**PROPOSED BUDGET CHANGES**

Proposed Changes	Positions	All Funds (\$)	General Fund (\$)
<b>FINANCE DEPARTMENT</b>			
• Procurement Improvement Staffing	3.00	552,234	552,234
• MUNlease Software Replacement		250,000	250,000
• San José Clean Energy Accounting Support Staffing	1.00	176,467	54,480
• Finance Administration Support Staffing	1.00	139,712	139,712
• Automation and Publishing Software (Annual Comprehensive Financial Report)		50,000	50,000
• Grants Management Training		50,000	50,000
• GASB No. 96 Consulting Services		45,000	45,000
• Debt Management Program Support Staff (Affordable Housing Program)	1.00	28,128	44,961
<i>Subtotal</i>	6.00	1,291,541	1,186,387
<b>HUMAN RESOURCES DEPARTMENT</b>			
• Recruitment and Retention Staffing	5.00	792,730	792,730
• Learning and Development Program	2.00	581,432	581,432
• Recruiting/Onboarding Software Replacement		210,000	210,000
• Workforce Pipeline Development	1.00	154,825	154,825
• Wellness Program Administration Staffing	1.00	141,922	0
<i>Subtotal</i>	9.00	1,880,909	1,738,987
<b>INFORMATION TECHNOLOGY DEPARTMENT</b>			
• Emergency Operations Center (EOC) & Communications Room Furniture, Fixtures, and Equipment		2,300,000	2,300,000
• Development Services Staffing	4.00	806,636	39,997
• Office of Civic Innovation - Transfer Core Functions to Information Technology	3.00	192,857	192,857
• Hybrid Meetings and Council Systems Support	1.00	177,362	177,362
• Emergency Operation Center (EOC) and Communications Room Maintenance and Operations	1.00	172,410	172,410
• Development Services Storage Server Capacity		62,400	3,900
• Housing Information Technology Roadmap Support Funding Shift		0	(56,987)
<i>Subtotal</i>	9.00	3,711,665	2,829,539
<b>PUBLIC WORKS DEPARTMENT</b>			
• Public Works Department Staffing Plan - Capital Improvement Program	10.50	1,536,170	0
• Regional Wastewater Facility (RWF) CIP Team Support	2.00	342,643	0
• Capital Project Management System (CPMS) Program Support	2.00	341,722	0
• City Hall Security Services	3.00	297,141	297,141
• New Measure T Facilities Maintenance and Operations	1.00	224,666	224,666
• Labor Compliance Staffing	2.00	206,704	206,704

**CITY SERVICE AREA  
STRATEGIC SUPPORT**

**PROPOSED BUDGET CHANGES**

**PUBLIC WORKS DEPARTMENT**

• Fleet Maintenance Staffing	2.00	174,256	0
• GPS/Telematics Vehicle Management System		158,000	0
• Administrative and Budget Support for Engineering Services and Technology Services	1.00	141,924	35,481
• GIS Enterprise Aerial Contract		125,000	125,000
• Public Works Department - Climate and Seismic Resilience Planning and Development	1.00	123,242	0
• Facilities Management Service Desk Staffing	0.00	(42,594)	(17,263)
• Facilities Management Systems Management Staffing	0.00	(5,312)	(5,312)
<i>Subtotal</i>	<b>24.50</b>	<b>3,623,562</b>	<b>866,417</b>
<i>Subtotal Departments</i>	<b>48.50</b>	<b>10,507,677</b>	<b>6,621,330</b>

**MAYOR, CITY COUNCIL, AND APPOINTEES**

Approved changes appear in the next section of this document	<b>16.00</b>	<b>9,094,481</b>	<b>8,061,121</b>
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**CITY-WIDE EXPENSES**

• Recovery Foundation and Drive to Digital - Hybrid Workplace	500,000	500,000
• Recovery Foundation and Drive to Digital - OneCity Workplace	500,000	500,000
• City of San José Disparity Study	400,000	400,000
• Police Garage Key Storage	250,000	250,000
• Recovery Foundation and Drive to Digital - Omnichannel Strategy, Process Engineering, and Service Delivery Automation	210,000	210,000
• Fellows Program	200,000	200,000
• Financial Management System Fixed Assets Module	100,000	100,000
• Employee Resource Groups	25,000	25,000

**GENERAL FUND CAPITAL, TRANSFERS AND RESERVES**

• Capital Contributions: San José Municipal Stadium LED Lighting	800,000	800,000
• Capital Contributions: City Hall Carpet Replacement	650,000	650,000
• Capital Contributions: City Hall Security Upgrades	500,000	500,000
• Capital Contributions: City Hall Exterior Restoration	300,000	300,000
• Capital Contributions: History San José ADA Compliance	285,000	285,000
• Capital Contributions: Old Fire Training Center Environmental Cleanup	200,000	200,000
• Capital Contributions: Police Administration Building Gate Improvements	200,000	200,000
• Capital Contributions: History San José - Miscellaneous Repair	200,000	200,000
• Capital Contributions: Hammer Theatre Center Fire Detection Alarm and Devices Design	200,000	200,000
• Capital Contributions: Municipal Garage Ceiling Repair and Light Upgrades	150,000	150,000

**CITY SERVICE AREA  
STRATEGIC SUPPORT**

**PROPOSED BUDGET CHANGES**

**GENERAL FUND CAPITAL, TRANSFERS AND RESERVES**

• Capital Contributions: Hammer Theatre Center HVAC Condensing Unit Replacement	140,000	140,000
• Capital Contributions: City Hall Garage Pump Replacement	100,000	100,000
• Capital Contributions: City Facilities Seismic Shut-off Valves	100,000	100,000
• Capital Contributions: San José Museum of Art Door and Window Improvement	100,000	100,000
• Capital Contributions: The Tech Interactive Skylight Replacement	100,000	100,000
• Transfers to Other Funds: Communications Construction and Conveyance Tax Fund	2,000,000	2,000,000
• Earmarked Reserves: Cultural Facilities Capital Maintenance	(1,000,000)	(1,000,000)
• Earmarked Reserves: New Measure T Facilities Maintenance and Operations Reserve	(497,000)	(497,000)
<i>Subtotal Other Changes</i>	<b>0.00</b>	<b>6,713,000</b>

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<b>Total Proposed Budget Changes</b>	<b>64.50</b>	<b>26,315,158</b>	<b>21,395,451</b>
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# STRATEGIC SUPPORT

## MAYOR, CITY COUNCIL AND APPOINTEES



### MISSION

*The Mayor and City Council serve as the policy body that provides direction to the City Manager and all Council Appointees in the delivery of City services. Council Appointees support and advance the collective work of the City organization through leadership, communication, and coordination*

**Mayor and City Council**

- Office of the Mayor
- City Council
- Council General

**Office of the City Attorney**

- Legal Services

**Office of the City Auditor**

- Audit Services

**Office of the City Clerk**

- Legislative Services

**Office of the City Manager**

- City-Wide Emergency Management aligned to the Public Safety CSA
- Lead and Manage the Organization

**Office of the Independent Police Auditor**

- Core Service aligned to the Public Safety CSA

**Office of Retirement Services**

- Retirement Plan Administration

## STRATEGIC SUPPORT

### MAYOR, CITY COUNCIL AND APPOINTEES

#### BUDGET SUMMARY

#### Expected 2022-2023 Service Delivery

- The Office of the Mayor provides leadership and guidance to the City Council. Using a variety of tools to engage the public, the Office of the Mayor will continue to ensure that the City's budget reflects the community's spending priorities and major initiatives of the City, including homeless and affordable housing, public safety, battling blight, climate and seismic resilience, equitable economic recovery, and fiscal sustainability.
- The City Council will continue to exercise its power in determining policy through adoption of ordinances, resolutions, and motions, subject to the provisions of the City Charter and the State Constitution.
- The Office of the City Manager will provide strategic leadership and facilitate service delivery through executive management. The office supports the Mayor and City Council and challenges the organization to deliver high quality, cost-effective services that meet the needs of the community.
- The Office of the City Attorney will provide advice to the City, its Council, boards and commissions, and employees; will represent the same parties in all matters pertaining to their powers and duties; and will advocate, defend, and prosecute legal matters on behalf of the City.
- The Office of the City Auditor will conduct program performance audits; identify ways to increase the economy, efficiency, effectiveness, and accountability of City government; and provide independent, reliable, accurate, and timely information to the City Council and other stakeholders.
- The Office of the City Clerk will maintain compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements as well as conduct elections for City Council, Retirement Boards, Civil Service Commission, City Charter amendments, potential issuance of bonds, and ballot measures in accordance with the City Charter and the State of California elections code.
- The Office of Retirement Services will work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented the most appropriate rates, assumptions, and methodologies to remove risk from the plans, decrease volatility, and reduce intergenerational shifting of liabilities.

## STRATEGIC SUPPORT

### MAYOR, CITY COUNCIL AND APPOINTEES

#### BUDGET SUMMARY

#### 2022-2023 Key Budget Actions

- Adds 1.0 Senior Deputy City Attorney position in the Office of the City Attorney to support work related to the California Environmental Review Act (CEQA) process.
- Adds 1.0 Legal Analyst and 1.0 Deputy City Attorney positions and continues 1.0 Senior Deputy Attorney IV position in the Office of the City Attorney to provide legal support for housing projects and grants.
- Restores 1.0 Program Performance Auditor I/II position in the Office of the City Auditor, which will result in an increase in the number of performance audits.
- Adds 1.0 Senior Supervisor of Administration and 1.0 Principal Office Specialist positions in the Office of the City Clerk to enhance legislative and election services, provide direct support for the City's Boards and Commissions, schedule and facilitate virtual and hybrid meetings, and manage documentation associated with current elections.
- Adds 1.0 Analyst position in the Office of the City Clerk to provide additional fiscal, grant, human resources, policy, and administrative support for the Mayor and City Council Offices.
- As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, and as approved by the City Council, establishes one-time funding of \$1,750,000 for Climate and Seismic Resilience Planning and Development through the creation of a multi-departmental team to drive results on key resilience objectives (e.g., drought resilience, sea level rise, microgrid development, urban forests, etc.) and major capital projects, and adds 1.0 Assistant to the City Manager position to the Office of the City Manager through June 30, 2024.
- Adds non-personal/equipment funding of \$200,000 (\$100,000 of which is ongoing) in the Office of the City Manager to continue the 20-hour Community Emergency Response Training (CERT) program, with a focus on the City's most vulnerable populations geographically and linguistically.
- Continues and makes permanent 1.0 Executive Analyst position in the Office of City Manager for language access and translation services and provides \$50,000 in ongoing funding to support departments with community outreach and engagement, as needed.
- Continues and makes permanent 1.0 Executive Analyst II position in the Office of Emergency Management to serve as the Emergency Operations Center (EOC) Readiness Coordinator to oversee the coordination of the EOC Readiness Plan, including maintaining equipment, managing services, resources, and systems for the City's primary and alternate EOC.
- Adds 1.0 Senior Analyst, 1.0 Senior Supervisor of Administration, and 1.0 Analyst I/II positions in the Office of Retirement Services to address workload and span of control challenges in the Pension Benefits Program which have impacted service delivery and customer response times. The additional staff will provide oversight and analytical resources for more timely response to workload demands as well as an appropriate span of control for front-office and back-office activities.



# STRATEGIC SUPPORT

## MAYOR, CITY COUNCIL AND APPOINTEES

### BUDGET SUMMARY

#### Mayor, City Council and Appointees Budget Summary

	2020-2021 Actuals **	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service *</b>				
<i>Mayor &amp; City Council</i>				
Office Of The Mayor	4,832,200	5,768,428	4,666,133	4,666,133
City Council	8,913,077	12,510,192	9,338,957	9,338,957
Council General	68,726	59,670	49,670	49,670
Strategic Support - City Council Appointees	521,002	0	0	0
<i>Office of the City Attorney</i>				
Strategic Support - Other - Council Appointees	2,161,920	20,048,137	7,255,181	7,310,205
Strategic Support - City Council Appointees	1,838,022	1,728,244	1,806,517	1,806,517
Legal Services	19,829,421	21,056,014	20,427,135	22,282,894
<i>Office of the City Auditor</i>				
Strategic Support - Other - Council Appointees	402,127	0	0	0
Strategic Support - City Council Appointees	95,840	164,890	173,277	173,277
Audit Services	2,407,223	3,029,697	3,247,960	3,304,666
<i>Office of the City Clerk</i>				
Strategic Support - Other - Council Appointees	4,019,991	3,978,790	3,364,996	3,614,996
Strategic Support - City Council Appointees	361,665	295,671	308,740	308,740
City Clerk Services	2,242,164	2,371,021	2,464,006	2,996,449
<i>Office of the City Manager</i>				
Lead & Manage The Organization	15,168,236	19,233,197	17,876,987	18,651,946
Strategic Support - Other - Council Appointees	2,660,733	3,872,293	302,693	1,804,744
Strategic Support - City Council Appointees	4,665,777	12,652,821	4,624,594	4,624,594
<i>Independent Police Auditor's Office***</i>				
<i>Office of Retirement Services</i>				
Strategic Support - Other - Council Appointees	30,441	32,000	32,000	32,000
Strategic Support - City Council Appointees	2,625,500	2,734,880	2,914,834	2,914,834
Retirement Plan Administration	4,361,886	4,765,129	4,855,574	5,330,188
<b>Total</b>	<b>\$77,005,951</b>	<b>\$114,301,072</b>	<b>\$83,709,254</b>	<b>\$89,210,810</b>
 <b>Authorized Positions****</b>	 <b>247.75</b>	 <b>247.00</b>	 <b>245.00</b>	 <b>261.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget. 2020-2021 Actuals may not subtotal due to rounding.

\*\*\* This Independent Police Auditor's Office Core Service is aligned to the Public Safety CSA. Please refer to that section of this document for budget summary information.

\*\*\*\* Authorized Positions do not include unclassified staff for the Mayor's Office and City Council Districts.



**CITY SERVICE AREA**  
**MAYOR, CITY COUNCIL AND APPOINTEES**

**PROPOSED BUDGET CHANGES**

<b>Proposed Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>Fund (\$)</b>
<b>MAYOR AND CITY COUNCIL</b>			
• NONE			
<b>OFFICE OF THE CITY ATTORNEY</b>			
• Housing Legal Support Staffing	3.00	371,024	152,668
• Body Worn Camera Review		350,000	350,000
• Planning Development Fee Program CEQA Review Staffing	1.00	290,031	0
• Proactive Legal Enforcement of Blighted and Nuisance Properties	1.00	250,054	250,054
• Public Safety Initiatives		200,000	200,000
• Neighborhood Injunction Legal Support	1.00	154,825	154,825
• Workers' Compensation Legal Support	1.00	154,825	154,825
• Electronic Discovery Software Upgrade		85,000	85,000
<i>Subtotal</i>	7.00	1,855,759	1,347,372
<b>OFFICE OF THE CITY AUDITOR</b>			
• Program Performance Auditor Staffing	1.00	56,706	56,706
<i>Subtotal</i>	1.00	56,706	56,706
<b>OFFICE OF THE CITY CLERK</b>			
• Legislative and Election Services Staffing	2.00	252,068	252,068
• Mayor/Council District Office Administrative Support	1.00	146,414	146,414
• Contracts Processing and Coordination Staffing	1.00	133,961	133,961
<i>Subtotal</i>	4.00	532,443	532,443
<b>OFFICE OF THE CITY MANAGER</b>			
• Office of Administration, Policy, and Intergovernmental Relations - Analytical Staffing	2.00	371,551	371,551
• Office of Communications - Language Access and Translation Services	1.00	187,770	187,770
• Executive Leadership/Management - City Roadmap Software		115,000	115,000
• Office of Administration, Policy, and Intergovernmental Relations - Survey and Ballot Measure Work		100,000	100,000
• Office of Racial Equity - Diversity, Equity, and Inclusion Citywide Training		100,000	100,000
• Office of Administration, Policy, and Intergovernmental Relations - Climate and Seismic Resilience Planning and Development	1.00	50,359	0
• Office of Employee Relations - Personnel File Management System		20,000	20,000
• Office of Civic Innovation - Transfer Core Functions to Information Technology Department and the Executive Leadership/Management Program	(3.00)	(169,721)	(169,721)
<i>Subtotal</i>	1.00	774,959	724,600

**CITY SERVICE AREA**  
**MAYOR, CITY COUNCIL AND APPOINTEES**

**PROPOSED BUDGET CHANGES**

<b>Proposed Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>Fund (\$)</b>
<b>OFFICE OF RETIREMENT SERVICES</b>			
• Pension Benefits Staffing	3.00	474,614	0
<i>Subtotal</i>	3.00	474,614	0
<hr/>			
<i>Subtotal Departments</i>	<b>16.00</b>	<b>3,694,481</b>	<b>2,661,121</b>
<hr/>			
<b>CITY-WIDE EXPENSES</b>			
• Climate and Seismic Resilience Planning and Development		1,287,000	1,287,000
• Council District Outdoor Activation		250,000	250,000
• Customer Service Vision and Standards		200,000	200,000
<b>GENERAL FUND CAPITAL, TRANSFERS AND RESERVES</b>			
• Earmarked Reserves: 2023-2024 Climate and Seismic Resilience Planning and Development Reserve		463,000	463,000
• Earmarked Reserves: Budget Stabilization Reserve		2,000,000	2,000,000
• Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve		(2,000,000)	(2,000,000)
• Earmarked Reserves: Disability Evaluation and Next Steps Reserve		200,000	200,000
• Earmarked Reserves: Essential Services Reserve		3,000,000	3,000,000
<i>Subtotal Other Changes</i>	0.00	5,400,000	5,400,000
<hr/>			
<b>Total Proposed Budget Changes</b>	<b>16.00</b>	<b>9,094,481</b>	<b>8,061,121</b>

# STRATEGIC SUPPORT

## OFFICE OF THE CITY ATTORNEY



### MISSION

*The Office of the City Attorney is committed to providing excellent legal services, consistent with the highest professional and ethical standards, with the goal of protecting and advancing the City's interests in serving the people of San José.*

#### Primary Partners

Mayor and City Council

**Office of the City Attorney**

Office of the City Auditor

Office of the City Clerk

Office of the City Manager

Office of the Independent Police Auditor

#### CSA OUTCOMES

- City Business is Conducted Lawfully
- City's Interests are Protected and Advanced

# STRATEGIC SUPPORT

## OFFICE OF THE CITY ATTORNEY

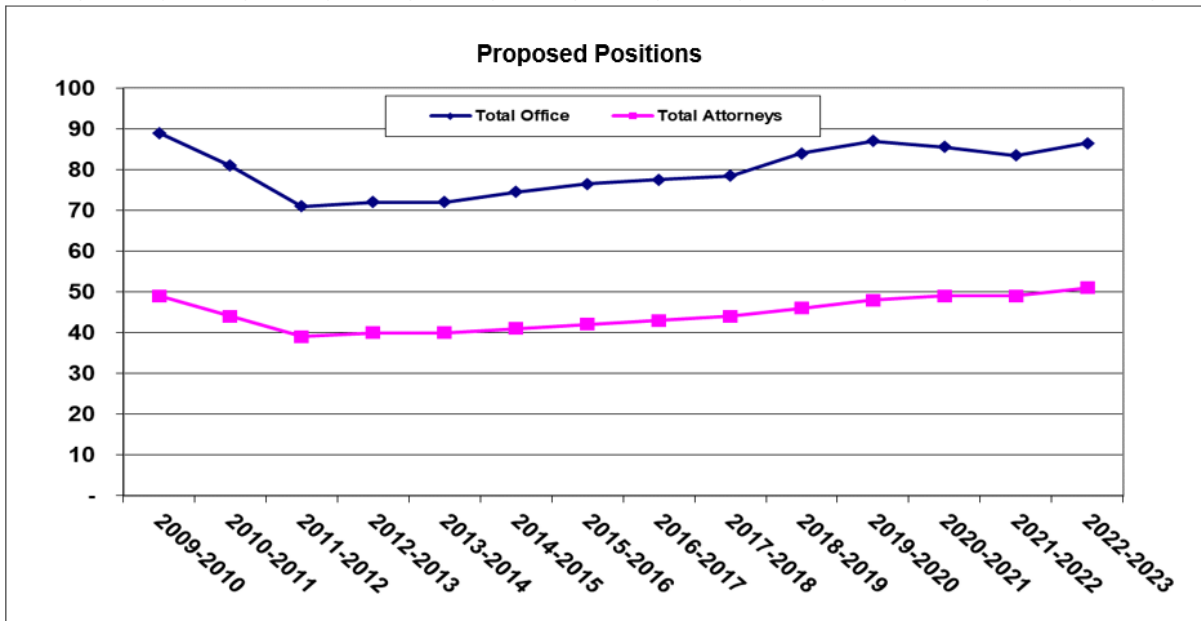
### OVERVIEW

#### Service Delivery Accomplishments

- The Office of the City Attorney effectively and economically represents and defends the City and its employees in all types of lawsuits, administrative hearings, arbitrations, appeals and criminal prosecutions. The Office also represents the City in Workers' Compensation matters.
- Since the City's declaration of the local emergency related to COVID-19, attorneys working remotely and in a hybrid capacity have worked with City staff to address the myriad of resulting issues and impacts, including 1) eviction moratorium and residential rent freeze ordinances, 2) agreements related to housing the unsheltered, 3) agreements related to food distribution, 4) advising on FEMA, CARES Act, and American Rescue Plan funding, and 5) advising on the implementation of the County and State Orders.
- The Office continues to work with the Police Department and Code Enforcement to close unlawful and illegal businesses and to address blighted properties, recently including the use of receiverships.

#### Service Delivery Environment

- A substantial amount of the non-personal/equipment budget is earmarked for experts and consultants that assist the Office in complex litigation and transactional matters.
- Staffing has remained almost static over the last thirteen years and remains lower than 2009-2010 levels. The Office had 83.5 positions in 2021-2022 compared to 89 positions in 2009-2010. The Office's 2022-2023 Proposed Budget has 86.50 positions.



# STRATEGIC SUPPORT

## OFFICE OF THE CITY ATTORNEY

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 1: CITY BUSINESS IS CONDUCTED LAWFULLY**

- ✓ Provide legal counsel at all City Council and Council Committee meetings and certain meetings of major boards and commissions, as necessary. The Office continues to provide staffing at all Planning Commission, Civil Service Commission, and Appeals Hearing Board Commission meetings. In addition, the Office provides legal counsel to all other Boards and Commissions.
- ✓ Prepare and review ordinances, resolutions, permits, contracts, and other legal documents.
- ✓ Perform analyses on relevant federal and state legislative actions.
- ✓ Provide oral and written legal advice and opinions.
- ✓ Provide legal services to assist City staff in identifying additional revenue sources, including analysis and implementation of revenue sources (e.g. taxes, assessments, and fees).
- ✓ Continue to provide significant construction related legal services for the various Public Works capital projects as well as implementation of the Water Pollution Control Capital Program and the Sanitary Sewer System Capital Program.
- ✓ Respond, review, and coordinate complex Public Records Act requests. Considerable resources are dedicated to increasingly complex Public Records Act requests involving electronic data.

#### **OUTCOME 2: CITY'S INTERESTS ARE PROTECTED AND ADVANCED**

- ✓ Initiate and defend lawsuits and other legal actions involving the City.
- ✓ Initiate collection actions on behalf of the City for matters where the debt is over \$5,000.
- ✓ Provide legal representation at administrative hearings.
- ✓ Prosecute select municipal code violations to address serious health and safety concerns.
- ✓ Investigate and respond to claims filed against the City.
- ✓ Conduct and coordinate confidential internal City investigations.
- ✓ Devote considerable resources to respond to increasingly complex discovery and Public Records Act requests involving electronic data.

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# STRATEGIC SUPPORT

## OFFICE OF THE CITY AUDITOR



### MISSION

*To independently assess and report on City operations and services*

#### Primary Partners

Mayor and City Council  
Office of the City Attorney  
**Office of the City Auditor**  
Office of the City Clerk  
Office of the City Manager  
Office of the Independent Police Auditor  
Office of Retirement Services

#### CSA OUTCOMES

- ❑ Identify Ways to Increase the Economy, Efficiency, Effectiveness, Equity, and Accountability of City Government
- ❑ Provide Independent, Reliable, Accurate, and Timely Information to the City Council and Other Stakeholders



# STRATEGIC SUPPORT

## OFFICE OF THE CITY AUDITOR

### OVERVIEW

#### Service Delivery Accomplishments

- The Office of the City Auditor completed, or substantially completed, 17 audit projects or approximately 2.0 audits per auditor (Target: 1.5 audits per auditor).
- During 2021-2022, the Office identified \$900,000 in potential cost savings or revenue enhancements, achieving a ratio of about \$0.36 in monetary benefits to every \$1 in audit costs (Target: \$2 to \$1).
- The Office provided oversight of external financial auditors regarding the City of San José Annual Financial Audit, Single Audit, and related financial audits; the audits of bond programs such as the Parks and Recreation Bond Projects, Branch Libraries Bond Projects, Neighborhood Security Bond, and Public Safety and Infrastructure Bond, and Library Parcel Tax funds; the Annual Compliance Review of San Jose Clean Energy's Risk Management Practices, and the Semi-Annual Reviews for compliance with the City's Investment Policy.
- The Office followed up on over 261 open audit recommendations. Over the past ten years, departments have implemented or closed about 74% of all audit recommendations that improve service delivery to residents, identify operational efficiencies or cost savings, increase transparency and accountability, or improve security over City assets. About 54% of recommendations made in the past five years have been implemented.

#### Service Delivery Environment

- The City Charter provides that the Office of the City Auditor conduct performance audits to determine whether City resources are being used in an economical, effective, efficient, equitable manner; established objectives are being met; and desired results are being achieved.
- As the City continues to look for efficiencies in service delivery, the Office will continue its focus on identifying revenues and cost-savings opportunities, and will work with the City Manager's Office to target areas for audit that are likely to yield the most benefit and address areas identified in the City Auditor's Citywide risk assessment model.
- The Office will also continue to improve the availability and usage of audited performance data and focus audit recommendations on improving City services through better use of technology and data.



# STRATEGIC SUPPORT

## OFFICE OF THE CITY AUDITOR

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 1: IDENTIFY WAYS TO INCREASE THE ECONOMY, EFFICIENCY, EFFECTIVENESS, AND ACCOUNTABILITY OF CITY GOVERNMENT**

- ✓ Conduct performance audits, special audits, and reviews that identify ways to increase the economy, efficiency, effectiveness, and equity of City government. The Office's 2022-2023 Audit Workplan will target City Council and other City Appointee concerns and areas identified in the City Auditor's City-Wide Risk Assessment model.
- ✓ Conduct recommendation follow-up. The Office prepares a status report of all open audit recommendations as of June 30 and December 31 each year. Through December 2021 approximately 74% of the 840 recommendations made over the last 10 years have been implemented.
- ✓ The Office looks forward to participating in the implementation of the *Smart City Vision* by improving the availability and usage of audited performance data and focusing audit recommendations on improving City services through better use of technology and data.

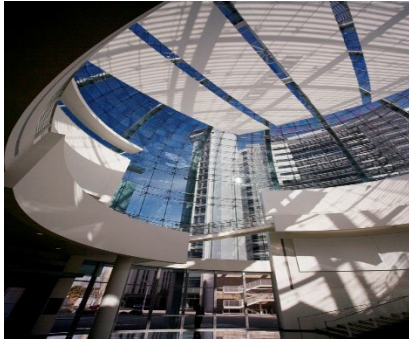
#### **OUTCOME 2: PROVIDE INDEPENDENT, RELIABLE, ACCURATE, AND TIMELY INFORMATION TO THE CITY COUNCIL AND OTHER STAKEHOLDERS**

- ✓ Prepare audit reports and memoranda that provide independent, reliable, accurate, and timely information to the City Council. The 2021-2022 Audit Workplan was approved by the City Council in August 2021. The 2022-2023 Audit Workplan will be submitted for City Council approval in August 2022.
- ✓ Provide performance reporting and enhance the display of online performance information. In December 2021, the Office published the City's thirteenth *Annual Report on City Services*. The Office will continue this project in 2022-2023 and will continue to work with City staff on audit projects designed to improve the City's performance management and reporting systems.
- ✓ Continue to improve the City Auditor website. The Office's website includes copies of audit reports issued by the Office since 1985 and links to the City Council Committee archive video of the hearings where available. The Office will continue to ensure that information on the site is current and relevant, and work toward translating audit results into multiple languages.

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## STRATEGIC SUPPORT

### OFFICE OF THE CITY CLERK



### MISSION

*Provide strategic support services and leadership to maximize public access to municipal government*

#### Primary Partners

Mayor and City Council  
Office of the City Attorney  
Office of the City Auditor  
**Office of the City Clerk**  
Office of the City Manager  
Office of the Independent Police Auditor  
Office of Retirement Services

#### CSA OUTCOMES

- The Municipal Legislative Process is Accessible and Open to the Community

# STRATEGIC SUPPORT

## OFFICE OF THE CITY CLERK

### OVERVIEW

#### Service Delivery Accomplishments

The Office of the City Clerk continued to ensure that mandated services were provided in the most cost-effective manner. In 2021-2022, the Office:

- Conducted an election for City Councilmembers, and ballot measures; oversaw the conclusion of the Charter Review Commission and Redistricting Commission processes as directed and approved by the City Council; and maintained compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.
- Prepared and distributed agenda packets, synopses, and action minutes of City Council, Rules and Open Government committee meetings, and posted them on the City's website. Prepared and distributed minutes for other City Council committees, and other entities, such as the Financing Authority, and staffed approximately 200 meetings. All City Council and City Council committee meetings were web-casted live, indexed, and archived for on-demand replay.
- Provided access to the City's legislative records and documents; reviewed and executed approximately 2,400 City contracts for administrative compliance, and made them available for review. Fulfilled requests for the City's legislative records and related public documents under provisions of the California Public Records Act. Updated and posted the Municipal Code, City Charter, and Council Policy Manual on the City's website. Indexed all documents presented to the City Council for storage and retrieval, and made available to the public.
- Provided fiscal, grant, budget, human resources, payroll, administrative, and technical support services for the Office of the Mayor, City Council Offices, and for the City's Boards, Commissions, and Committees, including more than 200 grants, 30 recruitments and onboarding for Mayor and City Council Offices, and 46 appointments and approximately 150 applications for Boards and Commissions.

#### Service Delivery Environment

The Office of the City Clerk continues to see heavy workload in all areas of Office operations. As the Office plans for the next five years, the overarching goal remains to enhance the use of technology to improve and expedite services. Specific examples of trends, issues, and opportunities include:

- Continued work on new Open Government policies and procedures in line with the "Open Data Policy" and recommendations from the Sunshine Reform Task Force, including disclosure requirements (calendars, outside income, and fundraising) for the Mayor and City Councilmembers.
- The need for an improved, less labor-intensive process for creating and disseminating City Council meeting agendas and memoranda, and improved technology to enhance the public's access to the City's legislative process and records.
- The increased demand for access to a wide variety of public records, including a rising community expectation for online access to candidate and committee campaign disclosure statements and lobbyist activity reports.

# STRATEGIC SUPPORT

## OFFICE OF THE CITY CLERK

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME: THE MUNICIPAL LEGISLATIVE PROCESS IS ACCESSIBLE AND OPEN TO THE COMMUNITY**

The Office of the City Clerk has three strategic goals and objectives:

- ✓ Deploy technology resources effectively;
- ✓ Increase efficiency of service delivery; and
- ✓ Maintain high levels of customer service.

The Office of the City Clerk will provide the following services directly related to this outcome:

- ✓ Successfully conducting municipal elections for the City Council members and ballot measures;
- ✓ Creating and distributing agenda packets, synopses, and minutes for all City Council meetings and City Council Rules and Open Government Committee meetings; additionally, provide legislative services to all other Council Committees by writing and distributing minutes pertaining to Ordinances, Resolutions, and Charter Amendments;
- ✓ Continue to conduct virtual Council Meetings and City Board, Commissions, and Committee meetings as needed in coordination with the Office of the City Manager;
- ✓ Posting all changes to the San José Municipal Code and the City Council Policy Manual on the web; publishing and distributing hard-copy supplements;
- ✓ Creating and maintaining a legislative history of City Council, Successor Agency to the Redevelopment Agency, the Oversight Board, and related entities' actions; and indexing and filing all public records such that the records can be retrieved in a timely manner and the history is readily available;
- ✓ Conducting the recruitment, application, and selection processes for boards and commissions through the Council Appointment Advisory Commission; directing City Council interview and appointment; and facilitating the City Council's appointment of public members to the Retirement Boards and the Civil Service Commission;
- ✓ Conducting employee and retiree elections for the employee and retiree members, as applicable, of both Retirement Boards and the Civil Service Commission;
- ✓ Providing administrative support services to the Board of Fair Campaign and Political Practices, Civil Service Commission, Council Salary Setting Commission, and Council Appointment Advisory Commission;
- ✓ Researching City Council actions and records from the adoption of the City Charter to the present;
- ✓ Providing administrative support including fiscal management, human resources administration, budgeting, grant administration, and procurements for the Mayor and City Council Offices; and
- ✓ Accepting and making available all Statements of Economic Interests, campaign finance disclosure forms, lobbyist registration and reporting forms, and all disclosures required of the Mayor and City Council members (calendars, fundraising solicitations, and outside income disclosure).

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## STRATEGIC SUPPORT

### OFFICE OF THE CITY MANAGER



#### MISSION

*Provide strategic leadership that supports the Mayor and the City Council and motivates and challenges the organization to deliver high quality services that meet the community's needs*

#### **Primary Partners**

Mayor and City Council  
Office of the City Attorney  
Office of the City Auditor  
Office of the City Clerk  
**Office of the City Manager**  
Office of the Independent Police Auditor

#### **CSA OUTCOMES**

- The Community Receives Customer-Focused, Results-Driven Services
- The Mayor and Council are Effectively Supported in Making Public Policy Decisions
- Support Employees to Actively Engage With and Achieve the City's Vision

# STRATEGIC SUPPORT

## OFFICE OF THE CITY MANAGER

### OVERVIEW

#### Service Delivery Accomplishments

- **Executive Leadership and City Management** provided strategic leadership to support the Mayor and City Council, oversaw all core service delivery to the City's diverse community, led, and engaged the workforce, advanced the City Council-approved City Roadmap of 41 priority initiatives which includes the City Manager's eight Enterprise Priority work plans, and provided leadership through the COVID-19 pandemic by ensuring the continuation of essential City services, providing vulnerable residents with new services, and keeping City employees safe and supported.
- **Executive Leadership and City Management** seamlessly transitioned to a new City Manager, Assistant City Manager, and established a new *One Team* Leadership Values and Expectations vision for the Senior Staff and all City employees, including Senior Staff and City Councilmember Communication and Briefing Norms, began a Customer Service Vision and Standards initiative, made significant progress on bringing the City's General Fund back into structural balance, focused on a new Recruitment and Retention strategy for City employees, and continued to advance the City's Racial Equity work and Police Reforms Work Plan.
- **Executive Leadership and City Management** established the COVID-19 Recovery Task Force (Task Force) with 55 member organizations pursuant to City Council direction; developed a web page to provide information, materials, and resources to the Task Force and the public; facilitated six monthly virtual Task Force meetings with topics including the City Roadmap Recovery Initiatives, establishment of nine committees, and the proposed community engagement plan; developed a scope of work for a consultant to work with the City and Task Force to create and implement a community engagement strategy, provide strategic support, and develop a framework to assist committees in developing recommendations for the final Task Force report; and represented the City and Task Force in regional recovery working groups such as the Health and Racial Equity Task Force, the Regional Recovery Coordination Group, and Collaborating Agencies' Disaster Relief Effort (CADRE).
- **Office of Administration, Policy, and Intergovernmental Relations** processed approximately 1,000 contracts; reviewed over 550 City Council Agenda reports; assigned and tracked over 75 Council Referrals; created a new City Council referral system; successfully advocated for \$2.5 million in direct funding to the City of San José from federal delegation member requests; facilitated the creation of a strategic infrastructure project list for the City; reviewed over 2,500 legislative items and sponsored or supported nearly 30 bills in the state legislative session; coordinated responses to over 120 multi-department Public Records Act requests; provided advocacy leadership to the Emergency Operations Center (EOC) during the City's COVID-19 pandemic response; authored the City's first Cannabis Equity Assessment and began the City's Disability Assessment; supported several City Council Committees and working groups; and ensured implementation of the City's Suicide Prevention Council Policy.



# STRATEGIC SUPPORT

## OFFICE OF THE CITY MANAGER

### OVERVIEW

- **Budget Office** provided ongoing review, monitoring, analyses, forecasts, and reporting on the City's over 135 Operating and Capital funds totaling \$5.1 billion with 6,647 positions, allowing for effective oversight and controls throughout the fiscal year, including bi-monthly financial reports to the Public Safety, Finance and Strategic Support Committee, and budgetary adjustments included within the 2020-2021 Annual Report, the 2021-2022 Mid-Year Budget Review, and the 2021-2022 Year-End Budget Adjustments memorandum anticipated in June; oversaw and coordinated the development of the 2022-2023 Proposed Operating Budget, 2022-2023 Proposed Capital Budget and 2023-2027 Capital Improvement Program, 2022-2023 Proposed Fees and Charges Report, and the issuance of various cost estimates and Manager's Budget Addenda requested by the Mayor and City Council; collaborated with the Office of Racial Equity and departmental staff to further embed the explicit consideration of equity into the budgeting process, including a new iteration of the Budgeting for Equity Worksheet; coordinated with departments on the review of hundreds of City Council memoranda; and led the mid-year allocation of resources from the American Rescue Plan (ARP) Fund to support community and economic recovery activities.
- **Communications Office** released 52 Flash Reports supporting COVID-19 EOC activations resulting in over 735,000 emails sent and a 38% open rate among those emails; received over 250,000 visits to Emergency Notification Pages with 28% attributed to Spanish, Vietnamese, and Chinese translated pages; garnered over six million social media impressions; completed EOC storm & flood preparations and gas leak outreach; informed the community of Council District boundary changes due to redistricting with a digital campaign and a series of direct mail postcards to 39,000 affected San José addresses; deployed a SJ311 awareness campaign to reach Spanish and Vietnamese residents; partnered with the Fire Department and SJ311 on an updated fireworks awareness campaign; and provided video interpretation services and language access resources for City departments.
- **Office of Civic Innovation** filled several Operations Section and Planning Section roles in the EOC during the COVID-19 pandemic response; rolled-out the Objective and Key Results quarterly reporting for the City Roadmap; assisted the Human Resources Department in developing and operating an Agile Recruiting process for the City; selected a vendor to formulate a Customer Service Vision and Standards project to dramatically improve the City's 1:1 customer service; developed an outcome and performance measurement driven City Roadmap for 2022-2023; managed the City's broadband provider relationship; managed the City Manager's Digital Inclusion Advisory Board and awarded \$500,000 in additional grants to help connect digitally underserved residents; accelerated permitting of 148 T-Mobile macro-cell sites; and, in conjunction with the Information Technology Department, permitted 81 small cell 4G and 5G permits to improve broadband speed and capacity to date.
- **Office of Emergency Management** filled several Operations Section and Planning Section roles in the EOC during the COVID-19 pandemic response; coordinated with Santa Clara County on response operations including vaccinations, logistics, public information, and alerts; provided leadership in the implementation of initial COVID-19 recovery efforts and creation of a formal Recovery Team in the City Manager's Office; activated the EOC to respond to two gas leaks with alerts and evacuations; activated the EOC to respond to an atmospheric river event and flood warning; retooled instructional delivery to conduct seven virtual Community Emergency Response Team (CERT) Training courses resulting in 200 graduates; and collaborated with the Public Works Department and Fire Department to build a new EOC and Fire Training Center.

## STRATEGIC SUPPORT

### OFFICE OF THE CITY MANAGER

#### OVERVIEW

- **Office of Employee Relations** continued to negotiate with one bargaining unit whose Memorandum of Agreement expired on June 30, 2021, and a successor Memorandum of Agreement with one bargaining unit whose current agreement expired on June 30, 2022, and engaged with bargaining units with whom the City agreed to reopen the Memoranda of Agreement on the subject of wages if specific fiscal conditions were met. The Office also conducted several trainings, performed personnel investigations, served as a grievance hearing officer, and oversaw a leave entitlement program created by federal law.
- **Office of Racial Equity** collaborated with the Budget Office and departmental staff to further embed the explicit consideration of equity into the budgeting process, including a new iteration of the Budgeting for Equity Worksheet, consulted in drafting of budget proposals, and advised on equitable distribution of ARP Fund dollars; organized and delivered foundational racial equity training for the City workforce; provided information and instruction on department-specific Racial Equity Action Plans; developed and implemented strategies to combat anti-Asian hate; supported the Rapid Response Network, which received nearly 800 hotline calls related to immigration enforcement activity; supported local refugee resettlement efforts; and helped the City of San José become designated as Certified Welcoming by Welcoming America for demonstrating progress towards a set of standards related to immigrant inclusion and belonging.

#### **Service Delivery Environment**

The City's Enterprise Priorities provide a statement of the critical issues ahead: COVID-19 Pandemic: Community and Economic Recovery; Emergency Management and Preparedness; Ending Homelessness; Safe, Vibrant, and Inclusive Neighborhoods and Public Life; Building the San José of Tomorrow with a Downtown for Everyone; and Smart, Sustainable and Reliable City 21st Century Infrastructure. The internally focused Enterprise Priorities – Strategic Fiscal Positioning and Resource Deployment, and Powered by People – serve as the foundation to accomplish the other priorities, as well as other City services.

#### **Budget Dollars at Work: Performance Goals**

This section organizes the key goals and objectives of the Office of the City Manager based on three outcomes. These priorities guide the efforts of City Service Areas (CSAs) and departments in providing services.

# STRATEGIC SUPPORT

## OFFICE OF THE CITY MANAGER

### OVERVIEW

#### **OUTCOME 1: THE COMMUNITY RECEIVES CUSTOMER-FOCUSED, RESULTS-DRIVEN SERVICES**

- ✓ Focus on providing leadership necessary for organizational initiatives that continue to position the City as a more focused, efficient, and sustainable organization for the future.
- ✓ Provide safe service delivery as the City recovers from the COVID-19 pandemic and ensure community and economic recovery efforts are equitable and comprehensive.
- ✓ Focus on filling positions and retaining City employees so that service-delivery is maximized to the community.
- ✓ Provide organizational and customer service improvement efforts to change the way we do business, streamline processes, increase employee empowerment, and achieve results in an environment of constant change, increasing complexity, and constrained financial resources.
- ✓ Implement a city-wide equity framework that will examine and improve the City's internal policies, practices and systems to eradicate structural and/or institutional racism that may exist in our City government and ultimately improve outcomes for People of Color, including Black, Indigenous, Latino/a/x, Asian, and Pacific Islander communities.
- ✓ Implement an aggressive and culturally sensitive communication plan for community outreach, ensuring the City's diverse population has access to City services and critical information.
- ✓ Implement police reforms and work closely with the community, community-based agencies, faith-based organizations, social justice advocates, law enforcement agencies, County, State, and federal agencies, and youth on public safety issues.
- ✓ Work with regional governance partners on Bay Area inter-agency issues.
- ✓ Pursue public-private partnerships both directly with community and corporate partners, as well as convene City departments and offices to develop more effective workforce support and development practices.
- ✓ Ensure public access to current and accurate City data that is not otherwise protected through an ongoing focus on the Open Data initiative.
- ✓ Pursue grants and partnerships as a top priority given the significantly limited City funding available for infrastructure and new initiatives, and unprecedented new availability of federal infrastructure funding.

# STRATEGIC SUPPORT

## OFFICE OF THE CITY MANAGER

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 2: THE MAYOR AND CITY COUNCIL ARE EFFECTIVELY SUPPORTED IN MAKING PUBLIC POLICY DECISIONS**

- ✓ Coordinate City agenda items for City Council consideration, including preparation and development of City Council meeting scheduling.
- ✓ Provide staff expertise and support for City Council Committees, Commissions, and working groups.
- ✓ Disseminate City Information Memorandums that support the ability to monitor the organization's work as well as track and monitor City Council referrals for appropriate departmental follow-up.
- ✓ Monitor the fiscal and economic environment and adjust the 2022-2023 Adopted Budget, as appropriate, to ensure adequate resources to meet approved expenditure levels.
- ✓ Bring forward balanced budgets for the General Fund and all other City funds for 2023-2024 that reflect City Council and community goals and help ensure fiscal stability.
- ✓ Provide support to the City Council in implementing fiscal sustainability and other potential ballot measures or initiatives.
- ✓ Operationalize the City Council-approved City Roadmap of strategic initiatives — ensuring Council can support existing initiatives and drive new policy recommendations to meet community needs.
- ✓ Strengthen the City-County partnership by meeting regularly with the County Executive, supporting meetings between key City and County elected officials, and focusing attention on issues of shared services between the organizations.
- ✓ Promote intergovernmental relations with the key focus on advocacy for the City's needs at the regional, state, and federal levels, as well as training and coordinating with departments to make San José's voice heard.
- ✓ Continue to ensure San José's position as the Most Innovative City in America by engaging the City Council on Smart City implementations and driving city-wide data analytics to help inform racial equity policy, advocacy, and funding decisions.

#### **OUTCOME 3: SUPPORT EMPLOYEES TO ACTIVELY ENGAGE WITH, AND ACHIEVE, THE CITY'S VISION**

- ✓ Provide strategic leadership for the organization, support the City Council, and motivate the workforce to deliver high quality services in an environment of increasing demands and limited resources.
- ✓ Continue to provide leadership and strategically target efforts to challenge the organization to develop innovative ways to deliver services and streamline operations to be more efficient, including the digital delivery of City services and operations.

# STRATEGIC SUPPORT

## OFFICE OF THE CITY MANAGER

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 3: SUPPORT EMPLOYEES TO ACTIVELY ENGAGE WITH, AND ACHIEVE, THE CITY'S VISION**

- ✓ Continue to provide leadership and strategically target efforts to challenge the organization to develop innovative ways to deliver services and streamline operations to be more efficient, including the digital delivery of City services and operations.
- ✓ Engage the workforce through ongoing structured communication and ongoing implementation of an overarching workforce support and development strategy to effectively engage, recruit, and retain top talent.
- ✓ Work with employees to develop the organization's capacity in civic engagement and make a difference in the civic life of our community.
- ✓ Invest in employees by aligning their development needs with the current and future needs of the City.
- ✓ Ensure employees have access to training, and the resources and protective equipment needed to feel safe in the workplace, particularly as employees transition to working at City facilities as the COVID-19 pandemic subsides.
- ✓ Continue to provide and promote programs that foster employee health and wellness.
- ✓ Foster constructive and professional working relationships with the City's employee labor unions.
- ✓ Champion the City's Mentorship program as an opportunity for City leadership to support employee growth and development in their career with the City.

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## STRATEGIC SUPPORT

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### OFFICE OF RETIREMENT SERVICES



### MISSION

*Provide quality services in the delivery of pension and related benefits and maintain financially sound pension plans*

#### Primary Partners

Mayor and City Council  
Office of the City Attorney  
Office of the City Auditor  
Office of the City Clerk  
Office of the City Manager  
Office of the Independent Police Auditor  
**Office of Retirement Services**

#### CSA OUTCOMES

- Retirement plans are properly administered.
- Investment of assets to satisfy Retirement Plans' obligations.



# STRATEGIC SUPPORT

## OFFICE OF RETIREMENT SERVICES

### OVERVIEW

#### Service Delivery Accomplishments

- Continued publication of the Office of Retirement Services (ORS) quarterly newsletter, The Retirement Connection.
- Completed recruitments to fill the vacancies in our Benefits and Investments divisions, including the Benefits Division Manager, who was hired in August 2021.
- Implemented Virtual Health Fair for Open Enrollment.
- Updated and continued to use the Open Enrollment website to augment Virtual Health Fair activities.
- Continued implementation of the Boards' strategic communications plan.
- Continued implementation of technology to support remote workforce.
- Maintained the ORS website to ensure accurate and up to date information is communicated.
- Contracted with a new Board Medical Advisor, as a result of the Request for Proposals (RFPs) conducted.
- Implemented ordinance to eliminate employee pension contributions after 30 years of benefit service.
- Continued implementation of AB361 in order for the Boards to meet virtually.
- Conducted operational internal audits in the Benefits and Accounting divisions as part of the Five-Year Internal Audit Plan.
- Worked with Segal, an actuarial company, to conduct an independent audit of Cheiron's (Boards' actuarial consultant) actuarial valuation reports.
- Onboarded new Board trustees for both the Police and Fire and Federated plans.
- Continued working on the enforcement of the Medicare Mandate.
- Implemented performance metrics for the Chief Executive Officer and Chief Investment Officer.
- Continued to evaluate investment opportunities and the Plans' Strategic Asset Allocation mixes in light of the effects of both the COVID-19 pandemic as well as geopolitical risks.

#### Service Delivery Environment

- Work with the communications consultant to further develop strategic communications activities for future years.
- Complete RFPs for an Independent Financial Auditor.
- Establish policies and procedures regarding Felony Forfeiture.
- Continue implementing workplan identified in 5-year audit plan by the ORS internal auditor.
- Continue implementation of Internal Audit Charter.
- Publish revised Tier 1 and Tier 2 Member Handbooks.
- Complete phone upgrade / project for the office.
- Identify return-driven investment opportunities, balancing risk, amid the global economic impacts of the COVID-19 pandemic.



# STRATEGIC SUPPORT

## OFFICE OF RETIREMENT SERVICES

### OVERVIEW

#### Budget Dollars at Work: Performance Goals

#### **OUTCOME 1: RETIREMENT PLANS ARE PROPERLY ADMINISTERED**

- Work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented rates, assumptions, and methodologies reflective of the plans' liabilities and with appropriate contribution volatility, which seeks to mitigate the intergenerational shifting of liabilities.
- Conduct and manage approximately 100 board meetings annually to provide the information necessary to assist the board members in fulfilling their fiduciary duties.
- Provide quality customer service by working with the members to ensure excellent retirement planning and counseling through educational classes and meetings via an average of a thousand phone inquiries and seventy walk-in visits per month.
- Publish annual financial reports, which include the ACFR and the PAFR, to maintain accountability and provide fiscal transparency.

#### **OUTCOME 2: INVESTMENT OF ASSETS TO SATISFY PLANS' OBLIGATIONS**

- Manage Retirement Plan assets in a manner that seeks to achieve long-term net returns in more than the actuarial investment return assumption and adopted benchmarks, while maintaining a reasonable level of investment risk.
- Work with investment consultants to review and adopt asset allocations reflective of the Retirement Boards' risk tolerances, developing enhanced framework for determining appropriate level of risk.
- Monitor and evaluate performance and attribution of Retirement Plan assets to determine areas for potential improvement and focus.
- Perform in-depth analysis on investment managers, ensuring that investment managers are performing within acceptable parameters and delivering anticipated value-add. Source and perform due diligence on prospective investment managers and retain when appropriate.
- Develop, implement, and ensure compliance with Retirement Board-adopted investment policies.

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# Airport Department

**John Aitken, Director of Aviation**

## **MISSION**

***To connect, serve, and inspire***

## **CITY SERVICE AREA**

***Transportation and Aviation Services***

## **CORE SERVICES**

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### **AIRPORT BUSINESS DEVELOPMENT**

Provide Airport customers with a wide variety of quality choices for traveler services; attract new air service and airlines to provide business and leisure travelers with options; identify and develop sources of non-airline revenue, communicate effectively with passengers, the public, and the media

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### **AIRPORT FACILITIES**

Maintenance of all Airport facilities including public spaces, oversight of airfield lighting and maintenance, building automation controls, electrical and mechanical systems, baggage handling systems, central plant, grounds, and landscaping; custodial services; and manage the Capital asset replacement program and implement the Capital Improvement Program, including planning and coordinating construction activities at the Airport, in compliance with applicable federal, State, and local regulations and environmental requirements

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### **AIRPORT OPERATIONS**

Day-to-day management and oversight of the Airport to ensure safe and efficient operations such as operation of the airfield, general aviation facilities, emergency planning and coordination, Airport Operations Center, badging and security coordination, parking facilities, shuttle operations, ground transportation, roadway/curbside enforcement programs, and Automatic Vehicle Identification system

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**Strategic Support:** Financial Management; Human Resources; Information Technology; Training, and Pandemic Response

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# Airport Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Airport Business Development Core Service</i></b>	
<b>Airport Business Development</b>	Supports Airport business development by providing customer service for passengers traveling through the Airport; attracting new air service and airlines; promoting the Airport to travelers and growing the Airport's market share; identifying and developing sources of non-airline revenue; and communicating effectively with passengers, the public, and the media.
<b><i>Airport Facilities Core Service</i></b>	
<b>Airport Facilities Administration</b>	Provides services necessary for the administration of the Facilities Division, as well as management and oversight of the Facilities Division functions.
<b>Airport Facilities Parking and Roadways Maintenance</b>	Manages the maintenance and repair of infrastructure necessary for the proper operation of all Airport roadways, parking facilities, grounds and landscaping.
<b>Airport Planning and Capital Development</b>	Implements the Airport's Capital Improvement Program; plans and coordinates design and construction activities at the Airport; ensures compliance with applicable Federal, State and Local codes and environmental regulations and requirements; and coordinates with the Federal Aviation Administration, regional transportation planning agencies and providers.
<b>Airport Terminals Maintenance</b>	Manages the maintenance and repair of infrastructure necessary for the proper operation of all Airport terminal facilities, including public and common space, electrical and mechanical systems, HVAC and utilities, custodial services and baggage handling systems.
<b>Airside Maintenance</b>	Manages the maintenance and repair of infrastructure necessary for the proper operation of the airfield including pavement, runways and taxiways paint, lighting and grounds.
<b><i>Airport Operations Core Service</i></b>	
<b>Airport Parking &amp; Roadways Operations</b>	Supports and manages landside operational activities, including parking facilities, airport shuttle bus operations, ground transportation and roadway/curbside management and enforcement programs.
<b>Airside Operations</b>	Supports and manages airside operational activities, including oversight of the airfield, airfield security and access control, noise monitoring, wildlife control, emergency planning and compliance with Federal Aviation Administration (FAA) Regulations.
<b>Operations Administration</b>	Provides services necessary for the administration of the Operations Division, as well as support for General Aviation and other non-commercial activities.
<b>Terminals Operations</b>	Provides on-site terminal support and management, including coordination with airlines and other terminal tenants. Staff provide management of shared-use services (gates, ticket counters), customer service for passenger related activities, terminal access and security controls, and compliance with Transportation Security Administration (TSA) and Customs and Border Protection (CBP) regulations.

# Airport Department

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## Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>Airport Financial Management</b>	Manages the budget and all financial transactions for the department; assists in annual budget development; provides airport property management for all tenants and property development for all airport land.
<b>Airport Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Airport Information Technology</b>	Provides information technology services, planning, system development and maintenance for the department in coordination with the Information Technology Department.
<b>Airport Management and Administration</b>	Provides executive-level, analytical and administrative support to the department.
<b>Airport Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Airport Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Continue to operate Norman Y. Mineta San José International Airport (SJC) efficiently while meeting all regulatory requirements for security and safety.
- Recovery of flights and passenger traffic while providing exceptional customer service with new, modern, up-to-date services and reconnect with current and potential passengers to restore awareness and growth.
- Work collaboratively with Airport tenants to manage negative economic impacts resulting from COVID-19 to achieve long-term stability.
- Operate the Airport as a good neighbor and ensure environmental stewardship of resources.
- Continue to provide efficient and safe services for passengers, airlines, and tenants; regulatory compliance; priority maintenance and operations; and cost-effective operation of the Airport's shared-use model.

### 2022-2023 Key Budget Actions

- Restores 1.0 Division Manager and 1.0 Senior Analyst positions to the Fiscal Administration team, 1.0 Air Conditioning Supervisor and 1.0 Painter positions to the Building Maintenance team, and 1.0 Associate Engineer position to the Planning and Capital Development team that were eliminated in the 2020-2021 Adopted Budget to rebalance Airport's operating expenditures with the pandemic-created decline in revenues. The Division Manager will engage directly with the local business community and key industry stakeholders to create innovative revenue opportunities to drive airline and passenger growth and generate non-airline revenue.
- Adds 1.0 Division Manager position in the Director's Office who will support the Director and Assistant Director and provide leadership and oversight of Airport's human resources, Equity and Inclusion, information technology, and strategic planning and legislative affairs programs.
- Adds one-year funding to pilot an Autonomous Wheelchair Program, which has already been tested at airports in Dallas, Atlanta, and New York. Passengers with mobility issues will have a wheelchair option that gives them flexibility to better access their gate and airport concessions. SJC will be the first west coast airport to offer this service.

### Operating Funds Managed

- Airport Customer Facility and Transportation Fee Fund
- Airport Fiscal Agent Fund
- Airport Maintenance and Operation Fund
- Airport Revenue Fund
- Airport Surplus Revenue Fund

# Airport Department

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Core Service</b>				
Airport Business Development	1,761,218	3,398,821	3,378,832	3,578,131
Airport Facilities	66,538,172	34,706,822	35,658,463	36,565,064
Airport Operations	22,496,716	34,264,396	35,401,109	35,609,109
Strategic Support - Other - Transportation & Aviation	571,459,212	55,974,134	68,097,046	68,209,718
Strategic Support - Transportation & Aviation	17,514,778	15,139,743	15,904,405	16,681,136
<b>Total</b>	<b>\$679,770,096</b>	<b>\$143,483,916</b>	<b>\$158,439,855</b>	<b>\$160,643,158</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	35,370,495	35,917,399	37,257,915	38,566,286
Overtime	440,841	394,100	437,560	437,560
<b>Subtotal Personal Services</b>	<b>\$35,811,336</b>	<b>\$36,311,499</b>	<b>\$37,695,475</b>	<b>\$39,003,846</b>
Non-Personal/Equipment	30,737,962	51,186,783	52,635,834	53,418,094
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$66,549,298</b>	<b>\$87,498,282</b>	<b>\$90,331,309</b>	<b>\$92,421,940</b>
<i>Other Costs*</i>				
City-Wide Expenses	177,517	0	0	0
Debt Service/Financing	564,197,683	47,705,305	62,482,369	62,482,369
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	3,964,823	2,385,738	1,611,500	1,611,500
Other - Capital	39,103,119	0	0	0
Overhead Costs	5,621,149	5,261,091	3,381,177	3,493,849
Workers' Compensation	156,507	633,500	633,500	633,500
<b>Total Other Costs</b>	<b>\$613,220,798</b>	<b>\$55,985,634</b>	<b>\$68,108,546</b>	<b>\$68,221,218</b>
<b>Total</b>	<b>\$679,770,096</b>	<b>\$143,483,916</b>	<b>\$158,439,855</b>	<b>\$160,643,158</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Airport Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	177,517	0	0	0
Coronavirus Relief Fund (401)	62,335	0	0	0
Airport Customer Facility And Transportation Fee Fund (519)	1,474,944	2,358,789	2,387,089	2,387,089
Airport Maintenance And Operation Fund (523)	70,769,214	93,419,822	93,570,397	95,773,700
Airport Surplus Revenue Fund (524)	100,262	2,000,000	15,000,000	15,000,000
Airport Fiscal Agent Fund (525)	566,620,784	45,705,305	47,482,369	47,482,369
Capital Funds	40,565,040	0	0	0
<b>Total</b>	<b>\$679,770,096</b>	<b>\$143,483,916</b>	<b>\$158,439,855</b>	<b>\$160,643,158</b>
<b>Positions by Core Service**</b>				
Airport Business Development	8.00	8.00	7.00	8.00
Airport Facilities	88.00	88.00	88.00	91.00
Airport Operations	66.00	66.00	67.00	67.00
Strategic Support - Transportation & Aviation	52.00	53.00	53.00	57.00
<b>Total</b>	<b>214.00</b>	<b>215.00</b>	<b>215.00</b>	<b>223.00</b>

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\*\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Airport Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
<b>Dollars by Program*</b>					
<b>Airport Business Development</b>					
Airport Business Development Program	1,761,218	3,398,821	3,378,832	3,578,131	8.00
<b>Sub-Total</b>	<b>1,761,218</b>	<b>3,398,821</b>	<b>3,378,832</b>	<b>3,578,131</b>	<b>8.00</b>
<b>Airport Facilities</b>					
Airport Facilities Administration	2,124,683	2,251,004	2,197,934	2,199,084	8.75
Airport Facilities Parking and Roadways Maintenance	2,442,054	2,851,740	3,146,940	3,158,357	4.80
Airport Planning and Capital Development	41,136,736	5,086,105	5,253,794	5,593,467	23.00
Airport Terminals Maintenance	18,622,453	22,223,704	22,730,142	23,227,412	41.45
Airside Maintenance	2,212,246	2,294,269	2,329,653	2,386,744	13.00
<b>Sub-Total</b>	<b>66,538,172</b>	<b>34,706,822</b>	<b>35,658,463</b>	<b>36,565,064</b>	<b>91.00</b>
<b>Airport Operations</b>					
Airport Parking and Roadway Operations	8,856,087	17,930,320	18,324,371	18,324,371	10.90
Airside Operations	6,684,911	6,839,279	7,217,709	7,217,709	28.92
Operations Administration	1,008,562	1,501,079	1,509,246	1,509,246	8.00
Terminals Operations	5,947,156	7,993,718	8,349,783	8,557,783	19.18
<b>Sub-Total</b>	<b>22,496,716</b>	<b>34,264,396</b>	<b>35,401,109</b>	<b>35,609,109</b>	<b>67.00</b>
<b>Strategic Support - Other - Transportation &amp; Aviation</b>					
Airport Capital	206,974	0	0	0	0.00
Airport Funds Debt/Financing Costs	564,197,683	47,705,305	62,482,369	62,482,369	0.00
Airport Other Operational - Administration	1,502,071	2,374,238	1,600,000	1,600,000	0.00
Airport Overhead	5,395,977	5,261,091	3,381,177	3,493,849	0.00
Airport Workers' Compensation	156,507	633,500	633,500	633,500	0.00
<b>Sub-Total</b>	<b>571,459,212</b>	<b>55,974,134</b>	<b>68,097,046</b>	<b>68,209,718</b>	<b>0.00</b>
<b>Strategic Support - Transportation &amp; Aviation</b>					
Airport Financial Management	8,526,880	7,531,405	7,852,793	8,254,225	33.00
Airport Human Resources	881,143	1,042,597	1,047,852	1,047,852	5.00
Airport Information Technology	6,166,058	4,651,431	5,025,003	5,145,257	13.00
Airport Management and Administration	1,878,362	1,914,310	1,978,757	2,233,802	6.00
Airport Pandemic Response	62,335	0	0	0	0.00
<b>Sub-Total</b>	<b>17,514,778</b>	<b>15,139,743</b>	<b>15,904,405</b>	<b>16,681,136</b>	<b>57.00</b>
<b>Total</b>	<b>\$679,770,096</b>	<b>\$143,483,916</b>	<b>\$158,439,855</b>	<b>\$160,643,158</b>	<b>223.00</b>

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Airport Department

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### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>215.00</b>	<b>87,498,282</b>
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
• Airport Uninterruptible Power Supply Monitoring		(182,000)
• Airport Electric Bus Charging Units		(60,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(242,000)</b>
 <b>Technical Adjustments to Costs of Ongoing Activities</b>		
• Salary/benefit changes and the following position reallocations:		1,333,621
- 1.0 Maintenance Contract Supervisor to 1.0 Electrician Supervisor		
• Contract Services and Maintenance: Information Technology Systems		557,292
• Utilities: Gas, Electricity, and Water		439,330
• Contract Services: Parking and Traffic Control		385,496
• Supplies and Maintenance: Facilities and Operations Divisions		114,971
• Contract Services: Baggage Handling System		98,234
• Operations and Maintenance: Elevator/Escalator		92,324
• Operations and Maintenance: Fire Alarm Testing		76,299
• Contract Services and Materials: Printing and Advertising		48,816
• Contract Services: Operations Division		45,396
• Overtime Adjustment		43,460
• Contract Services: Financial Services		42,000
• Insurance		35,000
• Supplies and Materials: COVID-19 PPE Supplies		15,000
• Operations and Maintenance: Shuttle Bus Management		25,024
• Night Shift Differential Adjustment		6,895
• Vehicle Operations and Maintenance		(169,000)
• Contract Services and Materials: Custodial Contract		(115,131)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>3,075,027</b>
 <b>2022-2023 Forecast Base Budget:</b>	 <b>215.00</b>	 <b>90,331,309</b>
<b>Budget Proposals Recommended</b>		
1. Airport Fiscal Administration Staffing	2.00	402,892
2. Upgrade Airport Electricity Service to Total Green		300,000
3. Airport Building Maintenance Staffing	2.00	268,388
4. Airport Director's Office Staffing	1.00	255,775
5. Autonomous Wheelchair Program		208,000
6. Airport Advertising and Strategic Marketing Staffing	1.00	199,299

**Airport Department**  
**Budget Reconciliation**

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**Personal Services and Non-Personal/Equipment**

(2021-2022 Adopted to 2022-2023 Proposed)

**Budget Proposals Recommended**

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7. Airport Bioretention Infrastructure Maintenance		190,000
8. Airport Planning and Capital Development Staffing	1.00	149,673
9. Airport Technology Infrastructure Services Staffing	1.00	116,604
<b>Total Budget Proposals Recommended</b>	<b>8.00</b>	<b>2,090,631</b>

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<b>2022-2023 Proposed Budget Total</b>	<b>223.00</b>	<b>92,421,940</b>
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# Airport Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)
1. Airport Fiscal Administration Staffing	2.00	402,892

**Transportation and Aviation Services CSA**  
**Strategic Support – Transportation & Aviation Services Core Service**  
*Airport Financial Management Program*

This action restores 1.0 Division Manager position and 1.0 Senior Analyst position, two classifications that were eliminated in the 2020-2021 Adopted Budget when the Airport had to rebalance operating expenditures in response to the decline in revenues caused by the pandemic. The Division Manager will engage directly with the local business community and key industry stakeholders to implement and market new and innovative revenue opportunities at the airport that are designed to drive airline and passenger growth, generate non-airline revenue, and enhance the overall passenger experience. The Division Manager will directly supervise the Principal Property Manager and oversee a team of eight who manage over 70 airport tenants. The Senior Analyst will return capacity to the team that manages an annual operating budget of approximately \$200 million and will be the primary position responsible for managing the complex issue of airport revenue diversion. An Analyst will report directly to the Senior Analyst and as a team, they will develop, track, and maintain Airport's budgets and activity metrics. (Ongoing costs: \$401,432)

2. Upgrade Airport Electricity Service to Total Green		300,000
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**Transportation and Aviation Services CSA**  
**Airport Facilities Core Service**  
*Airport Terminals Maintenance Program*

This action adds funding to cover the cost of Airport's upgrade of electricity service from San José Clean Energy's GreenSource to TotalGreen product. TotalGreen supplies 100% renewable energy and contributes to San José's goal to be carbon neutral by 2030. (Ongoing costs: \$300,000)

# Airport Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)
<b>3. Airport Building Maintenance Staffing</b>	<b>2.00</b>	<b>268,388</b>

***Transportation and Aviation Services CSA***

***Airport Facilities Core Service***

*Airport Facilities Administration, Airport Facilities Parking and Roadways Maintenance, Airport Terminals Maintenance, and Airside Maintenance Programs*

This action restores 1.0 Air Conditioning Supervisor and 1.0 Painter positions in the Airport's Building Maintenance Division. These positions were eliminated in the 2020-2021 Adopted Budget to rebalance Airport's operating expenditures in response to the decline in revenues caused by the pandemic. Since passenger levels have been increasing, the demands on Airport facilities are also increasing. The Painter position will be added to a team of three (1.0 Senior Painter and 2.0 Painter positions) who are responsible for maintaining airfield markings in compliance with the FAA, parking garage and surface lot markings, and managing any code or safety regulations. The painters will also address wear and tear on the terminal walls and doors and general interior painting needs of the facilities, including taxiways and gate position painting. The Air Conditioning Supervisor will provide corrective maintenance to existing systems and will work to clear the current preventative maintenance backlog of approximately 750 hours. (Ongoing costs: \$266,928)

<b>4. Airport Director's Office Staffing</b>	<b>1.00</b>	<b>255,775</b>
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***Transportation and Aviation Services CSA***

***Strategic Support – Transportation & Aviation Core Service***

*Airport Management and Administration Program*

This action adds 1.0 Division Manager position to support the Director and Assistant Director and provide leadership and oversight of human resources, Equity and Inclusion programs, information technology services, and strategic planning and legislative affairs. These key strategic support programs are currently led by three mid-level managers who report directly to the Assistant Director. To streamline management and oversight of these programs, the teams will instead report directly to this Division Manager who will report to the Assistant Director. (Ongoing costs: \$255,045)

# Airport Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)
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<b>5. Autonomous Wheelchair Program</b>		<b>208,000</b>
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*Transportation and Aviation Services CSA  
 Airport Operations Core Service  
 Terminals Operations Program*

This action adds one-time non-personal/equipment funding of \$208,000 to pilot a subscription-based Autonomous Wheelchair Program for one year. Funding will provide for the lease of six autonomous wheelchairs that will supplement services provided by the airlines. Passengers with mobility issues will have a wheelchair option that gives them flexibility to better access their gate and/or airport concessions. Wheelchairs with this autonomous technology have already been tested at airports in Dallas, Atlanta, and New York. San José does not currently have moving walkways and the use of golf carts is not practical for some areas of the airport. (Ongoing costs: \$0)

<b>6. Airport Advertising and Strategic Marketing Staffing</b>	<b>1.00</b>	<b>199,299</b>
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*Transportation and Aviation Services CSA  
 Airport Business Development Core Service  
 Airport Business Development Program*

This action adds 1.0 Public Information Representative (PIR) position and ongoing non-personal/equipment funding of \$75,000. This PIR will contribute to the Marketing team's initiatives by maintaining digital and non-digital channels, including the FlySJC.com website, digital wayfinding, paid advertising, online landing pages, social media channels, Search Engine Optimization, digital displays inside the Airport, and Application Programming Interfaces (APIs) that feed information (e.g., parking, lounge reservations, flight scheduling, trip planning, sponsorship related activities, etc.) from/to third party sites that passengers rely on. Non-digital channels include banners and signs within and outside the Airport terminal and sponsorship activations with partners such as Stanford Athletics, San José Earthquakes, and others. The non-personal/equipment funding will be used to conduct market awareness and perception surveys annually to better gauge the Airport's customers and how they perceive the airport. (Ongoing costs: \$198,569)

# Airport Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>
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<b>7. Airport Bioretention Infrastructure Maintenance</b>		<b>190,000</b>
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*Transportation and Aviation Services CSA  
Airport Facilities Core Service  
Airport Planning and Capital Development Program*

This action adds ongoing non-personal/equipment funding of \$190,000 for contractual services to maintain bioretention cells/swales at the Airport. Bioretention cells are a system to capture and store stormwater runoff. The Municipal Regional Stormwater Permit states that stormwater treatment systems must be maintained and function properly. This funding will provide for the required landscape maintenance for the system to ensure the Airport's compliance with the Regional Water Quality Control Board standards. (Ongoing costs: \$190,000)

<b>8. Airport Planning and Capital Development Staffing</b>	<b>1.00</b>	<b>149,673</b>
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*Transportation and Aviation Services CSA  
Airport Facilities Core Service  
Airport Planning and Capital Development Program*

This action restores 1.0 Associate Engineer position that was eliminated in 2020-2021 to rebalance Airport's operating expenditures in response to the decline in revenues caused by the pandemic. This position will contribute to the delivery of capital projects and support the implementation of the Airport Master Plan. This position will directly manage staff and will work directly with outside consultants who contribute to the delivery of capital projects. (Ongoing costs: \$149,673)

## Airport Department

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)
<b>9. Airport Technology Infrastructure Services Staffing</b>	<b>1.00</b>	<b>116,604</b>

***Transportation and Aviation Services CSA***

***Strategic Support – Transportation & Aviation Services Core Service***

***Airport Information Technology Program***

This action adds 1.0 Network Technician II position whose primary role will be to prevent network outages on the airport campus. Airport's current network infrastructure consists of several components that must be maintained in order to ensure uninterrupted service. This position will focus on the proper functionality, maintenance, and tracking of equipment using the FNT solution, which is a software that integrates all tasks involved in documenting, managing, and planning IT, telecommunications, and network infrastructures. The software will allow airport staff to pinpoint the location of the installed equipment that needs to be replaced as well as that of the spare in the inventory, and will aid the Network team by facilitating faster troubleshooting steps and identifying options for repairs based on accurate service and infrastructure data. However, the success of this system will rely on this new position, who will be designated to update, maintain, and add to the data contained in the system. The Airport's current method for tracking the network and telecommunications infrastructure is limited, text-based, disparate, and not integrated. This manual process is inefficient, difficult to maintain, and unreliable for capacity planning or expansion as the data cannot be trusted for accuracy. This position maximizes the Airport's use of network infrastructure and investment while providing critical bandwidth and capabilities for potential future IT expansion. (Ongoing costs: \$115,874)

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<b>2022-2023 Proposed Budget Changes Total</b>	<b>8.00</b>	<b>2,090,631</b>
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# Airport Department

## Performance Summary

### Airport Business Development

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Air service market share	18.3%	17.5%	17.5%	18.0%
 % of passengers rating overall satisfaction with the Airport	88%	87%	88%	87%
 % of passengers reporting satisfaction of Airport restaurant/eating and shopping facilities	66%	77%	77%	77%


#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total regional air service market (passengers) <sup>1</sup>	23.1M	43.0M	51.4M	68.6M
Total number of annual Airport passengers	4.2M	7.5M	9.0M	12.0M

<sup>1</sup> The 2020-2021 Actual reflects the impacts of the COVID-19 pandemic and its effects on the travel industry. Passenger activity has begun to pick up as estimated and forecasted in 2021-2022 and 2022-2023.

### Airport Facilities Maintenance

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of SJC passengers rating cleanliness of the Airport terminal as good or excellent	90%	88%	88%	88%

#### Activity and Workload Highlights


	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of facilities maintenance work orders complete	10,688	13,145	11,222	11,783
Number of hours spent addressing Federal Aviation Regulation Part 139 (FAR 139) issue work orders	113	78	57	60

# Airport Department

## Performance Summary

### Airport Operations

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of on-time flights	90.30%	84.00%	78.00%	84.00%


#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of annual operations (take offs and landings) <sup>1</sup>	111,660	138,900	138,900	155,000
Total number of environmental noise complaints	14,163	45,000	45,900	30,031
Total number of non-compliant curfew intrusions	30	50	52	41

<sup>1</sup> The 2020-2021 Actual reflects the impacts of the COVID-19 pandemic and its effects on the travel industry. Passenger activity has begun to pick up as forecast and estimated in 2021-2022 and 2022-2023.

### Airport Planning and Capital Development

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of capital projects contingent upon grant funding	32.8%	23.1%	41.3%	17.3%

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Airport Capital Program				
Construction Projects	\$38.3M	\$9.2M	\$59.2M	\$91.4M
Non-Construction Projects	\$3.5M	\$9.7M	\$40.8M	\$27.6M
Percent of Airport locations that received fewer than three discrepancies in the County of Santa Clara Hazardous Materials Inspection	0% <sup>1</sup>	80%	100%	80%






<sup>1</sup> The number of hazardous materials inspections conducted in 2020-2021 was 2, as compared to the previous year which reflects a more typical year when 25 inspections were conducted. Inspections by the County has since resumed.

# Airport Department

## Performance Summary

### Strategic Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Airline cost per enplaned passenger <sup>1</sup>	\$36.68	\$19.79	\$16.74	\$15.28
 Food and beverage sales per enplaned passenger <sup>1</sup>	\$4.48	\$3.91	\$6.30	\$6.30
 Retail sales per enplaned passenger <sup>1</sup>	\$3.64	\$2.15	\$3.35	\$3.25
 Parking revenue per enplaned passenger <sup>1</sup>	\$4.51	\$3.07	\$4.62	\$4.50
 Rental car gross revenue per enplaned passenger <sup>1</sup>	\$32.47	\$30.36	\$32.06	\$32.00

<sup>1</sup> Enplaned passengers are those passengers boarding an aircraft in scheduled service, including originating, stop-over, or connecting service.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total airline cost	\$78.9M	\$83.7M	\$76.8M	\$92.2M

## Airport Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant I/II	3.00	3.00	-
Accounting Technician	3.00	3.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Air Conditioning Mechanic	2.00	2.00	-
Air Conditioning Supervisor	0.00	1.00	1.00
Air Service Development Manager	1.00	1.00	-
Airport Equipment Mechanic	6.00	6.00	-
Airport Maintenance Supervisor	4.00	4.00	-
Airport Operations Manager I/II	4.00	4.00	-
Airport Operations Superintendent I/II	4.00	4.00	-
Airport Operations Supervisor I/II/III	18.00	18.00	-
Analyst I/II	7.00	7.00	-
Assistant Director of Aviation	1.00	1.00	-
Associate Engineer	3.00	4.00	1.00
Associate Structure/Land Designer	1.00	1.00	-
Aviation Security and Permit Specialist	5.00	5.00	-
Building Management Administrator	1.00	1.00	-
Carpenter	1.00	1.00	-
Dept Information Tech Manager	1.00	1.00	-
Deputy Director	5.00	5.00	-
Director of Aviation	1.00	1.00	-
Division Manager	0.00	2.00	2.00
Electrician I/II	3.00	3.00	-
Electrician Supervisor	0.00	1.00	1.00
Engineer I/II	4.00	4.00	-
Environmental Services Program Manager	1.00	1.00	-
Environmental Services Specialist	1.00	1.00	-
Geographic Info Systems Specialist I/II	2.00	2.00	-
Information Systems Analyst	2.00	2.00	-
Maintenance Assistant/Maintenance Worker I	14.00	14.00	-
Maintenance Contract Supervisor	1.00	0.00	(1.00)
Maintenance Superintendent	1.00	1.00	-
Maintenance Worker II	13.00	13.00	-
Network Engineer	2.00	2.00	-
Network Technician I/II/III	1.00	2.00	1.00
Office Specialist I/II	2.00	2.00	-
Painter	2.00	3.00	1.00
Planner I/II/III	1.00	1.00	-
Planner IV	1.00	1.00	-
Principal Accountant	1.00	1.00	-
Principal Property Manager	1.00	1.00	-
Program Manager	4.00	4.00	-
Property Manager I/II	5.00	5.00	-
Public Information Manager	2.00	2.00	-

## Airport Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Public Information Representative I/II	2.00	3.00	1.00
Senior Account Clerk	3.00	3.00	-
Senior Accountant	4.00	4.00	-
Senior Air Conditioning Mechanic	1.00	1.00	-
Senior Airport Equipment Mechanic	2.00	2.00	-
Senior Airport Operations Specialist I/II/III	27.00	27.00	-
Senior Analyst	8.00	9.00	1.00
Senior Architect/Landscape Architect	1.00	1.00	-
Senior Electrician	1.00	1.00	-
Senior Electronic Systems Technician	1.00	1.00	-
Senior Engineer	2.00	2.00	-
Senior Engineering Technician	2.00	2.00	-
Senior Geographic Information Systems Specialist	1.00	1.00	-
Senior Maintenance Worker	4.00	4.00	-
Senior Painter	1.00	1.00	-
Senior Property Manager I/II	2.00	2.00	-
Senior Public Information Representative	2.00	2.00	-
Senior Systems Applications Programmer	1.00	1.00	-
Sign Shop Technician	1.00	1.00	-
Staff Specialist	5.00	5.00	-
Supervising Accountant	2.00	2.00	-
Supervising Applications Analyst	2.00	2.00	-
Supervisor, Trades	2.00	2.00	-
Systems Application Programmer I/II	1.00	1.00	-
<b>Total Positions</b>	<b>215.00</b>	<b>223.00</b>	<b>8.00</b>

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# Office of the City Attorney

Nora Frimann, City Attorney

## MISSION

*The Office of the City Attorney is committed to providing excellent legal services, consistent with the highest professional and ethical standards, with the goal of protecting and advancing the City's interests in serving the people of San José*

## CITY SERVICE AREA

*Strategic Support*

## CORE SERVICES

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### LEGAL SERVICES

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Advocate, defend, and prosecute on behalf of the City's interests. Provide oral and written advice on legal issues and prepare documents to implement official City actions.

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**Strategic Sort:** Provides administrative oversight for the department, including executive management, financial management, human resources, and pandemic response.

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# Office of the City Attorney

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Legal Services Core Service</i></b>	
<b>Legal Representation</b>	Provides legal representation to advocate, defend, and prosecute matters on behalf of the City and the Successor Agency to the Redevelopment Agency. This involves a variety of activities including defense of lawsuits; general liability claims management; prosecution of municipal code violations; workers' compensation investigations and litigation; seeking injunctions for general nuisance, gang and drug abatements; alternative dispute resolution and contract dispute assistance; and initiation of litigation which can result in significant revenue collections.
<b>Legal Transactions</b>	Provides oral and written legal counsel and advice to the Mayor, City Council, Council Appointees, City departments, City boards, commissions and committees, and to the Successor Agency to the Redevelopment Agency, and is responsible for review and preparation of ordinances, resolutions, contracts, permits and other legal documents to implement official City and Agency actions.
<b><i>Strategic Support Core Service</i></b>	
<b>City Attorney Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, and human resources.
<b>City Attorney Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.



# Office of the City Attorney

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- The City Attorney's Office will continue to provide legal representation and advice, while facing the challenge of meeting legal services demand that is largely driven by outside factors. Transactional legal assignments are generated by City Council direction and department requests that are often driven by technology innovations, economic conditions, and state and federal mandates. Litigation matters often originate from claims and lawsuits against the City; consequently, workloads and liability exposure are largely out of the Office's control. In addition, the Office prosecutes criminal cases and files a variety of affirmative lawsuits. The Office will continue to provide in-house legal services while managing unpredictable fluctuations in demand for these services.
- Transactional legal services will continue to be delivered by the Office with priority given to matters that reflect Council priorities and will provide the greatest benefit to the City or have the potential for increasing revenue. Lower priority assignments will be performed as time and staffing allows.
- Increased legal services will be required to assist on: 1) advice to the Planning Division, Office of Economic Development and Cultural Affairs, and other departments supporting development; 2) Housing-related ordinances and issues, including Housing transactions, and Council initiatives on homelessness, rent control and mobile homes; 3) real estate-related projects, including the negotiations with Google as its development continues and other developers with regards to various projects throughout the City; 4) advising staff related to the feasibility of forming a Community Facilities District to finance the acquisition of the Tech Expansion Space in connection with the Park Habitat Project; 5) capital construction projects and issues relating to the Regional Wastewater Facility and various City facilities, streets, and infrastructure; 6) innovation efforts to improve City technology; 7) proposed Charter amendments and campaign finance reform proposals; 8) proposed reforms in connection with the City's Reimagining Policing efforts; and 9) continuing legal guidance to the Emergency Operations Center as the City recovers from the COVID-19 pandemic and other emergencies.
- Litigation defense services will continue to take priority over proactive suits by the City. The net loss of litigation attorney positions has, at times, affected the Office's ability to adequately staff lawsuits and other litigation matters.
- Significant legal staff and resources are dedicated to collecting, reviewing, and responding to time-consuming and time-sensitive Public Records Act (PRA) requests, litigation records, and discovery.

### 2022-2023 Key Budget Actions

- Adds 1.0 Senior Deputy City Attorney position to support work related to the California Environmental Review Act (CEQA) process.
- Continues 1.0 Deputy City Attorney position on an ongoing basis to provide legal support for the purpose of proactive legal enforcement of blighted and nuisance properties.
- Continues one-time funding of \$200,000 for temporary staff to support Gun Violence Restraining Orders and criminal litigation work.
- Adds 1.0 Legal Analyst and 1.0 Deputy City Attorney positions and continues 1.0 Senior Deputy Attorney IV position to provide legal support for housing projects and grants.
- Adds one-time non-personal/equipment funding of \$350,000 to support the review of body worn camera footage.

### Operating Funds Managed

N/A

# Office of the City Attorney

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Legal Services	19,829,421	21,056,014	20,427,135	22,282,894
Strategic Support - City Council Appointees	1,838,022	1,728,244	1,806,517	1,806,517
Strategic Support - Other - Council Appointees	2,161,920	20,048,137	7,255,181	7,310,205
<b>Total</b>	<b>\$23,829,363</b>	<b>\$42,832,395</b>	<b>\$29,488,833</b>	<b>\$31,399,616</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	20,169,822	21,004,253	20,614,597	22,035,356
Overtime	4,084	0	0	0
<b>Subtotal Personal Services</b>	<b>\$20,173,906</b>	<b>\$21,004,253</b>	<b>\$20,614,597</b>	<b>\$22,035,356</b>
Non-Personal/Equipment	1,351,212	1,780,005	1,619,055	2,054,055
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$21,525,118</b>	<b>\$22,784,258</b>	<b>\$22,233,652</b>	<b>\$24,089,411</b>
<i>Other Costs*</i>				
City-Wide Expenses	2,267,175	18,861,993	6,000,000	6,000,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	7,397	0	0	0
Other - Capital	0	0	0	0
Overhead Costs	29,673	1,186,144	1,255,181	1,310,205
<b>Total Other Costs</b>	<b>\$2,304,245</b>	<b>\$20,048,137</b>	<b>\$7,255,181</b>	<b>\$7,310,205</b>
<b>Total</b>	<b>\$23,829,363</b>	<b>\$42,832,395</b>	<b>\$29,488,833</b>	<b>\$31,399,616</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Attorney

## Department Budget Summary

	<u>2020-2021 Actuals ***</u>	<u>2021-2022 Adopted</u>	<u>2022-2023 Forecast</u>	<u>2022-2023 Proposed</u>
<b>Dollars by Fund</b>				
General Fund (001)	18,948,064	35,692,412	22,372,435	23,719,807
Building Development Fee Program Fund (237)	0	0	73,965	73,965
Planning Development Fee Program Fund (238)	0	0	49,311	386,518
Workforce Development Fund (290)	138,899	113,180	117,970	117,970
Low And Moderate Income Housing Asset Fund (346)	964,461	1,397,928	1,067,013	1,450,090
Coronavirus Relief Fund (401)	12,078	0	0	0
Integrated Waste Management Fund (423)	60,622	75,223	76,154	76,154
Housing Trust Fund (440)	35,640	42,771	32,229	53,223
Community Development Block Grant Fund (441)	15,525	21,155	14,361	21,597
Home Investment Partnership Program Trust Fund (445)	1,184	16,324	0	20,994
Multi-Source Housing Fund (448)	0	101,090	124,395	124,395
Rental Stabilization Program Fee Fund (450)	622,310	673,942	795,800	589,703
San José Clean Energy Operating Fund (501)	698,266	1,374,009	1,410,223	1,410,223
San José-Santa Clara Treatment Plant Operating Fund (513)	73,410	84,360	89,526	89,526
Water Utility Fund (515)	155,618	152,603	163,541	163,541
Airport Maintenance And Operation Fund (523)	758,024	908,307	757,192	757,192
Sewer Service And Use Charge Fund (541)	911,554	1,467,925	1,635,390	1,635,390
Capital Funds	433,708	711,166	709,328	709,328
<b>Total</b>	<b>\$23,829,363</b>	<b>\$42,832,395</b>	<b>\$29,488,833</b>	<b>\$31,399,616</b>
<b>Positions by Core Service**</b>				
Legal Services	77.70	76.70	72.70	79.70
Strategic Support - City Council Appointees	7.80	6.80	6.80	6.80
<b>Total</b>	<b>85.50</b>	<b>83.50</b>	<b>79.50</b>	<b>86.50</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Attorney

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>Legal Services</b>					
Legal Representation	9,085,748	9,652,592	9,378,496	10,530,700	36.39
Legal Transactions	10,665,750	11,403,422	11,048,639	11,752,194	43.31
<b>Sub-Total</b>	<b>19,751,498</b>	<b>21,056,014</b>	<b>20,427,135</b>	<b>22,282,894</b>	<b>79.70</b>
<b>Strategic Support - City Council Appointees</b>					
City Attorney Pandemic Response	12,078	0	0	0	0.00
City Attorney Management and Administration	1,825,944	1,728,244	1,806,517	1,806,517	6.80
<b>Sub-Total</b>	<b>1,838,022</b>	<b>1,728,244</b>	<b>1,806,517</b>	<b>1,806,517</b>	<b>6.80</b>
<b>Strategic Support - Other - Council Appointees</b>					
City Attorney Other Departmental - City-Wide	1,970,199	18,861,993	6,000,000	6,000,000	0.00
City Attorney Other Operational - Administration	255,195	0	0	0	0.00
City Attorney Overhead	14,449	1,186,144	1,255,181	1,310,205	0.00
<b>Sub-Total</b>	<b>2,239,843</b>	<b>20,048,137</b>	<b>7,255,181</b>	<b>7,310,205</b>	<b>0.00</b>
<b>Total</b>	<b>\$23,829,363</b>	<b>\$42,832,395</b>	<b>\$29,488,833</b>	<b>\$31,399,616</b>	<b>86.50</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Office of the City Attorney

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>83.50</b>	<b>22,784,258</b>	<b>16,830,419</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Outside Legal Counsel		(200,000)	0
• Affordable Housing Legal Support (1.0 Senior Deputy City Attorney IV)	(1.00)	(307,548)	0
• Proactive Legal Enforcement of Blighted and Nuisance Properties (1.0 Deputy City Attorney IV)	(1.00)	(241,705)	(241,705)
• Santee Neighborhood Injunction Support (1.0 Legal Analyst I)	(1.00)	(159,100)	(159,100)
• Workers' Compensation Litigation Support Staffing (1.0 Legal Analyst II)	(1.00)	(150,290)	(150,290)
• Public Safety Initiatives		(90,000)	(90,000)
• Measure E - Legal Administration		(60,118)	0
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(4.00)</b>	<b>(1,208,761)</b>	<b>(641,095)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes		619,105	251,250
• Fund Shift: Development Fee Program Legal Support		0	(106,711)
• Contractual Services: Litigation Consultants and Experts		39,050	38,572
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>658,155</b>	<b>183,111</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>79.50</b>	<b>22,233,652</b>	<b>16,372,435</b>
<b>Budget Proposals Recommended</b>			
1. Housing Legal Support Staffing	3.00	371,024	152,668
2. Body Worn Camera Review		350,000	350,000
3. Planning Development Fee Program CEQA Review Staffing	1.00	290,031	0
4. Proactive Legal Enforcement of Blighted and Nuisance Properties	1.00	250,054	250,054
5. Public Safety Initiatives		200,000	200,000
6. Neighborhood Injunction Legal Support	1.00	154,825	154,825
7. Workers' Compensation Legal Support	1.00	154,825	154,825
8. Electronic Discovery Software Upgrade		85,000	85,000
<b>Total Budget Proposals Recommended</b>	<b>7.00</b>	<b>1,855,759</b>	<b>1,347,372</b>
<b>2022-2023 Proposed Budget Total</b>	<b>86.50</b>	<b>24,089,411</b>	<b>17,719,807</b>

# Office of the City Attorney

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Housing Legal Support Staffing</b>  <b><i>Strategic Support CSA</i></b> <b><i>Legal Services Core Service</i></b> <i>Legal Representation and Legal Transactions Programs</i>	3.00	371,024	152,668

This action adds 1.0 Legal Analyst and 1.0 Deputy City Attorney III positions; continues a temporary position on an ongoing basis by adding 1.0 Senior Deputy Attorney IV position; and shifts 80% of a Deputy City Attorney I position from the Rental Stabilization Program Fee Fund to the General Fund. The Legal Analyst position will support housing projects involving City loans and bond issuance, perform due diligence, and draft and complete all legal documents. After the closing of each Housing project, this position will compile the final documents for distribution and create reports of outstanding items. The Deputy City Attorney III position, funded by Measure E revenues, will provide legal support for housing production and homelessness issues. The Senior Deputy Attorney IV position will support housing grant agreements/contracts, homeless issues (bridge housing), encampment issues, and the preservation of affordable housing. This position will also be the point person for Goodwill and the Legal Aid attorneys with whom the City interacts with on homelessness matters. The fund shift of the Deputy City Attorney I position will realign the funding sources with the associated legal support that will be provided by this position. The position was initially added to provide support to the Rental Stabilization Program; however, the activity level in this program did not materialize as initially anticipated and the position will shift its focus to address the increased workload related to personal injury cases and public safety cases. (Ongoing costs: \$381,760)

<b>2. Body Worn Camera Review</b>  <b><i>Strategic Support CSA</i></b> <b><i>Legal Services Core Service</i></b> <i>Legal Representation Program</i>		350,000	350,000
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This action adds one-time non-personal/equipment funding of \$350,000 to support the review of body worn camera footage. As police body worn camera and private citizen recordings are becoming more prevalent in litigation cases, a dedicated resource is required to review, edit, and reproduce the abundance of these videos to defend the City. Under the California Supreme Court's ruling in National Lawyers Guild v. City of Hayward, 9 Cal.5th 488 (2020), agencies must bear the cost of redactions in response to a citizen request if the redacted materials are subject to exemption from disclosure. The funds will be used to contract a dedicated vendor to review, edit, and reproduce the body worn camera footage. Though one-time resources are recommended to deal with a surge in cases, this work will be reevaluated for continued funding during subsequent budget cycles. (Ongoing costs: \$0)

# Office of the City Attorney

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Planning Development Fee Program CEQA Review Staffing</b>	1.00	290,031	0

*Strategic Support CSA  
Legal Services Core Service  
Legal Transactions Program*

This action adds 1.0 Senior Deputy City Attorney III position, funded by the Planning Development Fee Program Fund, to support work related to the California Environmental Review Act (CEQA) process. This position will primarily work with the Planning Division on reviewing, revising, and drafting environmental and Planning documents for public and private projects; perform legal research and writing and advise the Planning Division on CEQA and land use issues; attend weekly and other meetings on priorities, strategies, and process improvements; stay up to date on CEQA and land use cases, statutes, requirements, and best practices; and defend the City on public and private CEQA and land use challenges. (Ongoing costs: \$316,398)

<b>4. Proactive Legal Enforcement of Blighted and Nuisance Properties</b>	1.00	250,054	250,054
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*Strategic Support CSA  
Legal Services Core Service  
Legal Representation Program*

This action continues a temporary position on an ongoing basis by adding 1.0 Deputy City Attorney IV position to continue providing legal support for the purpose of proactive legal enforcement of blighted and nuisance properties. This position was first authorized in the City Council-approved Mayor's March Budget Message for Fiscal Year 2019-2020. In the last three years, this position has followed up on Code Enforcement and Police investigations and citations by communicating with property owners and initiating legal proceedings when appropriate to enforce Code actions, address ongoing nuisance activities, and collect on fines levied. The continuation of the position will enable the City Attorney to maintain a dedicated Deputy City Attorney for the purpose of litigating these matters on an ongoing basis. (Ongoing costs: \$250,054)

# Office of the City Attorney

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Public Safety Initiatives</b>		<b>200,000</b>	<b>200,000</b>
<i>Strategic Support CSA</i>			
<i>Legal Services Core Service</i>			
<i>Legal Representation Program</i>			

This action adds one-time personal services funding of \$200,000 to continue temporary staffing to support Gun Violence Restraining Orders (GVRO) and criminal litigation work. Initial funding to support GVRO was included as part of the City Council-approved Mayor's June Budget Message for Fiscal Year 2021-2022. The San Jose Police Department (SJPD) leads the County in requests for GVROs and the City Attorney's Office (CAO) evaluates and pursues GVROs initiated by SJPD and handles further filings and court appearances. Due to changes in the GVRO law effective January 1, 2020, which require police to consider GVROs in cases involving domestic violence, as well as apparent effects of shelter-in-place orders on families in San Jose, CAO experienced a significant increase in GVROs. In calendar year 2020, there were a total of 32 GVROs filed; in calendar year 2021, there were a total of 34 GVROs filed; and in the first three months of 2022, there have been 17 GVROs filed. Because of the increase in GVROs, the temporary staffing will help address the increased workload. Further, the recent reopening of the criminal courthouse for trials has increased the need for attorney support. (Ongoing costs: \$0)

<b>6. Neighborhood Injunction Legal Support</b>	<b>1.00</b>	<b>154,825</b>	<b>154,825</b>
<i>Strategic Support CSA</i>			
<i>Legal Services Core Service</i>			
<i>Legal Representation Program</i>			

This action continues a temporary position by adding 1.0 Legal Analyst II position, through June 30, 2023, to continue legal support for the Santee Neighborhood Injunction and provide assistance for other code enforcement projects. Although the injunction in the Santee Neighborhood has been successful, this position will continue to monitor and enforce it by providing compliance oversight, ongoing tracking of sales of properties subject to the injunction, service of the injunction on new owners, outreach to residents, development of factual information and evidence to support compliance efforts, and draft various legal documents necessary to ensure that property owners are abiding by the terms of the injunction. The continuation of the position will enable the City Attorney to maintain a dedicated legal analyst to support the attorneys responsible for enforcement and assist with other code enforcement projects. (Ongoing costs: \$0)

<b>7. Workers' Compensation Legal Support</b>	<b>1.00</b>	<b>154,825</b>	<b>154,825</b>
<i>Strategic Support CSA</i>			
<i>Legal Services Core Service</i>			
<i>Legal Representation Program</i>			

This action continues a temporary position by adding 1.0 Legal Analyst II position, through June 30, 2023, to continue legal support to the Workers' Compensation Program. This position supports comprehensive case review and legal research, including the extensive review of medical records, developing case evidence, drafting legal correspondence, and monitoring case activity. This action allows for greater effectiveness in the City Attorney's Office, as increased legal analyst support provides the Workers' Compensation team critical resources for case management. (Ongoing costs: \$0)



## Office of the City Attorney

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>8. Electronic Discovery Software Upgrade</b>		<b>85,000</b>	<b>85,000</b>
<i>Strategic Support CSA</i>			
<i>Legal Services Core Service</i>			
<i>Legal Representation and Legal Transactions Programs</i>			
<p>This action adds non-personal/equipment funding of \$85,000 to fund enhancements to the City's e-discovery software solution. The program upgrades will provide additional functionality that will improve efficiencies with redactions, legal holds, and production software service. Additionally, more storage capabilities will be included. These upgrades will also aid with the timeliness of Public Records Act (PRA) responsiveness and reduce the time office support staff dedicates to assisting other departments with PRAs and legal holds. (Ongoing costs: \$85,000)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>7.00</b>	<b>1,855,759</b>	<b>1,347,372</b>










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# Office of the City Attorney

## Performance Summary

### Legal Services

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of time final case results are within staff analyses and/or recommendations	N/A <sup>1</sup>	90%	N/A <sup>1</sup>	90%
 Cost of representation compared to law offices of similar size, practice, and expertise, including other governmental law offices				
- City Attorney's Office average hourly rate	\$158	\$158	\$157	\$160
- Outside Legal Counsel average hourly rate	\$355	\$360	\$416	\$416
 % of time client is timely informed of significant developments in a case	N/A <sup>1</sup>	80%	N/A <sup>1</sup>	80%
 % of survey respondents rating legal services satisfactory or better based on quality, cycle time, and professionalism	N/A <sup>1</sup>	86%	N/A <sup>1</sup>	86%
 % of time final documents accurately reflect the approval of City action	N/A <sup>1</sup>	96%	N/A <sup>1</sup>	96%
 % of time that advice identifies and analyzes legal issues and risks	N/A <sup>1</sup>	90%	N/A <sup>1</sup>	90%
 % of time that advice provides alternatives where appropriate	N/A <sup>1</sup>	75%	N/A <sup>1</sup>	75%
 Cost of advice and documentation compared to law offices of similar size, practice, and expertise including other governmental offices				
- City Attorney's Office average hourly rate	\$158	\$158	\$157	\$160
- Outside Legal Counsel average hourly rate	\$355	\$360	\$416	\$416
 % of time client receives advice/document within mutually accepted time frames	75%	85%	77%	80%

<sup>1</sup> The survey was not conducted in 2020-2021 and 2021-2022 due to the Santa Clara County Shelter-in-Place Order that was issued in March 2020, which was subsequently extended and modified, and low response rates. The next survey is scheduled for 2022-2023.

# Office of the City Attorney

## Performance Summary

### Legal Services

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of claims filed against the City	568	675	458	567
# of lawsuits filed against the City	110	150	116	125
# of lawsuits and administrative actions filed or initiated by the City <sup>1</sup>	767	400	306	350
# of Council/Board/Manager memoranda:				
- Prepared	1,987	1,500	2,013	2,000
- Reviewed	865	750	635	750
# of formal Opinions issued	8	2	0	3
# of Resolutions	500	475	396	450
# of Ordinances	203	155	168	175
# of Agreements	2,242	2,240	1,780	2,000

<sup>1</sup> 2020-2021 Actual is higher than 2021-2022 and 2022-2023 Forecast levels due to an increased number of criminal citations.

## Office of the City Attorney

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accounting Technician	0.00	0.00	-
Assistant City Attorney	2.00	2.00	-
Associate Deputy City Attorney	1.00	1.00	-
Chief Deputy City Attorney	4.00	4.00	-
City Attorney	1.00	1.00	-
Deputy City Attorney I/II/III/IV	11.00	12.00	1.00
Executive Assistant	1.00	1.00	-
Legal Administrative Assistant	9.50	9.50	-
Legal Analyst I/II/III	16.00	17.00	1.00
Legal Services Administrator	1.00	1.00	-
Legal Services Manager	1.00	1.00	-
Network Engineer	1.00	1.00	-
Office Specialist I/II	1.00	1.00	-
Senior Deputy City Attorney I/II/III/IV	30.00	31.00	1.00
Senior Legal Analyst	3.00	3.00	-
Senior Supervisor, Administration	1.00	1.00	-
<b>Total Positions</b>	<b>83.50</b>	<b>86.50</b>	<b>3.00</b>

# Office of the City Auditor

Joe Rois, City Auditor

## MISSION

*Independently assess and report on City operations and services*

## CITY SERVICE AREA

*Strategic Support*

## CORE SERVICES

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### AUDIT SERVICES

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Identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government and provide independent, reliable, accurate, and timely information to the City Council and other stakeholders

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**Strategic Support:** Administrative Support and Pandemic Response

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## Office of the City Auditor

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### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Audit Services Core Service</i></b>	
<b>Performance Audits</b>	Identify ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government and provide independent, reliable, accurate, and timely information to the City Council and other stakeholders.
<b><i>Strategic Support Core Service</i></b>	
<b>City Auditor Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, and human resources.
<b>City Auditor Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Office of the City Auditor

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Conduct program performance audits identifying ways to increase the economy, efficiency, effectiveness, equity, and accountability of City government and provide independent, reliable, accurate, and timely information to the City Council and other stakeholders. The 2022-2023 Audit Workplan will be submitted to the Rules and Open Government Committee in August 2022, with a continued focus on searching for operational efficiencies, revenues, and cost-saving opportunities.
- Issue the Annual Report on City Services. This report details the cost, workload, and performance data for City services and is intended to improve government transparency and accountability and provide consolidated performance information to the public, allowing informed decision making by City officials, staff, and the public.
- Provide oversight of external auditors on the City of San José Annual Financial Audit and Single Audit; the Audits of Parks and Recreation Bond, Library Bond, Public Safety Bond, Public Safety and Infrastructure Bond, and Parcel Tax Funds; the Annual Compliance Review of San José Clean Energy's Risk Management Practices; and the Semi-Annual Reviews for Compliance with the City's Investment Policy.

### 2022-2023 Key Budget Actions

- Restores 1.0 Program Performance Auditor I/II position, which will result in an increase in the number of performance audits. This action is partially offset by a reduction in non-personal/equipment funding of \$74,645 to reflect savings.

### Operating Funds Managed

N/A

# Office of the City Auditor

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Audit Services	2,407,223	3,029,697	3,247,960	3,304,666
Strategic Support - City Council Appointees	95,840	164,890	173,277	173,277
Strategic Support - Other - Council Appointees	402,127	0	0	0
<b>Total</b>	<b>\$2,905,190</b>	<b>\$3,194,587</b>	<b>\$3,421,237</b>	<b>\$3,477,943</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	2,295,879	2,382,119	2,591,263	2,722,614
<b>Subtotal Personal Services</b>	<b>\$2,295,879</b>	<b>\$2,382,119</b>	<b>\$2,591,263</b>	<b>\$2,722,614</b>
Non-Personal/Equipment	52,161	123,369	123,369	48,724
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$2,348,040</b>	<b>\$2,505,488</b>	<b>\$2,714,632</b>	<b>\$2,771,338</b>
<i>Other Costs*</i>				
City-Wide Expenses	402,127	447,234	460,650	460,650
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	155,023	241,865	245,955	245,955
Other - Capital	0	0	0	0
Overhead Costs	0	0	0	0
<b>Total Other Costs</b>	<b>\$557,150</b>	<b>\$689,099</b>	<b>\$706,605</b>	<b>\$706,605</b>
<b>Total</b>	<b>\$2,905,190</b>	<b>\$3,194,587</b>	<b>\$3,421,237</b>	<b>\$3,477,943</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Office of the City Auditor

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Fund</b>				
General Fund (001)	2,654,327	2,952,722	3,175,282	3,231,988
Coronavirus Relief Fund (401)	95,840	0	0	0
San José Clean Energy Operating Fund (501)	63,880	129,000	130,650	130,650
Airport Maintenance And Operation Fund (523)	65,023	80,593	83,033	83,033
Sewer Service And Use Charge Fund (541)	26,120	32,272	32,272	32,272
<b>Total</b>	<b>\$2,905,190</b>	<b>\$3,194,587</b>	<b>\$3,421,237</b>	<b>\$3,477,943</b>
<b>Positions by Core Service**</b>				
Audit Services	13.00	12.00	12.00	13.00
Strategic Support - City Council Appointees	1.00	1.00	1.00	1.00
<b>Total</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Auditor

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Audit Services

Performance Audits	2,407,223	3,029,697	3,247,960	3,304,666	13.00
<b>Sub-Total</b>	<b>2,407,223</b>	<b>3,029,697</b>	<b>3,247,960</b>	<b>3,304,666</b>	<b>13.00</b>

#### Strategic Support - City Council Appointees

City Auditor Management and Administration	0	164,890	173,277	173,277	1.00
City Auditor Pandemic Response	95,840	0	0	0	0.00
<b>Sub-Total</b>	<b>95,840</b>	<b>164,890</b>	<b>173,277</b>	<b>173,277</b>	<b>1.00</b>

#### Strategic Support - Other - Council Appointees

City Auditor Other Departmental - City-Wide	402,127	0	0	0	0.00
<b>Sub-Total</b>	<b>402,127</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>

<b>Total</b>	<b>\$2,905,190</b>	<b>\$3,194,587</b>	<b>\$3,421,237</b>	<b>\$3,477,943</b>	<b>14.00</b>
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\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Auditor

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2021-2022):	13.00	2,505,488	2,505,488
<hr/> <b>Base Adjustments</b> <hr/>			
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes:		209,144	209,144
Technical Adjustments Subtotal:	0.00	209,144	209,144
2022-2023 Forecast Base Budget:	13.00	2,714,632	2,714,632
<hr/> <b>Budget Proposals Recommended</b> <hr/>			
1. Program Performance Auditor Staffing	1.00	56,706	56,706
<b>Total Budget Proposals Recommended</b>	<b>1.00</b>	<b>56,706</b>	<b>56,706</b>
<hr/>			
<b>2022-2023 Proposed Budget Total:</b>	<b>14.00</b>	<b>2,771,338</b>	<b>2,771,338</b>

# Office of the City Auditor

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Program Performance Auditor Staffing	1.00	56,706	56,706

*Strategic Support CSA  
Audit Services Core Service  
Performance Audits Program*

This action restores 1.0 Program Performance Auditor I/II position that was eliminated in the 2020-2021 Adopted Budget and reduces non-personal/equipment funding of \$25,000 from the Encore Fellowship Program and \$49,645 from the City Auditor's Community Survey allocation to partially offset the addition of the position. Due to the new agreement beginning in 2021-2022, the cost for the Community Survey can be fully paid by the existing funding within the Office of the City Manager's budget. The restoration of the position will allow the City to complete (or substantially complete) 1.5 additional audit projects and begin to regain the capacity the Office had pre-pandemic. (Ongoing costs: \$68,645)

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<b>2022-2023 Proposed Budget Changes Total</b>	<b>1.00</b>	<b>56,706</b>	<b>56,706</b>
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# Office of the City Auditor

## Performance Summary

### Audit Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of audit recommendations implemented (cumulative over 10 years) <sup>1</sup>	72%	80%	74%	80%
 Ratio identified monetary benefit to audit cost	\$1.27 to \$1	\$2 to \$1	\$0.36 to \$1 <sup>2</sup>	\$2 to \$1
 % of proposed workplan completed or substantially completed during the fiscal year	64%	80%	68%	80%

<sup>1</sup> This performance measure was adjusted in the 2021-2022 Adopted Budget to measure the percentage of audit recommendations implemented from (cumulative over 5 years) to (cumulative over 10 years).

<sup>2</sup> The 2021-2022 Estimate is lower than the Target as a result of the audits completed were not scoped to have large monetary benefits; rather, the audits were more about effectiveness.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of audit reports issued	14	16	17	16
# of audit recommendations adopted	42	50	37	50
# of audit reports per auditor	1.2 to 1	1.5 to 1	2 to 1	1.5 to 1
Identified monetary benefits (i.e., revenue enhancements and cost savings) <sup>1</sup>	\$3,006,350	\$5,010,000	\$900,000	\$5,542,000

<sup>1</sup> The 2020-2021 Actual identified monetary benefits is an estimate based on potential cost savings identified in the Audit of Police Staffing, Expenditures, and Workload, Annual Performance Review of Team San Jose FY 2019-20, and Audit of Code Enforcement Management Controls. The 2021-2022 Estimated identified monetary benefits is an estimate based on potential cost savings identified in the Audit of Municipal Water Billing and Customer Service, Audit of Citywide Grant Monitoring, Audit of Fleet Take-Home Vehicles, and Audit of the Bill of Rights for Children and Youth.

**Office of the City Auditor**  
**Department Position Detail**

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<b>Position</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Proposed</b>	<b>Change</b>
City Auditor	1.00	1.00	-
Executive Assistant to City Auditor	1.00	1.00	-
Program Performance Auditor I/II	6.00	7.00	1.00
Senior Program Performance Auditor	3.00	3.00	-
Supervising Auditor	2.00	2.00	-
<b>Total Positions</b>	<b>13.00</b>	<b>14.00</b>	<b>1.00</b>

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# Office of the City Clerk

Toni J. Taber, City Clerk

## MISSION

*Maximize public access to municipal government*

## CITY SERVICE AREA

*Strategic Support*

## CORE SERVICES

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### CITY CLERK SERVICES

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Maximize public access to the City's legislative processes by administering the democratic processes such as elections, access to City records, and all legislative actions ensuring transparency to the public, and serve as a compliance officer and administrator for federal, State, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act

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**Strategic Support:** City Clerk Management and Administration and pandemic response

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## Office of the City Clerk

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### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>City Clerk Services Core Service</i></b>	
<b>Facilitate the City's Legislative Process</b>	Maximizes public access to the City's legislative process by administering the democratic processes such as elections, access to City records, and all legislative actions ensuring transparency to the public. Serves as a compliance officer for federal, State, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act.
<b><i>Strategic Support Core Service</i></b>	
<b>City Clerk Management and Administration</b>	Provides administrative oversight for the department, including financial management, human resources, and analytical support.
<b>City Clerk Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.



# Office of the City Clerk

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Administer Sunshine/Open Government Reforms to provide transparent legislative services.
- Ensure the public has access to information regarding meetings and open deliberations by creating and distributing agenda packets, synopses, and minutes for all City Council meetings and City Council Rules and Open Government Committee meetings. Additionally, provide legislative services to all other Council Committees by writing and distributing minutes pertaining to Ordinances, Resolutions, and Charter Amendments.
- Deliver fiscal, grant, budget, human resources, payroll, administrative, and technical support services to the Mayor's Office, City Council Offices, and for the City's Boards, Commissions, and Committees.
- Supply access to information regarding government business records including the City's legislative records and documents.
- Administer access to information regarding financial interests of officials and candidates by providing and improving compliance with open government, campaign finance, lobbyist registration, statements of economic interest, and other public disclosure requirements.
- Conduct elections for City Council, Retirement Boards, Civil Service Commission, City Charter amendments, potential issuance of bonds, and ballot measures in accordance with City Charter and State of California elections code.

### 2022-2023 Key Budget Actions

- Adds 1.0 Senior Supervisor of Administration and 1.0 Principal Office Specialist positions to continue higher levels of support for legislative and election services, provide direct support for the City's Boards and Commissions, schedule and facilitate virtual and hybrid meetings, and manage documentation associated with current elections.
- Adds 1.0 Analyst position to continue the provision of additional fiscal, grant, human resources, policy, and administrative support for the Mayor and City Council Offices.
- Adds 1.0 Analyst position, through June 30, 2023, to address the high volume of city-wide contract intake processing and compliance review.
- Adds ongoing funding of \$250,000, in the City-Wide Expenses section of this document, divided evenly among the ten Council Districts to continue support of neighborhood festival events.

### Operating Funds Managed

N/A

# Office of the City Clerk

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
City Clerk Services	2,242,164	2,371,021	2,464,006	2,996,449
Strategic Support - City Council Appointees	361,665	295,671	308,740	308,740
Strategic Support - Other - Council Appointees	4,019,991	3,978,790	3,364,996	3,614,996
<b>Total</b>	<b>\$6,623,820</b>	<b>\$6,645,482</b>	<b>\$6,137,742</b>	<b>\$6,920,185</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	2,327,277	2,338,717	2,473,134	3,001,413
Overtime	13,885	0	0	0
<b>Subtotal Personal Services</b>	<b>\$2,341,162</b>	<b>\$2,338,717</b>	<b>\$2,473,134</b>	<b>\$3,001,413</b>
Non-Personal/Equipment	248,866	311,975	283,612	287,776
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$2,590,028</b>	<b>\$2,650,692</b>	<b>\$2,756,746</b>	<b>\$3,289,189</b>
<i>Other Costs*</i>				
City-Wide Expenses	4,033,792	3,994,790	3,380,996	3,630,996
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	0	0	0	0
Other - Capital	0	0	0	0
Overhead Costs	0	0	0	0
<b>Total Other Costs</b>	<b>\$4,033,792</b>	<b>\$3,994,790</b>	<b>\$3,380,996</b>	<b>\$3,630,996</b>
<b>Total</b>	<b>\$6,623,820</b>	<b>\$6,645,482</b>	<b>\$6,137,742</b>	<b>\$6,920,185</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Clerk

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Fund</b>				
General Fund (001)	6,610,407	6,645,482	6,137,742	6,920,185
Coronavirus Relief Fund (401)	13,413	0	0	0
<b>Total</b>	<b>\$6,623,820</b>	<b>\$6,645,482</b>	<b>\$6,137,742</b>	<b>\$6,920,185</b>
<b>Positions by Core Service**</b>				
City Clerk Services	12.00	12.00	12.00	16.00
Strategic Support - City Council Appointees	2.00	2.00	2.00	2.00
<b>Total</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>18.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Clerk

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### City Clerk Services

Facilitate the City's Legislative Process	2,242,164	2,371,021	2,464,006	2,996,449	16.00
<b>Sub-Total</b>	<b>2,242,164</b>	<b>2,371,021</b>	<b>2,464,006</b>	<b>2,996,449</b>	<b>16.00</b>

#### Strategic Support - City Council Appointees

Clerk Management and Administration	348,252	295,671	308,740	308,740	2.00
Clerk Pandemic Response	13,413	0	0	0	0.00
<b>Sub-Total</b>	<b>361,665</b>	<b>295,671</b>	<b>308,740</b>	<b>308,740</b>	<b>2.00</b>

#### Strategic Support - Other - Council Appointees

Clerk Other Departmental - City-Wide	4,018,792	3,978,790	3,364,996	3,614,996	0.00
Clerk Other Operational - Administration	1,199	0	0	0	0.00
<b>Sub-Total</b>	<b>4,019,991</b>	<b>3,978,790</b>	<b>3,364,996</b>	<b>3,614,996</b>	<b>0.00</b>

<b>Total</b>	<b>\$6,623,820</b>	<b>\$6,645,482</b>	<b>\$6,137,742</b>	<b>\$6,920,185</b>	<b>18.00</b>
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\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Clerk

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>14.00</b>	<b>2,650,692</b>	<b>2,650,692</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Commission Interpretation Services		(80,000)	(80,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(80,000)</b>	<b>(80,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocation: -1.0 Senior Account Clerk to 1.0 Principal Account Clerk		134,417	134,417
• Contractual Services: Granicus and Municode		51,637	51,637
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>186,054</b>	<b>186,054</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>14.00</b>	<b>2,756,746</b>	<b>2,756,746</b>
<hr/> <b>Budget Proposals Recommended</b> <hr/>			
1. Legislative and Election Services Staffing	2.00	252,068	252,068
2. Mayor/Council District Office Administrative Support	1.00	146,414	146,414
3. Contracts Processing and Coordination Staffing	1.00	133,961	133,961
<b>Total Budget Proposals Recommended</b>	<b>4.00</b>	<b>532,443</b>	<b>532,443</b>
<b>2022-2023 Proposed Budget Total</b>	<b>18.00</b>	<b>3,289,189</b>	<b>3,289,189</b>

## Office of the City Clerk

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Legislative and Election Services Staffing</b>	<b>2.00</b>	<b>252,068</b>	<b>252,068</b>

**Strategic Support CSA**  
**City Clerk Services Core Service**  
*Facilitate the City's Legislative Process Program*

This action adds 1.0 Senior Supervisor of Administration position and continues one temporary position on an ongoing basis by adding 1.0 Principal Office Specialist position to the Legislative and Election Services division. The Senior Supervisor of Administration position will help coordinate activities for 28 Boards and Commissions including recruitment of up to 70 seats. The Principal Office Specialist position will focus on scheduling and facilitating virtual and hybrid meetings, manage documentation associated with current elections, and provide assistance to the Records team. (Ongoing costs: \$274,762)

<b>2. Mayor/Council District Office Administrative Support</b>	<b>1.00</b>	<b>146,414</b>	<b>146,414</b>
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**Strategic Support CSA**  
**City Clerk Services Core Service**  
*Facilitate the City's Legislative Process Program*

This action continues a temporary position on an ongoing basis by adding 1.0 Analyst position to support the Mayor and Council Offices. Currently there are two Analysts and one Senior Analyst positions who support ten council district offices and provide human resources, fiscal, and budget support to the Mayor's Office. Due to the increased workload in recent years and coverage requirements when a member of the team is out of the office, permanent additional staffing is required to mitigate high overtime usage. The addition of the Analyst position will provide improved coverage for the Mayor and Council Offices, provide more equitable distribution of support, and help reduce overtime that has been necessary to keep up with the workload. (Ongoing costs: \$146,414)

## Office of the City Clerk

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>3. Contracts Processing and Coordination Staffing</b>	<b>1.00</b>	<b>133,961</b>	<b>133,961</b>

***Strategic Support CSA***

***City Clerk Services Core Service***

*Facilitate the City's Legislative Process Program*

This action continues a temporary position on an ongoing basis by adding 1.0 Analyst position, through June 30, 2023, to the Records, Contracts, PRA, and Compliance division to provide support reviewing the high volume of submitted contracts for compliance and discrepancies and working with the City's Open Government Manager to guide staff in submitting their department's contracts. The Analyst position will help oversee the coordination and implementation of new document management software, migration of documents to a new server as needed, and provide staff training of the electronic database system including how to provide digitized records to the public in accordance with Council Policy and State mandates. (Ongoing costs: \$0)

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<b>2022-2023 Proposed Budget Changes Total</b>	<b>4.00</b>	<b>532,443</b>	<b>532,443</b>
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# Office of the City Clerk

## Performance Summary

### Facilitate the City's Legislative Process

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of complete City Council Agenda packets available online 10 days prior to Council meeting	100%	100%	100%	100%
 Estimated cost to document and track legislative actions per Council meeting	\$4,279	\$5,587	\$4,407	\$4,407
 % of Public Records Act requests received and fulfilled by the Clerk's Office within 10 days of request	96%	100%	99%	100%
 % of City contracts that have all required documents after compliance check	90%	95%	95%	95%
 % of Council synopses completed and posted online within three business days after the Council meeting	90%	95%	90%	95%
 % of Resolutions/Ordinances posted online within 3 business days of receipt from the City Attorney's Office	100%	100%	99%	100%
 % of customers rating customer service experience with the Clerk's Office as good or excellent	87%	95%	90%	95%



# Office of the City Clerk

## Performance Summary

### Facilitate the City's Legislative Process

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of meetings staffed <sup>1</sup>	195	200	200	200
# of board/commission applications processed	190	250	150	250
# of contracts processed <sup>2</sup>	2,492	2,306	2,600	2,408
# of grants processed (Council Office and Arena Community Fund)	161	420	200	292
# of Statements of Economic Interests/Family Gift Reports processed	2,188	2,979	2,500	2,633
# of campaign filings processed	303	475	200	283
# of ads placed in legal publications	360	300	300	300
# of Lobbyist Reports processed	785	680	600	747
# of Ordinances and Resolutions processed	690	555	500	613
# of Council Actions recorded, processed, and tracked	1,713	2,000	2,000	2,000
# of Public Records Act requests processed	781	910	700	875
# of internal requests for information/ documents processed	202	454	200	359

<sup>1</sup> Meetings defined as City Council meetings and study sessions; Council Committees; Civil Service, Council Salary Setting and Council Appointment Advisory Commissions, Board of Fair Campaign and Political Practices, Charter Review Commission, and the Redistricting Commission.

<sup>2</sup> Data includes contracts and grants processed.

**Office of the City Clerk**  
**Department Position Detail**

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Position	2021-2022 Adopted	2022-2023 Proposed	Change
Analyst I/II	3.00	5.00	2.00
Assistant City Clerk	1.00	1.00	-
City Clerk	1.00	1.00	-
Legislative Secretary	3.00	3.00	-
Principal Account Clerk	0.00	1.00	1.00
Principal Office Specialist	0.00	1.00	1.00
Records Specialist	1.00	1.00	-
Senior Account Clerk	1.00	0.00	(1.00)
Senior Analyst	1.00	1.00	-
Senior Supervisor of Administration	0.00	1.00	1.00
Staff Specialist	3.00	3.00	-
<b>Total Positions</b>	<b>14.00</b>	<b>18.00</b>	<b>4.00</b>

# Office of the City Manager

Jennifer A. Maguire, City Manager

## MISSION

*Provide strategic leadership that supports the Mayor and the City Council, and motivates and challenges the organization to deliver high quality services that meet the community's needs*

## CITY SERVICE AREA

*Public Safety*

*Strategic Support*

## CORE SERVICES

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### CITY-WIDE EMERGENCY MANAGEMENT

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Lead efforts to protect life, property, and the environment by developing, coordinating, and managing programs that prevent, prepare for, respond to, recover from, and mitigate natural and man-made disasters and emergencies.

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### LEAD AND MANAGE THE ORGANIZATION

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Provide professional expertise and support to the City Council in the formulation, interpretation, and application of public policy. Advance organizational vision, determine accountability, set organizational goals, and build organizational capacity. Provide strategic direction and management for city-wide operations and service delivery.

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**Strategic Support:** Administrative and Policy Support, Financial Management, and Pandemic Response

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# Office of the City Manager

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b>City-Wide Emergency Management Core Service</b>	
<b>Emergency Management</b>	Oversees emergency management efforts throughout the City, including: preparedness, response, recovery, and mitigation; maintains a citywide Emergency Management Roadmap to address preparedness gaps; ensures comprehensive all hazards planning, exercises, and training comply with state and federal requirements; and, engages the community through culturally-specific public education and training to encourage preparation for the next emergency.
<b>Lead and Manage the Organization Core Service</b>	
<b>Administration, Policy, and Intergovernmental Relations</b>	Supports city-wide leadership by resolving complex administrative matters, performing City-wide policy analysis, including implementation, and analyzing and tracking local, state, and federal legislation. Also leads departmental hiring; provides fiscal and purchasing services; oversees contract management and execution; provides City Council Committee and special workgroup staff support; manages Agenda Services; and coordinates multi-departmental Public Record Act Requests.
<b>Budget</b>	Develops and monitors the City's operating and capital budgets that total \$5.1 billion annually and includes 6,647 employees; works with City departments to develop a budget that meets the highest priority community and organizational needs while maintaining fiscal integrity; responds to and tracks budget-related City Council direction; works with departments to improve operational efficiency; and supports city-wide performance measure tracking and data-driven service delivery.
<b>Communications</b>	Directs and implements the City's communications strategy to inform and engage San José residents in an inclusive, culturally specific manner. Provides strategic counsel to the City Manager and oversight of media relations; internal communications; emergency public information; and digital, social, and creative services.
<b>Employee Relations</b>	Represents the City Council and City Manager in various labor relations issues and negotiates on behalf of the City on wages, hours, and other terms and conditions of employment. Manages employee relations matters for the City and advises and assists departments regarding strategies and due process requirements when dealing with employee sub-performance or misconduct.
<b>Executive Leadership/City Management</b>	Provides strategic leadership that supports the Mayor and City Council in making public policy decisions and ensures the organization is delivering cost-effective services that meet the needs of our community with the highest standards of quality and customer service. Also guides fiscal and change management, performance measurement, engagement, hiring, development, and retention of our workforce, and development of long term, equity-focused, data-driven strategies to invest in the City's future.
<b>Racial Equity</b>	Enables the City organization to embed a racial equity practice to examine and improve San José's policies, programs, and decision-making so that, ultimately, we improve outcomes for communities of color (Black, Indigenous, Latino/a/x and Asian and Pacific Islander). Also responsible for the implementation of the <i>Welcoming San Jose Plan</i> , a set of strategies focused on inclusion and belonging of foreign-born communities, including immigrants and refugees.

## Office of the City Manager

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### Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>City Manager Management and Administration</b>	Provides administrative oversight for the office, including financial management and human resources.
<b>City Manager Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Office of the City Manager

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- The City Manager's Office will provide strategic leadership and facilitate excellent service delivery through the management of the City's 22 departments and offices, including approximately 6,600 employees. The Office will support the Mayor and City Council and challenge the organization to deliver high-quality, cost-effective services that meet the needs of the City's diverse community.
- The City Manager's Office of Administration, Policy, and Intergovernmental Relations (API) will resolve complex administrative matters, support city-wide policy analysis and implementation, protect the best interest of the City through legislative advocacy at the federal, state, and local levels, and ensure the City Council approved City Roadmap of strategic change and transformational initiatives is operationalized.
- The Budget Office will effectively forecast and monitor both revenues and expenditures in over 135 City funds and will continue to focus on embedding equity in the development of the 2023-2024 Budget for City Council consideration.
- The Communications Office will keep the community informed about City services, achievements, COVID-related response and recovery, and other timely issues; develop and improve effective communication channels; support departmental communication efforts including website updates; and provide language access and translation services to reach San José's non-English speaking residents.
- The Office of Employee Relations will be engaged in labor relations with the City's 12 bargaining units, will conduct and/or oversee personnel investigations and grievance hearings, coordinate the City's disability accommodation program, and provide training on a variety of subjects to the organization.
- The Office of Emergency Management will lead efforts to protect life, property, and the environment by developing, coordinating, and managing programs that prevent, prepare for, respond to, recover from, and mitigate natural and man-made disasters and emergencies. The Office will teach volunteers how to prepare their communities for emergencies and help the City respond to emergencies, with a focus on underserved communities through its Community Emergency Response Training (CERT) program.
- The Office of Racial Equity will continue to implement city-wide training programs and embed a racial equity practice that examines and improves the City's internal policies, programs, and decision-making to help improve outcomes for communities of color (including Black, Indigenous, Latino/a/x, Asian, and Pacific Islander). The Office will continue to implement the *Welcoming San Jose Plan*, a set of strategies focused on inclusion and belonging of foreign-born communities, including immigrants and refugees.
- The City Manager's Office will continue to focus on improving the City's customer service with a focus on efficiency, empathy, and response times by establishing a Customer Service Vision and Standards that are rooted in our external and internal customers' experiences.
- The City Manager's Office will continue to engage the workforce through ongoing structured communication, citywide equity trainings, and the coordination and implementation of an overarching workforce support and development strategy to effectively engage, recruit, and retain employees.
- The City Manager's Office will continue to facilitate the COVID-19 Recovery Task Force monthly meetings and committees, including a robust community engagement effort to gather, review, and analyze community input that will inform and support the Task Force's recommended actions and final report.
- The City Manager's Office will continue to focus on the development of the Children and Youth Services Master Plan utilizing a racial equity lens and a collaborative and inclusive process with City departments, community stakeholders, and families to create a strategic and coordinated approach to ensure that all San José children and youth, particularly the most vulnerable, have equitable access to pathways, and supports, from cradle to career.

# Office of the City Manager

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## Department Budget Summary

- The City Manager's Office will lead the organization's Climate and Seismic Resilience Planning and Development by establishing a new team dedicated towards driving results that transform the City's infrastructure and will focus on establishing objectives around disaster & climate change preparedness, water supply resilience, community energy resilience, reliable infrastructure, and restoring the natural environment, as well as seeking federal and state funding opportunities to advance the objectives.

### 2022-2023 Key Budget Actions

- As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, and as approved by the City Council, establishes one-time funding of \$1,750,000 for Climate and Seismic Resilience Planning and Development through the creation of a multi-departmental team to drive results on key resilience objectives (e.g., drought resilience, sea level rise, microgrid development, urban forests, etc.) and major capital projects, and adds 1.0 Assistant to the City Manager position in the API program through June 30, 2024.
- Continues 1.0 Senior Executive Analyst and 2.0 Executive Analyst positions in the Office of Emergency Management, funded by an Urban Areas Security Initiative grant through June 30, 2023, to work on the following: community resource planning; development of a City of San José Mass Care Plan; and coordination of emergency alert and warning services.
- Continues and makes permanent 1.0 Assistant to the City Manager position in the Office of Administration, Policy, and Intergovernmental Relations (API) (previously allocated to the Office of Civic Innovation) to support city-wide roadmap development and tracking department performance measurement, city-wide customer service transformative work, and other policy work, and adds 1.0 Senior Executive Analyst position in API to enhance advocacy efforts that further the City's legislative and policy interests.
- Adds non-personal/equipment funding of \$200,000 (\$100,000 of which is ongoing) to continue the 20-hour Community Emergency Response Training (CERT) program, with a focus on the City's most vulnerable populations geographically and linguistically.
- Adds \$200,000 on a one-time basis to continue the Customer Service Vision and Standards initiative.
- Continues and makes permanent 1.0 Executive Analyst in the Office of Communications for language access and translation services and provides \$50,000 in ongoing funding to support departments with community outreach and engagement, as needed.
- Continues and makes permanent 1.0 Executive Analyst II position in the Office of Emergency Management to serve as the Emergency Operations Center (EOC) Readiness Coordinator to oversee the coordination of the EOC Readiness Plan, including maintaining equipment, managing services, resources, and systems for the City's primary and alternate EOC.
- Adds ongoing non-personal/equipment funding of \$100,000 to increase city-wide diversity, equity, and inclusion educational opportunities through various learning and skill building activities, including trainings and workshops.
- Transfers all ongoing core functions of the Office of Civic Innovation into the Information Technology Department (ITD) and the City Manager's Office Executive Leadership/Management program. Transfers and reclassifies 3.0 positions to ITD and transfers 1.0 position to the Executive Leadership/Management program for improved work alignment.

### Operating Funds Managed

N/A

# Office of the City Manager

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
City-Wide Emergency Management	3,949,857	4,403,643	1,781,918	2,602,928
Lead & Manage The Organization	15,168,236	19,233,197	17,876,987	18,651,946
Strategic Support - City Council Appointees	4,665,777	12,652,821	4,624,594	4,624,594
Strategic Support - Other - Council Appointees	2,660,733	3,872,293	302,693	1,804,744
<b>Total</b>	<b>\$26,444,603</b>	<b>\$40,161,954</b>	<b>\$24,586,192</b>	<b>\$27,684,212</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	17,347,126	18,196,480	18,712,575	19,723,544
Overtime	61,524	25,000	25,000	25,000
<b>Subtotal Personal Services</b>	<b>\$17,408,650</b>	<b>\$18,221,480</b>	<b>\$18,737,575</b>	<b>\$19,748,544</b>
Non-Personal/Equipment	1,333,103	3,794,026	1,446,924	2,031,924
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$18,741,753</b>	<b>\$22,015,506</b>	<b>\$20,184,499</b>	<b>\$21,780,468</b>
<b>Other Costs*</b>				
City-Wide Expenses	5,706,505	5,737,327	1,090,000	2,577,000
General Fund Capital	0	0	0	0
Gifts	0	75,000	100,000	100,000
Housing Loans and Grants	0	0	0	0
Other	1,996,345	12,305,297	3,180,000	3,180,000
Other - Capital	0	0	0	0
Overhead Costs	0	28,824	31,693	46,744
<b>Total Other Costs</b>	<b>\$7,702,850</b>	<b>\$18,146,448</b>	<b>\$4,401,693</b>	<b>\$5,903,744</b>
<b>Total</b>	<b>\$26,444,603</b>	<b>\$40,161,954</b>	<b>\$24,586,192</b>	<b>\$27,684,212</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Office of the City Manager

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Fund</b>				
General Fund (001)	22,069,490	27,408,693	19,808,923	22,841,533
Gift Trust Fund (139)	0	75,000	100,000	100,000
Low And Moderate Income Housing Asset Fund (346)	18,224	18,375	18,375	18,375
Coronavirus Relief Fund (401)	3,963,827	10,000,000	0	0
American Rescue Plan Fund (402)	0	2,500,000	4,473,849	4,473,849
Emergency Reserve Fund (406)	162,139	0	0	0
Integrated Waste Management Fund (423)	69,850	0	0	0
Multi-Source Housing Fund (448)	75,213	0	0	0
San José Clean Energy Operating Fund (501)	37,575	110,886	136,045	201,455
San José-Santa Clara Treatment Plant Operating Fund (513)	18,224	18,375	18,375	18,375
Airport Maintenance And Operation Fund (523)	24,314	24,500	24,500	24,500
Sewer Service And Use Charge Fund (541)	5,747	6,125	6,125	6,125
<b>Total</b>	<b>\$26,444,603</b>	<b>\$40,161,954</b>	<b>\$24,586,192</b>	<b>\$27,684,212</b>
<b>Positions by Core Service**</b>				
City-Wide Emergency Management	12.00	12.00	8.00	12.00
Lead & Manage The Organization	66.85	67.50	65.50	66.50
Strategic Support - City Council Appointees	1.00	2.00	6.00	6.00
Strategic Support - Other - Council Appointees	0.65	0.00	0.00	0.00
<b>Total</b>	<b>80.50</b>	<b>81.50</b>	<b>79.50</b>	<b>84.50</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Manager

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>City-Wide Emergency Management</b>					
Emergency Management	3,949,857	4,403,643	1,781,918	2,602,928	12.00
<b>Sub-Total</b>	<b>3,949,857</b>	<b>4,403,643</b>	<b>1,781,918</b>	<b>2,602,928</b>	<b>12.00</b>
<b>Lead &amp; Manage The Organization</b>					
Administration, Policy, and Intergovernmental Relations	2,342,218	3,363,371	2,943,736	3,465,646	14.00
Budget Office	3,911,990	4,131,085	4,333,392	4,333,392	19.00
Civic Innovation	1,386,357	2,390,938	1,624,966	1,026,974	0.50
Communications	1,121,462	1,119,123	943,848	1,131,618	4.00
Employee Relations	1,972,723	2,265,542	2,397,562	2,417,562	10.50
Executive Leadership/City Management	3,426,896	3,877,096	3,840,553	4,383,824	11.50
Racial Equity	1,006,590	2,086,042	1,792,930	1,892,930	7.00
<b>Sub-Total</b>	<b>15,168,236</b>	<b>19,233,197</b>	<b>17,876,987</b>	<b>18,651,946</b>	<b>66.50</b>
<b>Strategic Support - City Council Appointees</b>					
City Manager Management and Administration	293,297	152,821	150,745	150,745	1.00
City Manager Pandemic Response	4,372,480	12,500,000	4,473,849	4,473,849	5.00
<b>Sub-Total</b>	<b>4,665,777</b>	<b>12,652,821</b>	<b>4,624,594</b>	<b>4,624,594</b>	<b>6.00</b>
<b>Strategic Support - Other - Council Appointees</b>					
City Manager Other Departmental - City-Wide	2,467,734	3,843,469	271,000	1,758,000	0.00
City Manager Other Departmental - Grants	48,035	0	0	0	0.00
City Manager Other Operational - Administration	144,964	0	0	0	0.00
City Manager Overhead	0	28,824	31,693	46,744	0.00
<b>Sub-Total</b>	<b>2,660,733</b>	<b>3,872,293</b>	<b>302,693</b>	<b>1,804,744</b>	<b>0.00</b>
<b>Total</b>	<b>\$26,444,603</b>	<b>\$40,161,954</b>	<b>\$24,586,192</b>	<b>\$27,684,212</b>	<b>84.50</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the City Manager

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>81.50</b>	<b>22,015,506</b>	<b>21,671,366</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Local Sales Tax - Office of Emergency Management Projects		(1,159,000)	(1,159,000)
• Rebudget: Office of Civic Innovation Projects		(500,000)	(500,000)
• Rebudget: Office of Racial Equity Projects		(305,000)	(305,000)
• Rebudget: Office of Administration, Policy, and Intergovernmental Relations Projects		(260,000)	(260,000)
• Rebudget: Office of Emergency Management Training and Supplies		(105,000)	(105,000)
• Rebudget: Budget Office Hyperion Software Maintenance		(50,000)	(50,000)
• Office of Emergency Management - Urban Areas Security Initiative Grant Staffing (4.0 Executive Analyst II)	(4.00)	-	-
• Office of Civic Innovation Staffing (1.0 Assistant to the City Manager, 1.0 Senior Executive Analyst)	(2.00)	(320,418)	(320,418)
• Office of Administration, Policy, and Intergovernmental Relations - Disability Community Engagement and Service Evaluation		(150,000)	(150,000)
• Office of Racial Equity - Staffing Consulting Services		(100,000)	(100,000)
• Office of Administration, Policy, and Intergovernmental Relations - California Cities Gaming Authority		(30,000)	(30,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(6.00)</b>	<b>(2,979,418)</b>	<b>(2,979,418)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocation: - 1.0 Assistant to the City Manager to 1.0 Deputy Director	0.00	120,179	(307,595)
• COVID-19 Pandemic Response and Community and Economic Recovery (City Council Approval November 30, 2021): 2.0 Assistant to the City Manager, 1.0 Deputy City Manager 1.0 Staff Specialist	4.00	1,026,100	0
• Fund Shift: City Manager Director Staffing (Civic Innovation)	0.00	149,895	149,895
• Inter-Departmental Shift: FirstNet Devices (from Information Technology Department for Executive Leadership)		27,373	27,373
• Software/Information Systems: SiteImprove (Web Governance Software)		7,600	7,600
• Contract Services: Online Privacy Monitoring		2,000	2,000
• Software/Information Systems: CivicPlus (Intranet Site)		(25,075)	(25,075)
• Fund Shift: Deputy City Manager Staffing (Executive Leadership)	0.00	(159,661)	172,777
<b>Technical Adjustments Subtotal:</b>	<b>4.00</b>	<b>1,148,411</b>	<b>26,975</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>79.50</b>	<b>20,184,499</b>	<b>18,718,923</b>

# Office of the City Manager

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

#### Budget Proposals Recommended

1. Office of Emergency Management - Urban Areas Security Initiative Grant Staffing	3.00	470,714	470,714
2. Office of Administration, Policy, and Intergovernmental Relations - Analytical Staffing	2.00	371,551	371,551
3. Office of Emergency Management - Community Emergency Response Training Program		200,000	200,000
4. Office of Communications - Language Access and Translation Services	1.00	187,770	187,770
5. Office of Emergency Management - Emergency Operations Center Readiness Coordinator Staffing	1.00	150,296	150,296
6. Executive Leadership/Management - City Roadmap Software		115,000	115,000
7. Office of Administration, Policy, and Intergovernmental Relations - Survey and Ballot Measure Work		100,000	100,000
8. Office of Racial Equity - Diversity, Equity, and Inclusion City-Wide Training		100,000	100,000
9. Office of Administration, Policy, and Intergovernmental Relations - Climate and Seismic Resilience Planning and Development	1.00	50,359	-
10. Office of Employee Relations - Personnel File Management System		20,000	20,000
11. Office of City Innovation - Transfer Core Functions to Information Technology Department and the Executive Leadership/Management Program	(3.00)	(169,721)	(169,721)
<b>Total Budget Proposals Recommended</b>	<b>5.00</b>	<b>1,595,969</b>	<b>1,545,610</b>
<b>2022-2023 Proposed Budget Total:</b>	<b>84.50</b>	<b>21,780,468</b>	<b>20,264,533</b>

## Office of the City Manager

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Office of Emergency Management – Urban Areas Security Initiative Grant Staffing</b>	3.00	470,714	470,714

**Public Safety CSA**  
**City-Wide Emergency Management Core Service**  
*Emergency Management Program*

This action continues 1.0 Senior Executive Analyst (SEA) and 2.0 Executive Analyst (EA) positions in the Office of Emergency Management funded by the Urban Areas Security Initiative (UASI) grant through June 30, 2023. The three positions will work on the following: 1.0 SEA will manage a community assessment of resource needs and plans for supporting the establishment of Commodity Points of Distribution for delivery of essential services, particularly in vulnerable population areas; 1.0 EA position will manage the development of a City of San José Mass Care Plan; and 1.0 EA position will coordinate emergency alert and warning services with multiple departments and the County and will oversee the use of the warning equipment. (Ongoing costs: \$0)

<b>2. Office of Administration, Policy, and Intergovernmental Relations – Analytical Staffing</b>	2.00	371,551	371,551
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**Strategic Support CSA**  
**Lead and Manage the Organization Core Service**  
*Administration, Policy, and Intergovernmental Relations Program*

This action continues and makes permanent 1.0 Assistant to the City Manager and 1.0 Senior Executive Analyst position in the Office of Administration, Policy, and Intergovernmental Relations. The Assistant to the City Manager position, previously allocated to the Office of Civic Innovation, will work on City Roadmap development and outcome measurement tracking; provide strategic support to departments on performance measures in conjunction with the Budget Office; establish a customer service vision for the City that includes standards and a transformation plan across City departments; and will support general policy work. The Senior Executive Analyst position will focus on furthering the City's legislative and policy interests and guiding successful external fund sourcing, with a special focus on unprecedented federal investments on infrastructure and other funding required to ensure sustainability and resilience planning. (Ongoing costs: \$371,551)

## Office of the City Manager

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Office of Emergency Management – Community Emergency Response Training Program</b>		<b>200,000</b>	<b>200,000</b>

***Public Safety CSA  
City-Wide Emergency Management Core Service  
Emergency Management Program***

This action adds non-personal/equipment funding of \$200,000, of which \$100,000 is ongoing, for consultant services to continue the 20-hour Community Emergency Response Training (CERT) program. This program teaches volunteers how to prepare themselves, their families, and their community for emergencies and how to help the City respond to emergencies such as floods, earthquakes, and fires in a timely and effective manner. The program previously targeted one class per district resulting in approximately 360 graduates per year. The ongoing allocation of \$100,000 will continue funding ten classes, but the delivery of the program will now prioritize the most vulnerable populations geographically and linguistically, with a particular focus in City Council Districts 3, 5, 7, 8 and parts of other Council Districts with these vulnerable populations. Funding for these ten classes will provide two Spanish, two Vietnamese, and two English courses delivered in underserved communities, and the development of Chinese materials that will be used for two Chinese courses. The remaining two courses will be provided in other City Council Districts, on a rotating basis, each year. To address the waitlist of nearly 300 people across all Council Districts, one-time funding of \$100,000 will provide one additional course in each of the ten Districts, with a total goal of graduating over 600 people in 2022-2023. (Ongoing costs: \$100,000)

<b>4. Office of Communications – Language Access and Translation Services</b>	<b>1.00</b>	<b>187,770</b>	<b>187,770</b>
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***Strategic Support CSA  
Lead and Manage the Organization Core Service  
Communications Program***

This action continues and makes permanent 1.0 Executive Analyst II position in the City Manager's Office of Communications focused on managing city-wide translation vendors and providing language access training and online tools for City staff to ensure that all residents have culturally relevant information. This information includes notifications distributed by the City in multiple languages to non-English speaking residents. This action also adds ongoing non-personal/equipment funding of \$50,000 for language access and translation consultant services for city-wide campaigns as well as to support departments with community outreach and engagement efforts as needed for critical programs and services. (Ongoing costs: \$200,296)

## Office of the City Manager

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Office of Emergency Management – Emergency Operations Center Readiness Coordinator Staffing</b>  <b><i>Public Safety CSA City-Wide Emergency Management Core Service Emergency Management Program</i></b>	1.00	150,296	150,296
<p>This action continues and makes permanent 1.0 Executive Analyst II position in the Office of Emergency Management (previously grant funded) for the coordination of the Emergency Operations Center (EOC) Readiness Plan that includes management of services, resources, and systems for San José’s primary and alternate EOC. This includes maintaining equipment for 85 people assigned to the EOC with communication devices, computers, task books, and supplies; maintaining three vehicles and five trailers; and testing and routinely updating over 700 devices, including radios and other electronic tools. This position is essential to ensure equipment remains functional and accessible during an emergency and, if needed, replaced in a timely manner. (Ongoing costs: \$150,296)</p>			
<b>6. Executive Leadership/City Management – City Roadmap Software</b>  <b><i>Strategic Support CSA Lead and Manage the Organization Core Service Executive Leadership/City Management Program</i></b>		115,000	115,000

This action adds one-time funding for the acquisition of software that will automate the definition and management of the City Council-approved City Roadmap Objectives, Key Results, and associated Outcomes, and Performance Measures. The functionality will include an intuitive visual dashboard showing the City’s actual performance against planned Outcomes, Performance Measures, Targets, Objectives, and Key Results. Staff is currently tracking this information via a highly manual process using basic desktop tools (e.g., Excel, PowerPoint) that are cumbersome and inefficient. This software will improve transparency with the City Council and public and will improve the efficiency and effectiveness of City staff in delivering on our most important change initiatives. Funding will cover the costs for a two-year agreement. (Ongoing costs: \$0)

## Office of the City Manager

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>7. Office of Administration, Policy, and Intergovernmental Relations – Survey and Ballot Measure Work</b>		<b>100,000</b>	<b>100,000</b>

***Strategic Support CSA***

***Lead and Manage the Organization Core Service***

*Administration, Policy, and Intergovernmental Relations Program*

This action adds one-time non-personal/equipment funding of \$100,000 for consultant services to conduct up to three polls or surveys to gauge the public's interest in City priorities, program improvements, or potential measures that could be placed on the November 2022 or future year ballots, including bond, revenue, or other ballot measures. (Ongoing costs: \$0)

<b>8. Office of Racial Equity – Diversity, Equity, and Inclusion City-Wide Training</b>		<b>100,000</b>	<b>100,000</b>
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***Strategic Support CSA***

***Lead and Manage the Organization Core Service***

*Racial Equity Program*

This action adds \$100,000 in ongoing non-personal/equipment funding for various learning and skill building opportunities for the organization focusing on diversity, equity, and inclusion to advance the City's racial equity work. This includes mandatory trainings and other workshops for City leadership and all employees. The learning and development sessions will build on the organization's current knowledge base and skill sets to incorporate considerations of equity into decision-making that ultimately improve outcomes for communities of color and will further the City's goal of providing an equitable workplace for all. (Ongoing costs: \$100,000)



# Office of the City Manager

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>9. Office of Administration, Policy and Intergovernmental Relations – Climate and Seismic Resilience Planning and Development</b>	1.00	50,359	0

***Strategic Support CSA***

***Lead and Manage the Organization Core Service***

*Administration, Policy, and Intergovernmental Relations Program*

This action establishes one-time funding of \$1,750,000 in the General Fund (reflected in the City-Wide Expenses section of this document) and \$416,000 in the San José Clean Energy (SJCE) Fund, to be spent over a two-year period, for climate and seismic resilience planning and project development. As directed in the City Council-approved Mayor's March Message, this action will create a multi-departmental team led from the City Manager's Office, informed by equity considerations, to drive results on key resilience objectives and major capital projects in the areas of drought resilience, sea level rise, microgrid development, urban forests, seismic safety, Coyote Valley open space implementations, electrification, and prioritizing the rehabilitation of aging City infrastructure. Positions limit-dated through June 30, 2024 include 1.0 Principal Engineer position (100% General Fund) in the Environmental Services Department to preliminarily investigate recycled water projects; 1.0 Program Manager position (75% SJCE Fund, 25% General Fund) in the Public Works Department to focus on microgrid development at fire stations and other City facilities; and 1.0 Assistant to the City Manager position in the City Manager's Office (75% General Fund, 25% SJCE Fund) (reflected in this section of this document) to coordinate efforts across departments under the direction of a Deputy City Manager and work to secure external funding for future large-scale infrastructure improvements. One-time non-personal/equipment funding of \$823,000 will support specialized consulting work, with an initial focus on a recycled water feasibility analysis. Though the short-term goal is to provide the focus and preliminary evaluation necessary to access and leverage Federal and State resources, beginning in 2024-2025, an ongoing commitment will be established in the General Fund to fund a Resilience Officer that will provide ongoing management of this program, though that position may reside in a different department. (Ongoing costs: \$0)

<b>10. Office of Employee Relations – Personnel File Management System</b>		20,000	20,000
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***Strategic Support CSA***

***Lead and Manage the Organization Core Service***

*Employee Relations Program*

This action adds \$20,000 in ongoing non-personal/equipment funding for an updated investigation management system and associated ongoing maintenance costs. This program allows the Office of Employee Relations to manage investigations, labor relations issues, and projects focused on City policies and procedures. (Ongoing costs: \$20,000)

## Office of the City Manager

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment








2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>11. Office of Civic Innovation – Transfer Core Functions to Information Technology Department and the Executive Leadership/Management Program</b></p> <p><b><i>Strategic Support CSA</i></b>  <b><i>Lead and Manage the Organization Core Service</i></b>  <i>Civic Innovation Program and Executive Leadership/City Management Programs</i></p> <p>This action transfers all core functions of the Office of Civic Innovation to the Information Technology Department (ITD) and the City Manager’s Office Executive Leadership/Management program for improved work alignment. A total of 1.0 Assistant to the City Manager and 2.0 Senior Executive Analyst positions will be transferred to ITD and reclassified to 1.0 Enterprise Technology Manager (ETM) position and 2.0 Enterprise Supervising Technology Analyst (ESTA) positions. The 1.0 ETM and 1.0 ESTA positions will continue to sustain the work associated with the City's Small Cell agreements with major telecommunications companies that support the Digital Inclusion initiative and lead a refresh of the City's Digital Inclusion and Broadband Strategies. The Digital Inclusion program supports efforts to close the digital divide in San José – focused on low-income youth and other vulnerable populations, such as the elderly and disabled. The 1.0 ESTA position will provide support to the Equity through Data and Privacy program by coordinating with the Office of Racial Equity and multiple other departments to assist with building data-driven decision-making tools and capacity, necessary to integrate insights for better service to communities traditionally underserved.</p> <p>This action also transfers 1.0 City Manager’s Office Director position to the Executive Leadership/Management program. While this position previously led the City's innovation efforts around broadband, digital equity, and leading-edge processes and technology to provide positive community impact, these functions will now be permanently led by the ITD Director. This position will now broaden in scope to work closely with City Leadership to advance and implement key organizational change initiatives. The position will lead cross-functional teams dedicated to improving efficiency and measuring outcomes and impacts of programs by deploying innovative tools, methods, and skill sets; ensure implementation and continuous improvement of the City Roadmap process and Customer Service Vision and Standards initiative; and provide leadership to departments on the creation, monitoring, and refinement of city-wide performance measures in conjunction with the Budget Office. (Ongoing savings: \$169,721)</p>	(3.00)	(\$169,721)	(\$169,721)
<b>2022-2023 Proposed Budget Changes Total</b>	<b>5.00</b>	<b>\$1,595,969</b>	<b>\$1,545,610</b>

# Office of the City Manager

## Performance Summary

### Lead and Manage the Organization

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of residents that are satisfied or very satisfied with the quality of City services <sup>1</sup>	47%	65%	N/A	65%
 % of residents contacting the City who say they are satisfied or very satisfied with the: <sup>1</sup>				
- timeliness of City employees	64%	70%	70%	70%
- courtesy of City employees	75%	80%	80%	80%
- competency of City employees	60%	75%	75%	75%
 % of residents rating San José as an excellent/good place to live <sup>1</sup>	45%	75%	N/A	75%
 % of core services meeting or exceeding levels established by the City Council	58%	60%	69%	65%
 % of core services meeting or exceeding their cycle time targets	51%	55%	56%	55%
 Ratio of engaged employees for every one (1) actively disengaged employee <sup>2</sup>	N/A	N/A	N/A	N/A
 Average employee rating of progress made on Survey goals (1 to 5 scale) <sup>2</sup>	N/A	N/A	N/A	N/A

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

<sup>2</sup> Employee Engagement Survey funding was eliminated during a previous budget cycle; development of a future employee survey will be under review by the City Manager's Office next year.

# Office of the City Manager

## Performance Summary

### Lead and Manage the Organization

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of City Council agenda reports approved	674	570	670	670
# of City Council referrals assigned <sup>1</sup>	92	85	200	225
# of City-sponsored and major effort bills	N/A <sup>2</sup>	3	25	25
# of legislative items reviewed	N/A <sup>2</sup>	2,500	2,150	2,400
# of contracts/agreements approved	910	900	950	1000
# of public record act requests processed by the City Manager's Office <sup>3</sup>	133	120	155	150
# of Meet and Confer issues	15	5	19	17
# of training sessions offered by the Office of Employee Relations	99	100	97	98
# of formal disciplines received	55	35	61	58
# of investigations conducted by the Office of Employee Relations	58	62	55	57
# of employees who take the workforce engagement survey <sup>4</sup>	N/A	N/A	N/A	N/A
# of Citizenship applications completed at City-Supported workshops <sup>3</sup>	N/A	N/A	N/A	500

<sup>1</sup> Due to a new council referral system, staff is better able to track the volume of council referrals through various entry points, including council and committee referrals, and budget referrals.

<sup>2</sup> 2020-2021 Actuals are unavailable due to staff turnover

<sup>3</sup> These metrics are newly being added as part of the 2022-2023 Budget process.




<sup>4</sup> Employee Engagement Survey funding was eliminated during a previous budget cycle; development of a future employee survey will be under review by the City Manager's Office next year.

# Office of the City Manager

## Performance Summary

### City-Wide Emergency Management

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of Emergency Operations Center (EOC) assigned staff who have received required training <sup>1</sup>	100% <sup>1</sup>	100% <sup>1</sup>	100% <sup>1</sup>	30%
 % of City employees trained in the State Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) <sup>2</sup>				
- Senior Staff	0%	35%	5% <sup>2</sup>	50%
- All other City Employees	0%	35%	5% <sup>2</sup>	50%
 Time passed since the last update of the City's Emergency Operations Base Plan <sup>3</sup> : <i>1-3 years Green, 4-5 years Yellow, and over 5 years Red</i>	Green	Green	Green	Yellow

<sup>1</sup> In addition to formal trainings, all disaster service workers received on-the-job training due to the scale and scope of the COVID emergency.

<sup>2</sup> COVID-19 response interfered with formal trainings. SEMS and NIMS training are provided to new hires individually through online training. Staff in the Office of Emergency Management is working with the Human Resources Department to improve tracking and reporting on this measure.

<sup>3</sup> The City's Emergency Operations Base Plan consist of information on how the City complies with State and federal regulations and establishes policies on how the City operates to plan, respond, and recover in the event of an emergency and provides the process for declaring a Local Emergency. Additional annex plans providing for different functions within the City are also being developed as resources become available.

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of courses/trainings conducted by the Office of Emergency Management <sup>1</sup>	0	4	0	4
# of activations and exercises conducted by the Office of Emergency Management	5	3	2	4

<sup>1</sup> Emergency Operations Center activation in response to the COVID-19 pandemic reduced the number of courses in 2019-2020 and eliminated the emergency management courses offered in 2020-2021.

## Office of the City Manager

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accounting Tech	1.00	1.00	-
Analyst I/II	5.00	5.00	-
Assistant Budget Director	1.00	1.00	-
Assistant Employee Relations Director	1.00	1.00	-
Assistant City Manager	1.00	1.00	-
Assistant to the City Manager	15.00	16.00	1.00
Budget Director	1.00	1.00	-
City Manager	1.00	1.00	-
Deputy City Manager	4.00	5.00	1.00
Deputy Director	2.00	3.00	1.00
Director, City Manager's Office	3.00	3.00	-
Director of Communication	1.00	1.00	-
Director of Emergency Management	1.00	1.00	-
Employee Relations Director	0.50	0.50	-
Executive Analyst I/II	9.00	9.00	-
Executive Assistant	2.00	2.00	-
Executive Assistant to the City Manager	1.00	1.00	-
Senior Executive Analyst	24.00	23.00	(1.00)
Senior Office Specialist	1.00	1.00	-
Senior Supervisor, Administration	1.00	1.00	-
Staff Specialist	6.00	7.00	1.00
<b>Total Positions</b>	<b>81.50</b>	<b>84.50</b>	<b>3.00</b>

# City Manager – Office of Economic Development and Cultural Affairs

**Nanci Klein, Director**

## **MISSION**

***Catalyze job creation, private investment, revenue generation, talent development and attraction, and a diverse range of arts, cultural and entertainment offerings***

## **CITY SERVICE AREA**

***Community and Economic Development***

## **CORE SERVICES**

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### **ARTS AND CULTURAL DEVELOPMENT**

Support diverse cultural amenities, offerings, and organizations, commission and maintain public art, and authorize and coordinate outdoor special events on public and private property

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### **BUSINESS DEVELOPMENT AND ECONOMIC STRATEGY**

Assist business location and expansion, advance San José's Economic Strategy, and support council policy making

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### **REAL ESTATE SERVICES**

Manage the City's real estate assets and facilitate real estate-related transactions to support City projects and generate revenue

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### **REGIONAL WORKFORCE DEVELOPMENT**

Assist business in hiring a quality workforce through assessment, supportive services, and skills training

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**Strategic Support:** Budget/Fiscal Management and Administrative Support, Pandemic Response

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## City Manager – Office of Economic Development and Cultural Affairs

### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Arts and Cultural Development Core Service</i></b>	
<b>Arts and Cultural Development Administration</b>	Presents an annual arts leadership award event, sets priorities and plans for cultural development, addresses policy issues, manages cultural initiatives and programs, assists external initiatives that affect San José arts and culture, and supports the Arts Commission.
<b>Cultural Grants</b>	Awards and administers over 100 grants annually for non-profit arts organizations, special events, and creative entrepreneurs with services that include technical assistance to arts organizations and creative entrepreneurs in achieving their goals.
<b>Cultural Facilities Operations and Maintenance</b>	Provides stewardship of city-owned cultural facilities such as the Convention Center, the Hammer Theatre Center, and Mexican Heritage Plaza, including the management of operations and maintenance agreements with non-profit partners and the monitoring of those partners; coordinates with the Public Works Department on maintenance and capital needs of the cultural facilities; and manages legal agreements and the relationship with Team San José.
<b>Outdoor Events</b>	Authorizes and oversees over 500 annual outdoor special events citywide; produces special events such as CityDance series; leads the inter-departmental and inter-agency Special Events Team; provides event information to the public, businesses and neighborhood organizations; builds relationships with regional, national, and international event producers; and creates beneficial event sponsorship opportunities for the San José business community.
<b>Public Art / Placemaking</b>	Supports the commissioning of art for the public realm, City Hall exhibits, and the 250 artworks in the City's collection and encourages street life activation.
<b><i>Business Development and Economic Strategy Core Service</i></b>	
<b>Business District Management</b>	Manages relationships, legal agreements, joint projects and policy changes between the City and major downtown partners, including San José Downtown Association, San José Sports Authority, San José State University, San José Hotels, and Japantown and Downtown Business Improvement Districts; manages the City's free use program and plays a lead role in public space activation in the Downtown; supports the development of neighborhood business centers citywide; and increases retail amenities (in Neighborhood Business Districts and urban villages) including management of the wayfinding program, banner program.
<b>Business Outreach and Assistance</b>	Works with existing and potential San José businesses and entrepreneurs to encourage business and job attraction, retention, expansion and creation including driving industry outreach, layoff prevention, small business assistance, and hiring and customized training; administers the Sister City and Foreign Trade Zone programs, and small business inter-departmental coordination.



## City Manager – Office of Economic Development and Cultural Affairs

### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Business Development and Economic Strategy Core Service</i></b>	
<b>Development Attraction and Facilitation</b>	Serves as a single point of contact for key economic development projects going through the development review process; coordinates with development services partners on initiatives that simplify development regulations and/or accelerate permit processing schedules; meets, develops, and maintains relationships with developers, contractors, investors, and other development stakeholders; and assists in the creation of housing development opportunities in collaboration with internal and external partners.
<b>Economic Policy Analysis / Communications</b>	Leads development of economic development-related strategies (e.g., the Economic Strategy and North San José Area Development Policy), performs economic and data analysis to support policy development, business intelligence activities, and decision making by numerous departments and City Council; collaborates and coordinates communications strategies with internal and external communications staff around shared projects/initiatives; and manages the development of public information collateral materials, graphic design and production, and audio-visual production in a variety of media.
<b><i>Real Estate Services Core Service</i></b>	
<b>City Lease Administration</b>	Manages leasing with the City as a lessee or lessor for facilities and/or telecommunications, including maintenance of City owned properties that are being leased to other entities or are vacant.
<b>City Property Acquisition and Sales</b>	Works with real estate brokers, developers and property owners to encourage new leasing and development activity, including acquisition of temporary or permanent property rights for City projects and initiatives; manages the sale of surplus property.
<b><i>Regional Workforce Development Core Service</i></b>	
<b>Workforce Development Services</b>	Provides assessments, career counseling, workshops, training, supportive services and job development support to approximately 3,000 youth and adult clients annually, while at the same time supporting thousands of businesses with recruiting, on-the-job training, layoff avoidance, and technical assistance directly and through the BusinessOwnerSpace network.
<b>Workforce Innovation and Opportunity Act Board Support and Administration</b>	Supports effective decision-making of the 21 member, federally mandated work2future Board and its committees through the preparation of memos, presentations and updates and development of board and committee packets; manages recruitment and onboarding of new board members; and ensures compliance with the Workforce Innovation and Opportunity Act Board governance requirements, Brown Act, Sunshine rules, Form 700, etc.
<b><i>Strategic Support Core Service</i></b>	
<b>Economic Development Management and Administration</b>	Provides administrative oversight for the office, including executive management, financial management, human resources, and analytical support.
<b>Economic Development and Cultural Affairs Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# City Manager – Office of Economic Development and Cultural Affairs

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Engage and assist businesses that can create jobs and expand the City's tax base, with a focus on small business recovery and resiliency, anchor employers, and revenue-generators. Facilitate development projects that can generate property tax and sales tax revenues.
- Provide a range of training and employment services to residents by creating opportunities to learn job skills and earn credentials.
- Assist arts organizations, cultural facilities, and outdoor event producers to sustain, innovate, and adapt in a changing fiscal environment.
- Manage the City's real estate assets with focus on revenue generation, cost minimization, and timely transaction services in support of all City Departments.

### 2022-2023 Key Budget Actions

- As directed by the City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023, adds 1.0 Senior Executive Analyst position to the Housing Catalyst Team to facilitate and promote both market rate and affordable housing opportunities by guiding developments through the process to obtain the necessary permits to start construction following entitlement.
- Deletes 1.0 vacant Economic Development Officer position and adds 2.0 Analyst I/II positions in the Business Support and Contract Services units of work2future to address the increased workload and complexity of work2future program administration, strengthening the continuity, quality, and impact of federal and state-funded services for job seekers and businesses.
- Deletes 1.0 vacant Supervising Accountant position and adds 1.0 Senior Executive Analyst position to enable the work2future Fiscal Unit to address the increasing workload and complexity of work2future's external funding sources.

### Operating Funds Managed

- Business Improvement District Fund
- Convention and Cultural Affairs Fund
- San José Arena Capital Reserve Fund
- San José Municipal Stadium Capital Fund
- Transient Occupancy Tax Fund
- Workforce Development Fund

# City Manager – Office of Economic Development and Cultural Affairs

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Arts and Cultural Development	23,017,535	24,292,042	29,752,972	31,752,972
Business Development and Economic Strategy	4,797,932	7,030,369	6,958,117	7,402,054
Real Estate Services	2,971,493	2,893,332	2,909,886	2,909,886
Regional Workforce Development	7,298,672	13,059,746	12,239,334	12,373,861
Strategic Support - Community & Economic Development	20,912,892	29,185,576	3,158,081	3,408,081
Strategic Support - Other - Community & Economic Development	3,978,146	2,476,970	458,155	2,894,648
<b>Total</b>	<b>\$62,976,670</b>	<b>\$78,938,035</b>	<b>\$55,476,545</b>	<b>\$60,741,502</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	11,169,981	11,020,650	11,295,059	11,573,523
Overtime	2,292	0	0	0
<b>Subtotal Personal Services</b>	<b>\$11,172,273</b>	<b>\$11,020,650</b>	<b>\$11,295,059</b>	<b>\$11,573,523</b>
Non-Personal/Equipment	948,227	1,013,874	771,074	846,074
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$12,120,500</b>	<b>\$12,034,524</b>	<b>\$12,066,133</b>	<b>\$12,419,597</b>
<b>Other Costs*</b>				
City-Wide Expenses	14,486,552	10,842,242	8,513,429	13,389,402
General Fund Capital	0	0	0	0
Gifts	2,675	180,595	44,000	44,000
Housing Loans and Grants	0	0	0	0
Other	36,133,848	55,721,648	34,700,565	34,700,565
Other - Capital	0	0	0	0
Overhead Costs	222,867	109,026	102,418	137,938
Workers' Compensation	10,228	50,000	50,000	50,000
<b>Total Other Costs</b>	<b>\$50,856,170</b>	<b>\$66,903,511</b>	<b>\$43,410,412</b>	<b>\$48,321,905</b>
<b>Total</b>	<b>\$62,976,670</b>	<b>\$78,938,035</b>	<b>\$55,476,545</b>	<b>\$60,741,502</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# City Manager – Office of Economic Development and Cultural Affairs

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	20,042,313	16,480,463	13,991,756	18,942,729
Gift Trust Fund (139)	12,104	205,595	57,000	57,000
Building Development Fee Program Fund (237)	327,345	153,775	152,796	152,796
Planning Development Fee Program Fund (238)	0	88,664	95,220	95,220
Citywide Planning Fee Program Fund (239)	253,334	0	0	0
Fire Development Fee Program Fund (240)	0	25,448	27,226	27,226
Public Works Development Fee Program Fund (241)	70,605	120,941	132,760	132,760
Workforce Development Fund (290)	6,377,180	11,607,757	10,721,446	10,871,295
Low And Moderate Income Housing Asset Fund (346)	9,340	190,744	250,481	414,616
Business Improvement District Fund (351)	1,707,251	2,714,211	2,936,472	2,936,472
Coronavirus Relief Fund (401)	14,964,022	0	0	0
American Rescue Plan Fund (402)	0	24,485,000	700,000	700,000
Emergency Reserve Fund (406)	0	1,840,000	0	0
San José Arena Capital Reserve Fund (459)	3,104,151	3,883,000	3,720,000	3,720,000
Transient Occupancy Tax Fund (461)	5,753,099	7,797,636	10,024,067	10,024,067
San José Municipal Stadium Capital Fund (476)	0	39,000	0	0
Airport Maintenance And Operation Fund (523)	215,438	265,005	265,262	265,262
Convention and Cultural Affairs Fund (536)	9,636,525	8,495,000	11,825,000	11,825,000
Capital Funds	503,963	545,796	577,059	577,059
<b>Total</b>	<b>\$62,976,670</b>	<b>\$78,938,035</b>	<b>\$55,476,545</b>	<b>\$60,741,502</b>
<b>Positions by Core Service**</b>				
Arts and Cultural Development	12.00	12.00	12.00	12.00
Business Development and Economic Strategy	9.83	10.83	14.00	15.00
Real Estate Services	4.00	5.00	4.00	4.00
Regional Workforce Development	17.45	19.45	19.45	20.45
Strategic Support - Community & Economic Development	7.55	6.55	7.55	7.55
Strategic Support - Other - Community & Economic Development	6.17	3.17	0.00	0.00
<b>Total</b>	<b>57.00</b>	<b>57.00</b>	<b>57.00</b>	<b>59.00</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# City Manager – Office of Economic Development and Cultural Affairs

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Arts and Cultural Development

Arts and Cultural Development Administration	1,234,414	1,219,545	874,304	874,304	2.75
Convention and Visitors Bureau	2,487,001	2,822,000	5,497,000	5,497,000	0.00
Cultural Grants	3,900,574	5,719,964	3,501,820	5,501,820	0.00
Cultural Facilities Operations and Maintenance	13,882,226	12,959,126	18,268,823	18,268,823	1.25
Outdoor Events	795,343	750,208	757,084	757,084	4.00
Public Art/Placemaking	717,976	821,199	853,941	853,941	4.00
<b>Sub-Total</b>	<b>23,017,534</b>	<b>24,292,042</b>	<b>29,752,972</b>	<b>31,752,972</b>	<b>12.00</b>

#### Business Development and Economic Strategy

Business District Management	0	1,082,818	990,187	1,090,187	3.00
Business Outreach and Assistance	3,342,675	4,857,184	4,874,279	5,074,279	6.32
Development Attraction and Facilitation	224,311	426,439	449,367	593,304	3.00
Downtown Management	742,780	5,000	0	0	0.00
Economic Policy Analysis/Communications	488,166	658,928	644,284	644,284	2.68
<b>Sub-Total</b>	<b>4,797,932</b>	<b>7,030,369</b>	<b>6,958,117</b>	<b>7,402,054</b>	<b>15.00</b>

#### Real Estate Services

City Lease Administration	1,722,226	1,797,829	1,934,151	1,934,151	0.00
City Property Acquisition and Sales	1,249,267	1,095,503	975,735	975,735	4.00
<b>Sub-Total</b>	<b>2,971,493</b>	<b>2,893,332</b>	<b>2,909,886</b>	<b>2,909,886</b>	<b>4.00</b>

#### Regional Workforce Development

Workforce Development Services	6,914,909	12,750,841	11,910,198	11,867,721	17.80
Workforce Innovation and Opportunity Act Board Support and Administration	383,763	308,905	329,136	506,140	2.65
<b>Sub-Total</b>	<b>7,298,672</b>	<b>13,059,746</b>	<b>12,239,334</b>	<b>12,373,861</b>	<b>20.45</b>

#### Strategic Support - Community & Economic Development

Economic Development Management and Administration	2,041,259	2,860,576	2,458,081	2,708,081	7.55
Economic Development Pandemic Response	18,871,633	26,325,000	700,000	700,000	0.00
<b>Sub-Total</b>	<b>20,912,892</b>	<b>29,185,576</b>	<b>3,158,081</b>	<b>3,408,081</b>	<b>7.55</b>

#### Strategic Support - Other - Community & Economic Development

Economic Development Capital	99,092	0	0	0	0.00
Economic Development Gifts	2,650	205,595	57,000	57,000	0.00
Economic Development Other Departmental - City-Wide	3,438,378	1,441,657	248,737	2,574,710	0.00

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

# City Manager – Office of Economic Development and Cultural Affairs

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
Economic Development Other Departmental - Grants	18,069	0	0	75,000	0.00
Economic Development Other Operational - Administration	400,356	670,692	0	0	0.00
Economic Development Overhead	9,373	109,026	102,418	137,938	0.00
Economic Development Workers' Compensation	10,228	50,000	50,000	50,000	0.00
<b>Sub-Total</b>	<b>3,978,146</b>	<b>2,476,970</b>	<b>458,155</b>	<b>2,894,648</b>	<b>0.00</b>
<b>Total</b>	<b>\$62,976,669</b>	<b>\$78,938,035</b>	<b>\$55,476,545</b>	<b>\$60,741,502</b>	<b>59.00</b>

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

# City Manager - Office of Economic Development and Cultural Affairs

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>57.00</b>	<b>12,034,524</b>	<b>5,638,221</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Business Outreach and Policy Development		(200,000)	(200,000)
• Rebudget: LGBTQ+ Pride along Post Street		(7,500)	(7,500)
• Silicon Valley Leadership Group for Monterey Corridor Working Group		(20,000)	(20,000)
• Coronado Avenue Street Closure Pilot		(9,300)	(9,300)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(236,800)</b>	<b>(236,800)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations:		274,409	82,906
- 1.0 Economic Development Manager to 1.0 Senior Executive Analyst			
- 1.0 Senior Arts Program Coordinator to 1.0 Senior Executive Analyst			
- 1.0 Senior Executive Analyst to 1.0 Economic Development Manager			
- 1.0 Deputy Director to 1.0 Assistant Director			
- 1.0 Senior Executive Analyst to 1.0 Assistant to the City Manager			
• Utilities: Gas, Electricity, Water		(6,000)	(6,000)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>268,409</b>	<b>76,906</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>57.00</b>	<b>12,066,133</b>	<b>5,478,327</b>
<b>Budget Proposals Recommended</b>			
1. Housing Catalyst Team Staffing (Affordable Housing Navigator)	1.00	143,937	0
2. work2future Analytical Support Staffing	1.00	96,720	0
3. Cinequest		75,000	75,000
4. work2future Fiscal Management Staffing	0.00	37,807	0
<b>Total Budget Proposals Recommended</b>	<b>2.00</b>	<b>353,464</b>	<b>75,000</b>
<b>2022-2023 Proposed Budget Total</b>	<b>59.00</b>	<b>12,419,597</b>	<b>5,553,327</b>

**City Manager – Office of Economic Development and Cultural Affairs**

**Budget Changes by Department**

**Personal Services and Non-Personal/Equipment**

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>1. Housing Catalyst Team Staffing (Affordable Housing Navigator)</b>	<b>1.00</b>	<b>143,937</b>	<b>0</b>

***Community and Economic Development CSA  
Business Development and Economic Strategy Core Service  
Development Attraction and Facilitation Program***

This action adds 1.0 Senior Executive Analyst position to the Housing Catalyst Team, as directed in the City Council-approved Mayor’s March Budget Message for Fiscal Year 2022-2023. This position, funded by the Low and Moderate Income Housing Asset Fund, will support the Housing Catalyst Team’s efforts to facilitate and promote both market rate and affordable housing opportunities by guiding affordable housing developers through the process to obtain the necessary permits to start construction following entitlement. The addition of this position is intended to compliment the dedicated Planner that oversees affordable housing entitlements, funded through a grant from Destination: Home SV. The Housing Catalyst Team assists housing developers to navigate the City’s permitting and entitlement process and coordinates the implementation of the housing crisis work plan. (Ongoing costs: \$172,727)

<b>2. work2future Analytical Support Staffing</b>	<b>1.00</b>	<b>96,720</b>	<b>0</b>
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***Community and Economic Development CSA  
Regional Workforce Development Core Service  
Workforce Development Services and Workforce Innovation and Opportunity Act Board Support and Administration Programs***

This action adds 2.0 Analyst I/II positions in the Business Support and Contract Services units of work2future, a division of the Office of Economic Development and Cultural Affairs, and deletes 1.0 vacant Economic Development Officer position. The addition of the Analyst positions, supported by the Workforce Development Fund, will address the increased workload and complexity of work2future program administration, strengthening the continuity, quality, and impact of federal and state-funded services for job seekers and businesses. The Business Services Analyst will lead work2future’s rapid response services, assisting with establishing and maintaining relationships with employers who hire work2future job-seeking clients. The Contracts Analyst will provide critical support to ensure compliance with federal and state regulations/standards. Minimal service level impact is anticipated from the deletion of the vacant Economic Development Officer position, as duties have been assumed within the work2future Division and the recommended augmentation of the Fiscal Services, Contract Services, and Business Support will provide additional management and analytical capacities. (Ongoing costs: \$96,720)



**City Manager – Office of Economic Development and Cultural Affairs**

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**Budget Changes by Department**

**Personal Services and Non-Personal/Equipment**





<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>3. Cinequest</b>		<b>75,000</b>	<b>75,000</b>
<p><i>Community and Economic Development CSA                      Strategic Support – Other – Community and Economic Development Core Service                      Economic Development Other Departmental - Grants Program</i></p> <p>This action adds one-time non-personal/equipment, funding of \$75,000, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, to assist Cinequest with technology upgrades for filming, editing, and projection in order to host the annual Cinequest Film &amp; Creativity Festival to be held in August 2022. (Ongoing costs: \$0)</p>			
<b>4. work2future Fiscal Management Staffing</b>	<b>0.00</b>	<b>37,807</b>	<b>0</b>
<p><i>Community and Economic Development CSA                      Regional Workforce Development Core Service                      Workforce Development Services and Workforce Innovation and Opportunity Act Board Support and Administration Programs</i></p> <p>This action adds 1.0 Senior Executive Analyst position and deletes 1.0 vacant Supervising Accountant position in the Fiscal Services Unit of work2future, a division of the Office of Economic Development and Cultural Affairs. The addition of the Senior Executive Analyst, funded by the Workforce Development Fund, will enable the work2future Fiscal Unit to address the increasing workload and complexity of work2future's external funding sources. The position will report to the Division Manager and be responsible for managing all significant accounting and financial activities, including: budget development, grant administration, audit coordination, compliance with Workforce Investment Opportunity Act (WIOA) requirements, and complex analyses. (Ongoing costs: \$37,807)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>2.00</b>	<b>353,464</b>	<b>75,000</b>

# City Manager - Office of Economic Development and Cultural Affairs

## Performance Summary

### Arts and Cultural Development

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of public art works that are in the City's permanent collection that are in good to excellent condition based on their physical and operational condition	80%	80%	80%	80%
 Total OCA grant awards	\$5.7 million	\$4.5 million	\$4.0 million	\$5.5 million
 % of responding funded cultural organizations rating the arts grants program good to excellent based on responsiveness and timeliness	90%	90%	90%	90%
 % of residents rating the City's efforts at providing an adequate number and variety of outdoor special events as good or excellent	30% <sup>1</sup>	40%	N/A <sup>1</sup>	35%

<sup>1</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of arts and cultural grants awarded	137	111	111	111
# of public art works in the City's permanent collection	312	417	413	417
# of outdoor special events coordinated by OCA <sup>1</sup>	9	150	99	110
# of reported attendees at OCA coordinated events	637,439	500,000	1.85M <sup>2</sup>	2.1M
Grant funding for special events	\$297,260	\$500,000	\$500,000	\$500,000

<sup>1</sup> Actual and forecasted events and attendees reflect the continued impacts of the COVID-19 pandemic.



<sup>2</sup> The number of returning and new special events has increased, along with attendance levels, as public health measures related to COVID-19 pandemic have been relaxed in 2021-2022. New events in 2021-2022 include the: Culture Night Market series, Bloom Energy Stars and Strides Run, Shamrock Run, and additional Viva CalleSJ events.

# City Manager - Office of Economic Development and Cultural Affairs

## Performance Summary

### Business Development and Economic Strategy

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Estimated jobs generated/retained by companies that received OED assistance	5,410	4,000	4,020	3,000
 Ratio of tax revenues (e.g. sales and business taxes, excludes property taxes) generated by assisted companies per estimated OED outreach expenditure	3.68:1	2.50:1	2.46:1 <sup>1</sup>	2.50:1


<sup>1</sup> The ratio is lower for 2021-2022 and 2022-2023 as OEDCA re-centered resources to more intensively assist small businesses, which often do not generate as much sales tax as larger businesses.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of companies receiving permitting assistance	78	75	64	80
# of firms with which OED held meetings	215	250	309	350
# of establishments participating in business assistance programs (Foreign Trade Zone and Business Cooperation Program)	6	8	7	8

### Real Estate Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Revenue Generated:				
a) Leases	\$870,670	\$1,000,000	\$1,055,514	\$1,000,000
b) Telecom <sup>1</sup>	\$1,275,075	\$1,400,000	\$1,418,582	\$1,400,000
c) Surplus property sales	\$5,920,093 <sup>2</sup>	\$600,000	\$600,000	\$600,000 <sup>3</sup>

<sup>1</sup> Excludes Small Cell sites.

<sup>2</sup> 2020-2021 property sales targets were increased to partially offset revenue impacts attributable to COVID-19.

<sup>3</sup> Assumes 10% of available surplus property to be sold.

#### Activity and Workload Highlights



	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of properties managed	83	83	83	83
# of real estate transactions within 12 months	159	140	141	140

# City Manager - Office of Economic Development and Cultural Affairs

## Performance Summary

### Regional Workforce Development

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Estimated % of clients placed in jobs				
- Adults	68.7%	62%	62%	TBD <sup>1</sup>
- Dislocated workers	70.3%	65%	65%	TBD <sup>1</sup>
- Youth	71.6%	71%	71%	TBD <sup>1</sup>
 Estimated % of clients employed 12 months after initial placement				
- Adults	64.1%	61%	61%	TBD <sup>1</sup>
- Dislocated workers	65.2%	67%	67%	TBD <sup>1</sup>

<sup>1</sup> Goals set annually by the State of California, with numbers available by Fall 2022.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of business clients served by the Business Services Unit	315	450	300 <sup>1</sup>	250

<sup>1</sup> Reflects the continued impacts of COVID-19 for outreach through job fairs, specialized recruitments, and other employer services.

## City Manager - Office of Economic Development and Cultural Affairs

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant I/II	2.00	2.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	6.00	8.00	2.00
Arts Programs Coordinator	1.00	1.00	-
Assistant Director	1.00	2.00	1.00
Assistant to the City Manager	2.00	3.00	1.00
Deputy Director	2.00	1.00	(1.00)
Director of Economic Development	1.00	1.00	-
Division Manager	1.00	1.00	-
Economic Development Manager	1.00	1.00	-
Economic Development Officer	1.00	0.00	(1.00)
Events Coordinator I/II	1.00	1.00	-
Executive Analyst I/II	3.00	3.00	-
Executive Assistant	1.00	1.00	-
Public Information Manager	1.00	1.00	-
Senior Account Clerk	1.00	1.00	-
Senior Analyst	1.00	1.00	-
Senior Arts Program Coordinator	5.00	4.00	(1.00)
Senior Events Coordinator	2.00	2.00	-
Senior Executive Analyst	16.00	18.00	2.00
Staff Specialist	6.00	6.00	-
Supervising Accountant	1.00	0.00	(1.00)
<b>Total Positions</b>	<b>57.00</b>	<b>59.00</b>	<b>2.00</b>

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# Community Energy Department

Lori Mitchell, Director

## MISSION

*To procure clean, cost-effective energy for the benefit of its customers*

## CITY SERVICE AREA

*Environmental and Utility Services*

## CORE SERVICES

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### COMMUNITY ENERGY COMMUNITY PROGRAMMING

To establish San José-specific renewable energy and local renewable energy efficiency programs

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### COMMUNITY ENERGY CUSTOMER SUPPORT

Provide exceptional customer experience by educating and communicating effectively with customers, the public, and the media

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### PROVIDING CLEAN ENERGY TO THE COMMUNITY

Promote enhanced sustainable energy practices by providing the community with cleaner energy options, resources, and education

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**Strategic Support:** Administration, Financial Management, Information Technology, Human Resources, and Pandemic Response

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# Community Energy Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Providing Clean Energy to the Community Core Service</i></b>	
<b>Community Energy Renewable Energy Supply</b>	Procures renewable energy, such as solar, thermal, geothermal, and biomass.
<b>Community Energy Conventional Energy Supply</b>	Procures conventional energy, such as natural gas.
<b>Community Energy Hydro Power Supply</b>	Procures hydro power supply energy, such as large hydro and Greenhouse Gas-free energy
<b>Community Energy Power Scheduling and Other Supply</b>	Manages grid and California Independent System Operator (ISO) charges.
<b>Community Energy Risk Management</b>	Manages and mitigates potential power supply risk to which the Department and City are exposed.
<b>Community Energy Regulatory Compliance</b>	Manages local, state, and federal regulatory compliance and advocacy to ensure compliance with all regulations and to advance City objectives.
<b><i>Community Energy Customer Support Core Service</i></b>	
<b>Community Energy Marketing and Public Affairs</b>	Provides direct communication to customers, the public, and media.
<b>Community Energy Data and Call Center Management</b>	Manages energy data and billing accuracy and provides resolution to Call Center customer escalations.
<b><i>Community Energy Community Programming Core Service</i></b>	
<b>Local Energy Programs</b>	Provides San José-specific energy programs to reduce carbon and provide additional benefits to the community.
<b><i>Strategic Support Core Service</i></b>	
<b>Community Energy Management and Administration</b>	Provides executive-level, analytical, and administrative support to the Department.
<b>Community Energy Financial Management</b>	Manages the budget and all financial transactions for the department; assists in annual budget development.
<b>Community Energy Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Community Energy Information Technology</b>	Provides information technology services, planning, system development, and maintenance for the department in coordination with the Information Technology Department.
<b>Community Energy Legal Support</b>	Manages all legal support functions for the Department.
<b>Community Energy Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.



# Community Energy Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Provide cost effective electric generation rates by procuring cleaner electric supplies, offer customers at least one power mix option at ten percent or more renewables than PG&E, and offer at least one power mix option that is 100 percent renewable.
- Ensure new electrical infrastructure constructed as part of major development projects are designed and constructed to improve grid resiliency and enable high utilization of renewable energy resources.
- Execute prudent financial management practices, including the implementation of effective cost controls and engagement in the regulatory and legislative process, to ensure the long-term financial stability of the San José Clean Energy (SJCE) program.
- Develop San José-specific energy and programs that reduce carbon, maintain and expand utility programs for low-income customers, and support local renewable energy projects in compliance with regulatory obligations.
- Support Climate Smart San José by aiming to reduce carbon emissions.

### 2022-2023 Key Budget Actions

- Adds 1.0 Senior Power Resources Specialist position to support power resources procurement. The Power Resources team manages a portfolio of energy products totaling \$280 million annually and 100 contracts valued at \$1.5 billion. With power costs increasing, this team is focused on optimizing energy procurement to maximize value and minimize costs to support an improved financial performance for San José Clean Energy. As part of this effort, this team will seek to secure additional long-term energy contracts with renewables and storage over the next three to five years. A recent decision by the California Public Utilities Commission requires Investor-Owned Utilities and Community Choice Aggregators to procure long-duration storage resources in 2023-2026.
- Adds 1.0 Analyst I/II position to support the department's human resources, recruiting and administrative functions. This position will report directly to a Division Manager and will be responsible for coordinating recruitments, training and development, safety and workers' compensation issues, and provide overall office management support to the Department in general.
- Adds 1.0 Accountant I/II position to provide additional support to the Department's fiscal/accounting team. As the department's energy portfolio grows (i.e., the quantity and dollar value of contracts), so too does the complexity of the maintenance, reporting, and monitoring requirements of the financials for the San José Clean Energy Operating Fund. The Budget and Financial Planning team manages the fiscal needs of this fund that generates approximately \$335 million in energy sales and \$300 million in energy costs. This Accountant will support the Senior Accountant with maintaining day-to-day accounting transactions and monthly cash analysis; preparing financial statements; ensuring accurate and timely month-end closes; and reviewing, tracking, and reporting monthly revenue, expenses, and net income to stakeholders.

### Operating Funds Managed

- San José Clean Energy Fund

# Community Energy Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Community Energy Community Programming	177,064	1,521,961	5,687,411	5,687,411
Community Energy Customer Support	7,190,479	8,615,583	7,924,692	7,924,692
Providing Clean Energy to the Community	278,379,158	289,678,802	314,277,796	314,460,320
Strategic Support - Environmental & Utility Services	3,327,312	5,978,026	4,888,487	5,193,013
Strategic Support - Other - Environmental & Utility Services	13,180,062	3,953,884	6,386,977	6,525,910
<b>Total</b>	<b>\$302,254,075</b>	<b>\$309,748,256</b>	<b>\$339,165,363</b>	<b>\$339,791,346</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	5,759,392	7,524,543	7,720,585	8,198,635
Overtime	2,023	0	0	0
<b>Subtotal Personal Services</b>	<b>\$5,761,415</b>	<b>\$7,524,543</b>	<b>\$7,720,585</b>	<b>\$8,198,635</b>
Non-Personal/Equipment	6,557,795	9,437,801	9,137,801	9,146,801
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$12,319,210</b>	<b>\$16,962,344</b>	<b>\$16,858,386</b>	<b>\$17,345,436</b>
<b>Other Costs*</b>				
City-Wide Expenses	23,917	0	0	0
Debt Service/Financing	11,088,500	1,400,000	3,926,000	3,926,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	276,730,886	288,832,028	315,920,000	315,920,000
Other - Capital	0	0	0	0
Overhead Costs	2,091,562	2,553,884	2,460,977	2,599,910
<b>Total Other Costs</b>	<b>\$289,934,865</b>	<b>\$292,785,912</b>	<b>\$322,306,977</b>	<b>\$322,445,910</b>
<b>Total</b>	<b>\$302,254,075</b>	<b>\$309,748,256</b>	<b>\$339,165,363</b>	<b>\$339,791,346</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Community Energy Department

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Fund</b>				
General Fund (001)	23,917	300,000	0	0
Coronavirus Relief Fund (401)	7,527	0	0	0
American Rescue Plan Fund (402)	0	500,000	0	0
San José Clean Energy Operating Fund (501)	302,222,631	308,948,256	339,165,363	339,791,346
<b>Total</b>	<b>\$302,254,075</b>	<b>\$309,748,256</b>	<b>\$339,165,363</b>	<b>\$339,791,346</b>
<b>Positions by Core Service**</b>				
Community Energy Community Programming	1.00	2.00	2.00	2.00
Community Energy Customer Support	8.34	9.34	8.00	8.00
Providing Clean Energy to the Community	11.51	14.51	12.00	13.00
Strategic Support - Environmental & Utility Services	8.15	11.15	15.00	17.00
<b>Total</b>	<b>29.00</b>	<b>37.00</b>	<b>37.00</b>	<b>40.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Community Energy Department

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>Community Energy Community Programming</b>					
Local Energy Programs	177,064	1,521,961	5,687,411	5,687,411	2.00
<b>Sub-Total</b>	<b>177,064</b>	<b>1,521,961</b>	<b>5,687,411</b>	<b>5,687,411</b>	<b>2.00</b>
<b>Community Energy Customer Support</b>					
Community Energy Data and Call Center Management	6,001,936	6,715,275	6,360,369	6,360,369	2.50
Community Energy Marketing and Public Affairs	1,188,543	1,900,308	1,564,323	1,564,323	5.50
<b>Sub-Total</b>	<b>7,190,479</b>	<b>8,615,583</b>	<b>7,924,692</b>	<b>7,924,692</b>	<b>8.00</b>
<b>Providing Clean Energy to the Community</b>					
Community Energy Conventional Energy Supply	188,217,806	168,469,805	218,216,167	218,216,167	0.75
Community Energy Hydro Power Supply	3,116,497	3,910,780	61,692,337	61,692,337	1.50
Community Energy Power Scheduling and Other Supply	61,151,060	74,216,698	16,709,195	16,709,195	0.25
Community Energy Regulatory Compliance	609,171	1,511,439	1,198,598	1,198,598	5.00
Community Energy Renewable Energy Supply	25,178,918	41,570,080	15,944,937	16,127,461	2.50
Community Energy Risk Management	105,706	0	516,562	516,562	3.00
<b>Sub-Total</b>	<b>278,379,158</b>	<b>289,678,802</b>	<b>314,277,796</b>	<b>314,460,320</b>	<b>13.00</b>
<b>Strategic Support - Environmental &amp; Utility Services</b>					
Community Energy Financial Management	837,590	792,759	1,425,937	1,571,074	8.00
Community Energy Human Resources	250	0	0	0	0.00
Community Energy Information Technology	(2,483)	571,001	0	0	0.00
Community Energy Legal Support	486,932	0	500,000	500,000	0.00
Community Energy Management and Administration	1,973,579	4,114,266	2,962,550	3,121,939	9.00
Community Energy Pandemic Response	31,444	500,000	0	0	0.00
<b>Sub-Total</b>	<b>3,327,312</b>	<b>5,978,026</b>	<b>4,888,487</b>	<b>5,193,013</b>	<b>17.00</b>
<b>Strategic Support - Other - Environmental &amp; Utility Services</b>					
Community Energy Debt/Financing Costs	11,088,500	1,400,000	3,926,000	3,926,000	0.00
Community Energy Overhead	2,091,562	2,553,884	2,460,977	2,599,910	0.00
<b>Sub-Total</b>	<b>13,180,062</b>	<b>3,953,884</b>	<b>6,386,977</b>	<b>6,525,910</b>	<b>0.00</b>
<b>Total</b>	<b>\$302,254,075</b>	<b>\$309,748,256</b>	<b>\$339,165,363</b>	<b>\$339,791,346</b>	<b>40.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Community Energy Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>37.00</b>	<b>16,962,344</b>	<b>300,000</b>
<hr/> <b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• New Franchise Fee Agreement Review		(300,000)	(300,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(300,000)</b>	<b>(300,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes:		196,042	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>196,042</b>	<b>0</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>37.00</b>	<b>16,858,386</b>	<b>0</b>
<hr/> <b>Budget Proposals Recommended</b>			
1. Community Energy Power Procurement Staffing	1.00	182,524	0
2. Community Energy Human Resources and Administration Staffing	1.00	159,389	0
3. Community Energy Budget and Financial Planning Staffing	1.00	145,137	0
<b>Total Budget Proposals Recommended</b>	<b>3.00</b>	<b>487,050</b>	<b>0</b>
<b>2021-2022 Proposed Budget Total</b>	<b>40.00</b>	<b>17,345,436</b>	<b>0</b>

# Community Energy Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Community Energy Power Procurement Staffing</b>	<b>1.00</b>	<b>182,524</b>	<b>0</b>

***Environmental and Utility Services CSA  
Providing Clean Energy to the Community Core Service  
Community Energy Renewable Energy Supply Program***

This action adds 1.0 Senior Power Resources Specialist. The Power Resources team manages a portfolio of energy products totaling \$280 million annually and 100 contracts valued at \$1.5 billion. This action, if approved, would bring the total number of Senior Power Resources Specialists on this team to 2.0 positions. With power costs increasing, this team is focused on optimizing energy procurement to maximize value and minimize costs to support an improved financial performance for San José Clean Energy. As part of this effort, this team will seek to secure additional long-term energy contracts with renewables and storage over the next three to five years. In addition, a recent decision by the California Public Utilities Commission requires Investor-Owned Utilities and Community Choice Aggregators to procure long-duration storage resources in 2023-2026 to mitigate factors such as the phased retirement of the Diablo Canyon Power Plant in 2024 and 2025. Currently the team manages three contracts, two of which began operations in December 2021. (Ongoing costs: \$215,427)

<b>2. Community Energy Human Resources and Administration Staffing</b>	<b>1.00</b>	<b>159,389</b>	<b>0</b>
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***Environmental and Utility Services CSA  
Strategic Support – Environmental and Utility Services Core Service  
Community Energy Management and Administration Program***

This action adds 1.0 Analyst I/II to support the department's human resources, recruiting and administrative functions. This position will report directly to a Division Manager and will be responsible for coordinating recruitments, training and development, safety and workers' compensation issues, as well as support overall resource planning and office management for the department. (Ongoing costs: \$156,389)

## Community Energy Department

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Community Energy Budget and Financial Planning Staffing</b>	<b>1.00</b>	<b>145,137</b>	<b>0</b>
<i>Environmental and Utility Services CSA Strategic Support – Environmental and Utility Services Core Service Community Energy Financial Management Program</i>			
<p>This action adds 1.0 Accountant I/II to augment the department’s fiscal/accounting functions. As the department’s energy portfolio grows (i.e., the quantity and dollar value of contracts), so too does the complexity of the maintenance, reporting, and monitoring requirements of the financials for the San José Clean Energy Operating Fund. The Budget and Financial Planning team manages the fiscal needs of this fund that generates approximately \$335 million in energy sales and \$300 million in energy costs. This Accountant will support the Senior Accountant with duties that include: maintaining day-to-day accounting transactions and monthly cash analysis; preparing financial statements; ensuring accurate and timely month-end closes; and reviewing, tracking, and reporting monthly revenue, expenses, and net income to stakeholders (e.g., Risk Oversight Committee, Finance Department and the City Manager’s Budget Office, and banks/credit facilities). (Ongoing costs: \$155,057)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>3.00</b>	<b>487,050</b>	<b>0</b>



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# Community Energy Department

## Performance Summary

### Community Energy Customer Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of customers who opt out <sup>1</sup>	2.63%	<5%	3.05%	<5%
 % of customers that opt up to TotalGreen (100% renewable energy service)	0.38%	0.50%	0.44%	0.50%

<sup>1</sup> When the San José Clean Energy (SJCE) program initially launched, San José customers were automatically enrolled, or opted in, to the program. Customers do have the option to leave, or opt out, of SJCE service at any time during the year.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Number of customers that opt up to TotalGreen (100% renewable energy service)	1,333	1,500	1,540	1,765
Number of San José Clean Energy customers	349,214	340,000	351,000	353,000





# Community Energy Department

## Performance Summary

### Providing Clean Energy to the Community

#### Performance Measures


	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 San José Clean Energy mix supplied:				
- Renewable Energy	55%	54%	60%	60%
- Carbon Free	90%	89%	95%	95%
 PG&E mix supplied (as compared with San José Clean Energy above):				
- Renewable Energy	TBD <sup>2</sup>	N/A <sup>1</sup>	TBD <sup>2</sup>	N/A <sup>1</sup>
- Carbon Free	TBD <sup>2</sup>	N/A <sup>1</sup>	TBD <sup>2</sup>	N/A <sup>1</sup>

<sup>1</sup> Information is reported for actual data only.

<sup>2</sup> Information not available from PG&E. Data is reported to become available in July 2022 in time for the production of the 2022-2023 Adopted Budget.

### Strategic Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated <sup>1</sup>	2022-2023 Target <sup>1</sup>
 % customer savings compared to PG&E	-0.1%	-6.3%	-8.4%	-5.7%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated <sup>1</sup>	2022-2023 Forecast <sup>1</sup>
Total customer savings compared to PG&E	-\$0.52 million	-\$27.6 million	-\$38.2 million	-\$27.9 million

<sup>1</sup> Reflects a price increase of 8% above PG&E's rate increase of approximately 35% inclusive of the Power Charge Indifference Adjustment, which was approved by City Council in December 2021.

## Community Energy Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant II	0.00	1.00	1.00
Accounting Technician	1.00	1.00	-
Analyst I/II	4.00	5.00	1.00
Assistant Director	1.00	1.00	-
Associate Engineer	1.00	1.00	-
Deputy Director	3.00	3.00	-
Director of Community Energy	1.00	1.00	-
Division Manager	3.00	3.00	-
Power Resources Specialist I/II	5.00	5.00	-
Principal Power Resources Specialist	2.00	2.00	-
Program Manager I	1.00	1.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative II	3.00	3.00	-
Senior Account Clerk	1.00	1.00	-
Senior Accountant	1.00	1.00	-
Senior Analyst	2.00	2.00	-
Senior Environmental Program Manager	1.00	1.00	-
Senior Power Resources Specialist	2.00	3.00	1.00
Senior Public Information Representative	1.00	1.00	-
Staff Specialist	3.00	3.00	-
<b>Total Positions</b>	<b>37.00</b>	<b>40.00</b>	<b>3.00</b>

# Environmental Services Department

**Kerrie Romanow, Director**

## MISSION

***Delivering world class utility services and programs to improve our health, environment, and economy***

## CITY SERVICE AREA

***Environmental Utility Services***

## CORE SERVICES

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### POTABLE WATER DELIVERY

Develop, operate, and maintain the City's municipal potable water system.

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### RECYCLED WATER MANAGEMENT

Develop, operate, and maintain a recycled water system that reduces effluent to the Bay and provides a reliable and high quality alternative water supply.

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### RECYCLING AND GARBAGE SERVICES

Collect, process, and dispose of solid waste to maximize diversion from landfills and protect public health, safety, and the environment.

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### STORMWATER MANAGEMENT

Protect the health of the South Bay watershed through regulatory programs that prevent pollution from entering the storm sewer system and waterways.

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### SUSTAINABILITY AND ENVIRONMENTAL HEALTH

Provide innovative solutions to tackle climate change and reduce emissions by promoting enhanced air quality, environmentally responsible land use, sustainable energy practices, and conservation of water and energy resources.

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### WASTEWATER MANAGEMENT

Manage wastewater for suitable discharge into the south San Francisco Bay and for beneficial reuse to protect the environment and public health.

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**Strategic Support:** Public Education, Long Range Planning, Human Resources, Facility Management, Financial Management, Information Technology Services, Clerical Support, Materials Management, and Pandemic Response

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# Environmental Services Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Potable Water Delivery Core Service</i></b>	
<b>Municipal Water System Operations and Maintenance</b>	Operates and maintains the Municipal Water System to ensure a reliable, safe, and potable water supply.
<b>Municipal Water System Planning and Capital Project Delivery</b>	Plans, coordinates, and executes capital projects within the Municipal Water System service area.
<b><i>Recycled Water Management Core Service</i></b>	
<b>South Bay Water Recycling Operations and Maintenance</b>	Operates and maintains the South Bay Water Recycling system.
<b><i>Recycling and Garbage Services Core Service</i></b>	
<b>Civic / Other Solid Waste Collection Services</b>	Provides management and oversight of all solid waste services generated from City facilities and right-of-way and includes funding from non-rate-payer funds to provide waste diversion services to restrict or redirect waste from entering local landfills.
<b>Commercial Solid Waste Collection Services</b>	Provides management and oversight of all solid waste collections, sorting, recycling, outreach, program compliance, and disposal services related to commercial accounts within the City and includes inspection services, outreach, and the maintenance of public litter cans within the right-of-way.
<b>Recycling and Garbage Services Administration</b>	Administers and manages all solid waste services.
<b>Residential Solid Waste Collection Services</b>	Provides management and oversight of all solid waste collections, sorting, recycling, outreach, customer service, program compliance, disposal services, and inspection activities related to single-family households and multi-family households within the City.
<b><i>Stormwater Management Core Service</i></b>	
<b>Stormwater Administration</b>	Provides executive-level management and administration of the Stormwater Management Core Service. Also provides mid-level and clerical administrative support.
<b>Stormwater Enforcement</b>	Educates and regulates approximately 10,000 businesses and construction sites in San José regarding stormwater practices to ensure compliance with federal and State requirements for the City's storm sewer system.
<b>Stormwater Policy and Compliance</b>	Facilitates City compliance with its Stormwater the National Pollutant Discharge Elimination Program (NPDES) permit for the storm sewer system, including requirements for municipal operations, new development and redevelopment requirements, and control programs for specific pollutants such as trash, PCBs, and mercury. Supports compliance with the requirements of the Baykeeper Consent Decree and other agreements.

# Environmental Services Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Sustainability and Environmental Health Core Service</i></b>	
<b>Environmental Compliance and Safety</b>	Provides oversight of ESD employee health and safety at all ESD facilities, as well as providing professional compliance services for City lands, including closed landfills, such that both aspects fully comply with all State and federal laws.
<b>Policy, Legislative Advocacy, and Education</b>	Leads the City's efforts to implement Climate Smart San Jose strategies that address the challenges of climate change for the City. Climate Smart San Jose has set multiple goals to take meaningful action to reduce carbon emissions through strategic planning, policy implementation, community outreach, and public/private partnerships. Coordinates the City's efforts related to energy efficiency, renewable energy, and Green House Gas reductions, including administration of the Silicon Valley Energy Watch and other programs. Environmental legislation advocacy and policy development is led from this group as well as external partner relationships for sustainability, water, and wastewater policy and projects.
<b><i>Wastewater Management Core Service</i></b>	
<b>Facility Land Use and Planning</b>	Performs environmental permitting and review for CIP, and coordinates with State and federal agencies and external partners on capital and land use projects. Oversees habitat and buffer land improvements.
<b>Laboratory Services</b>	Performs analysis for monitoring operations and compliance at the San José-Santa Clara Regional Wastewater Facility as well as monitoring industrial discharges to the Facility; supports various studies aimed at understanding and monitoring water quality issues in the Bay and urban tributaries.
<b>Pretreatment</b>	Permits, regulates, and monitors approximately 250 industrial wastewater dischargers and nearly 900 dental practices, across the San José-Santa Clara Regional Wastewater Facility's service area to ensure compliance with local, State, and federal pretreatment requirements. Also educates and regulates approximately 4,300 food service establishments in San José to ensure proper management of fats, oils, and grease to minimize sanitary sewer overflows.
<b>Regulatory Compliance and Safety</b>	Manages regulatory compliance for the San José-Santa Clara Regional Wastewater Facility's two major permits: the National Pollutant Discharge Elimination Program (NPDES) permit for the Facility's treated wastewater effluent, and the Title V permit for all of the Facility's major air emissions sources.
<b>San José-Santa Clara Treatment Plant Capital Project Delivery</b>	Provides services for both capital project planning, design and construction of major projects as well as process engineering services within the San José-Santa Clara Regional Wastewater Facility.
<b>San José-Santa Clara Treatment Plant Operations and Maintenance</b>	Treating an average wastewater influent of over 100 million gallons per day, this program is responsible for the management, and daily operations and maintenance of the San José-Santa Clara Regional Wastewater Facility, with the primary objective of ensuring compliance with the NPDES.

## Environmental Services Department

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### Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>Environmental Services Communications</b>	Performs community outreach, marketing, and media relations to advance key environmental priorities including garbage and recycling services, watershed protection and pollution prevention, municipal drinking water and recycled water, community sustainability initiatives, and the San José-Santa Clara Regional Wastewater Facility.
<b>Environmental Services Financial Management</b>	Manages the budget and all financial transactions for the department; assists in annual budget development.
<b>Environmental Services Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Environmental Services Information Technology</b>	Provides information technology services, planning, system development and maintenance for the Department in coordination with the Information Technology Department.
<b>Environmental Services Management and Administration</b>	Provides executive-level, analytical and administrative support to the department.
<b>Environmental Services Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Environmental Services Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Build, operate, and maintain the City's wastewater, recycled water, and potable water utility infrastructure to ensure system reliability and public health and safety.
- Promote the health of the environment and South Bay watershed through collection, treatment, and management of wastewater and stormwater runoff.
- Oversee programs to collect, process, recycle, compost, and dispose of solid waste to maximize diversion from landfills and protect public health, safety, and the environment.
- Reduce the City's environmental footprint through energy efficiency, waste reduction, and environmentally preferable purchases.
- Support sustainable infrastructure, equipment, and behaviors throughout the community through education, and public-private partnerships.
- Lead implementation of the City Council-approved Climate Smart San José Plan which includes partnering with other agencies to pursue grants to promote a variety of goals such as energy efficiency, building electrification, and clean, renewable energy in the community.
- Evaluate feasibility for and development of alternative local supply of water resources.

### 2022-2023 Key Budget Actions

- Increases the Sewer Service and Use Charge to generate up to 9% in additional budgeted revenue for 2022-2023.
- Increases Residential Garbage and Recycling rates up to 8% for single-family and 4% for multi-family households, to maintain cost recovery as contract expenditures will increase due to annual cost-of-living adjustments for solid waste haulers.
- Municipal Water System proposes up to a 12% budgeted revenue adjustment for 2022-2023, primarily to account for the increased cost of wholesale water.
- Expands Climate Smart San Jose implementation with the addition of permanent staffing and one-time non-personal/equipment funding for plan updates and to accelerate the City's progress towards the City's 2030 carbon neutrality goal.
- Adds staffing and non-personal funding for various water supply programs including ongoing negotiations for the expansion of recycled water infrastructure as well as an evaluation of alternative water supplies available to the City.
- Adds 1.0 Environmental Services Specialist position in the Municipal Environmental Compliance program to support environmental review of City development projects.
- Adds 1.0 Principal Engineer position and reorganizes current asset management staffing at the Regional Wastewater Facility to better manage the fixed assets as the facility continues to modernize through CIP projects.
- Adds 1.0 Environmental Services Specialist position to the Sustainability and Compliance Division to address new regulatory requirements related to contaminants of emerging concern found in wastewater effluent.

### Operating Funds Managed

- Integrated Waste Management Fund
- San José-Santa Clara Treatment Plant Income Fund
- San José-Santa Clara Treatment Plant Operating Fund
- Sewer Service and Use Charge Fund
- Storm Sewer Operating Fund
- South Bay Water Recycling Operating Fund
- Sewage Treatment Plant Connection Fee Fund
- Water Utility Fund

# Environmental Services Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Potable Water Delivery	45,038,320	46,758,905	50,915,240	51,104,134
Recycled Water Management	10,672,164	14,137,185	10,823,439	12,465,519
Recycling & Garbage Services	155,782,429	182,465,177	192,262,733	192,550,588
Stormwater Management	8,403,865	10,012,603	9,853,269	9,999,684
Strategic Support - Environmental & Utility Services	15,425,425	14,857,352	15,301,181	15,751,178
Strategic Support - Other - Environmental & Utility Services	23,236,601	21,303,018	22,252,050	22,334,853
Sustainability and Environmental Health	4,297,695	6,711,358	5,796,982	7,526,256
Wastewater Management	80,213,957	96,915,851	118,997,212	120,462,652
<b>Total</b>	<b>\$343,070,456</b>	<b>\$393,161,449</b>	<b>\$426,202,106</b>	<b>\$432,194,864</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	87,693,175	98,180,574	101,551,787	102,956,992
Overtime	2,512,988	973,315	973,315	973,315
<b>Subtotal Personal Services</b>	<b>\$90,206,163</b>	<b>\$99,153,889</b>	<b>\$102,525,102</b>	<b>\$103,930,307</b>
Non-Personal/Equipment	217,283,703	257,178,318	266,409,614	270,914,364
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$307,489,866</b>	<b>\$356,332,207</b>	<b>\$368,934,716</b>	<b>\$374,844,671</b>
<i>Other Costs*</i>				
City-Wide Expenses	1,950,104	1,931,865	1,034,000	1,034,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	11,756,911	14,637,024	34,901,340	34,901,340
Other - Capital	0	0	0	0
Overhead Costs	20,918,170	19,116,353	20,188,050	20,270,853
Workers' Compensation	955,405	1,144,000	1,144,000	1,144,000
<b>Total Other Costs</b>	<b>\$35,580,590</b>	<b>\$36,829,242</b>	<b>\$57,267,390</b>	<b>\$57,350,193</b>
<b>Total</b>	<b>\$343,070,456</b>	<b>\$393,161,449</b>	<b>\$426,202,106</b>	<b>\$432,194,864</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Environmental Services Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	5,972,550	5,423,840	4,515,756	6,116,414
Coronavirus Relief Fund (401)	896,784	0	0	0
Emergency Reserve Fund (406)	187,482	0	0	0
Integrated Waste Management Fund (423)	159,981,017	184,432,141	193,796,258	194,564,113
Storm Sewer Operating Fund (446)	14,618,282	15,784,585	16,017,095	16,163,510
San José Clean Energy Operating Fund (501)	19	0	0	0
San José-Santa Clara Treatment Plant Operating Fund (513)	92,536,782	111,789,194	134,858,277	136,408,419
Water Utility Fund (515)	47,449,460	49,298,725	53,778,928	54,007,799
Sewer Service And Use Charge Fund (541)	2,630,807	5,061,332	4,914,265	4,972,160
South Bay Water Recycling Operating Fund (570)	11,868,351	15,395,933	12,174,677	13,815,599
Capital Funds	6,928,922	5,975,699	6,146,850	6,146,850
<b>Total</b>	<b>\$343,070,456</b>	<b>\$393,161,449</b>	<b>\$426,202,106</b>	<b>\$432,194,864</b>
<b>Positions by Core Service**</b>				
Potable Water Delivery	39.65	39.65	39.80	40.80
Recycled Water Management	27.01	29.49	29.34	29.29
Recycling & Garbage Services	44.00	38.00	38.00	38.00
Stormwater Management	39.35	40.60	40.60	40.60
Strategic Support - Environmental & Utility Services	71.90	73.90	73.90	73.65
Strategic Support - Other - Environmental & Utility Services	1.00	0.00	0.00	0.00
Sustainability and Environmental Health	27.10	28.10	26.10	34.35
Wastewater Management	321.99	322.26	322.26	323.31
<b>Total</b>	<b>572.00</b>	<b>572.00</b>	<b>570.00</b>	<b>580.00</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Environmental Services Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Potable Water Delivery

Municipal Water System Operations and Maintenance	44,259,616	45,915,548	49,998,494	50,187,388	35.50
Municipal Water System Planning and Capital Project Delivery	778,704	843,357	916,746	916,746	5.30
<b>Sub-Total</b>	<b>45,038,320</b>	<b>46,758,905</b>	<b>50,915,240</b>	<b>51,104,134</b>	<b>40.80</b>

#### Recycled Water Management

South Bay Water Recycling Operations and Maintenance	10,672,164	14,137,185	10,823,439	12,465,519	29.29
<b>Sub-Total</b>	<b>10,672,164</b>	<b>14,137,185</b>	<b>10,823,439</b>	<b>12,465,519</b>	<b>29.29</b>

#### Recycling & Garbage Services

Civic/Other Solid Waste Collection Services	3,355,950	2,599,601	2,711,459	2,711,459	4.03
Commercial Solid Waste Collection Services	1,689,682	2,478,602	2,538,891	2,538,891	11.32
Recycling and Garbage Services Administration	4,494,633	6,689,737	6,167,735	6,455,590	22.65
Residential Solid Waste Collection Services	146,242,164	170,697,237	180,844,648	180,844,648	0.00
<b>Sub-Total</b>	<b>155,782,429</b>	<b>182,465,177</b>	<b>192,262,733</b>	<b>192,550,588</b>	<b>38.00</b>

#### Stormwater Management

Stormwater Administration	1,157,449	847,280	866,421	866,421	3.80
Stormwater Enforcement	7,057,899	4,156,881	3,921,658	4,068,073	21.80
Stormwater Policy and Compliance	188,517	5,008,442	5,065,190	5,065,190	15.00
<b>Sub-Total</b>	<b>8,403,865</b>	<b>10,012,603</b>	<b>9,853,269</b>	<b>9,999,684</b>	<b>40.60</b>

#### Strategic Support - Environmental & Utility Services

Environmental Services Communications	2,689,005	3,327,412	3,418,008	3,898,008	13.94
Environmental Services Financial Management	1,356,587	1,719,571	1,774,100	1,774,100	8.00
Environmental Services Human Resources	351,490	618,559	625,929	625,929	5.00
Environmental Services Information Technology	971,931	1,994,887	2,107,437	2,107,437	10.00
Environmental Services Management and Administration	8,891,835	7,196,923	7,375,707	7,345,704	36.71
Environmental Services Pandemic Response	1,164,577	0	0	0	0.00
<b>Sub-Total</b>	<b>15,425,425</b>	<b>14,857,352</b>	<b>15,301,181</b>	<b>15,751,178</b>	<b>73.65</b>

#### Strategic Support - Other - Environmental & Utility Services

Environmental Services Capital	48,611	0	0	0	0.00
Environmental Services Other Departmental - City-Wide	1,156,362	1,042,665	920,000	920,000	0.00

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Environmental Services Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Environmental Services Other Departmental - Grants	(3,290)	0	0	0	0.00
Environmental Services Other Operational - Administration	161,343	0	0	0	0.00
Environmental Services Overhead	20,918,170	19,116,353	20,188,050	20,270,853	0.00
Environmental Services Workers' Compensation	955,405	1,144,000	1,144,000	1,144,000	0.00
<b>Sub-Total</b>	<b>23,236,601</b>	<b>21,303,018</b>	<b>22,252,050</b>	<b>22,334,853</b>	<b>0.00</b>
<b>Sustainability and Environmental Health</b>					
Environmental Compliance and Safety	1,682,752	3,279,068	3,213,116	3,452,214	16.00
Policy, Legislative Advocacy and Education	2,614,943	3,432,290	2,583,866	4,074,042	18.35
<b>Sub-Total</b>	<b>4,297,695</b>	<b>6,711,358</b>	<b>5,796,982</b>	<b>7,526,256</b>	<b>34.35</b>
<b>Wastewater Management</b>					
Facility Land Use and Planning	1,193	0	0	0	0.00
Laboratory Services	3,862,923	6,036,206	5,503,842	5,735,230	28.42
Pretreatment	4,757,971	6,301,864	5,972,533	6,094,703	32.00
Regulatory Compliance and Safety	597,093	0	0	0	0.00
San José-Santa Clara Treatment Plant Capital Project Delivery	10,319,783	11,744,375	11,670,782	11,670,782	53.70
San José-Santa Clara Treatment Plant Operations and Maintenance	60,674,994	72,833,406	95,850,055	96,961,937	209.19
<b>Sub-Total</b>	<b>80,213,957</b>	<b>96,915,851</b>	<b>118,997,212</b>	<b>120,462,652</b>	<b>323.31</b>
<b>Total</b>	<b>\$343,070,456</b>	<b>\$393,161,449</b>	<b>\$426,202,106</b>	<b>\$432,194,864</b>	<b>580.00</b>

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Environmental Services Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	Funds (\$)	Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>572.00</b>	<b>356,332,207</b>	<b>3,491,975</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
● Rebudget: Laboratory Information Management System Replacement		(700,000)	0
● Rebudget: Biosolids Management Transition Planning and Implementation		(380,000)	0
● Rebudget: Zero Waste Strategic Plan Revision and Climate Smart Addition		(300,000)	0
● Rebudget: Water Pollution Control Plant Substation Maintenance Services		(290,000)	0
● Rebudget: Regional Wastewater Facility Radio Systems Upgrade		(234,291)	0
● Rebudget: Legacy Lagoons Biosolids Remediation		(190,000)	0
● Rebudget: Waste Characterization Studies and Customer Satisfaction Survey		(150,000)	0
● Rebudget: Muni Water Fleet - Specialized Utility Truck		(73,228)	0
● Rebudget: Coyote Valley Groundwater Study		(55,000)	(55,000)
● Rebudget: Nine Par Groundwater		(50,000)	0
● South Bay Water Recycling Maintenance and Operations		(3,500,000)	0
● Environmental Enforcement Data Management System Replacement		(650,000)	0
● Geographic Information System Data Migration and Management Support		(300,000)	0
● Environmental Health and Safety Group Electric Vehicle		(38,000)	0
● Solid Waste Enforcement and Compliance Staffing		(34,200)	0
● Watershed Protection Division Laboratory Reorganization		(14,700)	0
● Regional Wastewater Facility Capital Improvement Program (Program Controls Lead) Staffing		(2,650)	0
● Employee Services Recruitment Staffing		(2,100)	(63)
● Climate Smart San José Plan Implementation Staffing (1.0 Analyst I/II and 1.0 Planner IV)	(2.00)	0	0
● City Facilities Solid Waste		50,000	50,000
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(2.00)</b>	<b>(6,914,169)</b>	<b>(5,063)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
● Salary/benefit changes and the following position reallocations: - 1.0 Biologist to 1.0 Microbiologist		3,365,571	(16,643)
● Contract Services: Residential Solid Waste Services (Single Family Dwelling Hauler)		5,796,400	0
● Utilities: Gas, Electricity, Water		5,467,000	0
● Contract Services: Yard Trimming Collection/Processing		1,639,704	0

# Environmental Services Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	Funds (\$)	Fund (\$)
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Contract Services: Residential Solid Waste Services (Multi Family Dwelling Hauler)		1,637,926	0
• Contract Services: Residential Solid Waste Services (Single Family Dwelling Processing)		1,050,105	0
• RWF Regulatory Permitting Fees		350,000	0
• Vehicle Operations and Maintenance		349,533	12,000
• Contract Services: Civic/Other Solid Waste Collection Services		64,797	64,797
• Night Shift Differential Adjustment		5,642	0
• Fund Shift: Environmental Services Management and Administration (Cost Allocation Plan)		0	(60,886)
• Fund Shift: City Facilities Solid Waste Collection and Processing		0	(3,027)
• Fund Shift: Environmental Services Information Technology (Cost Allocation Plan)		0	(1,397)
• Fund Shift: Fuel Management Transfer to Public Works Fleet		(210,000)	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>19,516,678</b>	<b>(5,156)</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>570.00</b>	<b>368,934,716</b>	<b>3,481,756</b>
<b>Budget Proposals Recommended</b>			
1. South Bay Water Recycling Operational Improvements		1,650,000	0
2. Climate Smart Plan Update and Carbon Neutrality	6.00	1,626,638	1,656,641
3. Regional Wastewater Facility Instrumentation and		510,000	0
4. Recycle Right Direct Customer Outreach		480,000	0
5. Regional Wastewater Facility Service Process Control		365,000	0
6. Waste Characterization Study		275,000	0
7. Laboratory Equipment Replacement		250,000	0
8. Environmental Enforcement Data Management System		215,000	0
9. Regional Wastewater Facility Process Control System	1.00	192,825	0
10. Municipal Water Utility Operations Compliance	1.00	188,894	0
11. Municipal Environmental Compliance Staffing	1.00	153,946	110,482
12. Watershed Protection Division Vehicle Replacement		120,000	0
13. Wastewater Compliance Staffing	1.00	85,152	0
14. Regional Wastewater Facility Asset Management	0.00	37,816	0
15. Environmental Services Department - Climate and	1.00	0	0
<b>Budget Proposals Recommended</b>			
16. Building Performance Ordinance Staffing	(1.00)	(166,465)	(166,465)
17. Watershed Protection Division Laboratory Restructuring	0.00	(55,194)	0
18. Watershed Protection Division Reorganization	0.00	(18,657)	0
<b>Total Budget Proposals Recommended</b>	<b>10.00</b>	<b>5,909,955</b>	<b>1,600,658</b>
<b>2022-2023 Proposed Budget Total</b>	<b>580.00</b>	<b>374,844,671</b>	<b>5,082,414</b>

# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>1. South Bay Water Recycling Operational Improvements</b></p> <p><i>Environmental and Utility Services CSA Recycled Water Management Core Service South Bay Water Recycling Operations and Maintenance Program</i></p> <p>This action adds \$1.65 million in one-time non-personal/equipment funding in the South Bay Water Recycling Operating Fund to support infrastructure and maintenance projects. These projects include: Supervisory Control and Data Acquisition System Evaluation (\$500,000), Recycled Water Truck Fill Station and Dewatering System Installations (\$300,000), Communication Improvements (\$300,000), Pump Station 8 &amp; 11 Building Foundation Assessment (\$500,000), and the Zone 3 Reservoir Drainage System Improvements (\$50,000). (Ongoing costs: \$0)</p>		1,650,000	0
<p><b>2. Climate Smart Plan Update and Carbon Neutrality Program Expansion</b></p> <p><i>Environmental and Utility Services CSA Strategic Support – Environmental &amp; Utility Services Core Service Sustainability and Environmental Health Core Service Environmental Services Management and Administration Program Policy, Legislative Advocacy and Education Program</i></p> <p>This action adds 6.0 positions and \$565,700 in non-personal/equipment funding (\$500,000 one-time and \$65,700 ongoing) in the General Fund for the Climate Smart and Carbon Neutrality Program, and in alignment with City Council direction to develop and implement building and transportation electrification programs and policies to accelerate progress towards achieving the City's adopted carbon neutral by 2030 goal. The positions include 1.0 Planner IV, 1.0 Analyst II, 2.0 Supervising Environmental Services Specialist, and 2.0 Environmental Services Specialist. One Supervising Environmental Services Specialist and one Environmental Services Specialist will support external funding acquisition, lead the development of existing and new building electrification policies and programs, and lead the development of building electrification policies and other building requirements aligned with Climate Smart San Jose. The other Supervising Environmental Specialist and Environmental Specialist will oversee the development of the climate adaptation and resiliency plan, lead the Zero Emissions Neighborhood pilot, and implement an equity-based Climate Smart engagement and outreach plan with the community. This action also continues two positions on an ongoing basis by adding 1.0 Planner IV and 1.0 Analyst. The Planner IV continues to work on planning policies, water efficient landscape ordinance reporting, green building policy, and the building reach code. The Analyst II continues to lead the development of the Race to Zero Initiative, conduct annual greenhouse gas inventories, develop the Climate Smart Dashboard and Model, and provide data tracking and reporting developments and updates. The non-personal/equipment funding will provide support for equity-based community engagement activities, technical assistance in support of building electrification and transportation programs and policies, and Climate Smart Challenge online platform and associated GoGreen Team campaigns to track and increase climate action in the community. Additional Climate Smart Program Implementation staffing is recommended and discussed within the Transportation Department. (Ongoing costs: \$1.1 million)</p>	6.00	1,626,638	1,656,641

# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>3. Regional Wastewater Facility Instrumentation and Mechanical Maintenance</b></p> <p><i>Environmental and Utility Services CSA Wastewater Management Core Service San José-Santa Clara Treatment Plant Operations and Maintenance Program</i></p> <p>This action adds \$510,000 in ongoing non-personal/equipment funding in the San José-Santa Clara Treatment Plant Operating Fund for procuring materials and parts for instrumentation and mechanical maintenance. The Regional Wastewater Facility has been undergoing major capital improvement projects for the past few years. Every new project now includes state of the art automation systems. As a result, the number of instrumentations has almost doubled in the past few years, which all must be maintained for preventative care and spare parts must be inventoried for repairs. These costs will be re-evaluated on a yearly basis as part of the base budget process. (Ongoing costs: \$510,000)</p>		510,000	0
<p><b>4. Recycle Right Direct Customer Outreach</b></p> <p><i>Environmental and Utility Services CSA Strategic Support – Environmental &amp; Utility Services Core Service Environmental Services Communication Program</i></p> <p>This action adds \$480,000 in ongoing non-personal/equipment funding in the Integrated Waste Management Fund to conduct five direct mailings to inform residential customers about the City's utility programs including how to recycle correctly. Based on data received from a Fall 2020 Integrated Waste Management recycling cart audit, overall contamination rate of recycled materials is up 32% from the Fall 2015 study. The net cost of contamination is approximately \$1.55 million for each 5% of contamination. The rate impact to residents due to this increased contamination level since 2015 has been approximately \$5.9 million. These direct mailings will be part of a larger, comprehensive Recycle Right campaign to help residents increase recycling of appropriate materials and reduce the number of trips to the landfill for solid waste contractors, thereby lowering overall costs for the City's contracted recycling haulers, and therefore ratepayers. (Ongoing costs: \$480,000)</p>		480,000	0
<p><b>5. Regional Wastewater Facility Service Process Control</b></p> <p><i>Environmental and Utility Services CSA Wastewater Management Core Service San José-Santa Clara Treatment Plant Operations and Maintenance Program</i></p> <p>This action adds \$365,000 in one-time non-personal/equipment funding in the San José-Santa Clara Treatment Plant Operating Fund for a contract resident engineer for the Process Control System Group. This position will oversee the training of future staff on processes including the Distributed Controls System automatic controls, monitoring, and data storage for the various wastewater treatment processes, electrical power cogeneration and distribution, field instrumentation, and HVAC systems. All training material will be documented and archived for future use and the complete curriculum and study materials will be provided for future reference. (Ongoing costs: \$0)</p>		365,000	0



# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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6.	<b>Waste Characterization Study</b>	<b>275,000</b>	<b>0</b>
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*Environmental and Utility Services CSA  
 Recycling & Garbage Services Core Service  
 Recycling and Garbage Services Administration Program*

This action adds \$275,000 in one-time non-personal/equipment funding in the Integrated Waste Management Fund. The funding will be used for consultant support on the Residential Garbage and Recycling Program Contractor Studies. This bi-annual waste characterization study is required as part of the recycling hauler agreements. The annual processing residue studies for California Waste Solutions, Inc. (CWS) and GreenTeam of San José (GT) will characterize the materials present in the processing residue remaining after recycling cart materials are processed at both facilities. Information from these studies will be used to evaluate contractor recyclables processing performance, which are tied to contractor penalties, and customer recycling performance, which will impact future rates as described in the “Recycle Right Direct Customer Outreach” allocation described above. (Ongoing costs: \$0)

7.	<b>Laboratory Equipment Replacement</b>	<b>250,000</b>	<b>0</b>
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*Environmental and Utility Services CSA  
 Wastewater Management Core Service  
 Laboratory Services Program*

This action adds \$250,000 in non-personal/equipment funding (from \$150,000 in the base budget to \$400,000 per year for three years) through June 2025, in the San José-Santa Clara Treatment Plant Operating Fund to replace and update laboratory equipment. The Environmental Services Department Laboratory plays a critical role in protecting the public and environmental health of San Francisco’s South Bay region by providing analytical support services for facility operations, compliance monitoring of NPDES and Watershed Permit requirements, recycled water, planning and delivery projects in the Capital Improvement Program, and source control monitoring at the Regional Wastewater Facility. The Laboratory is accredited by the California State Water Board’s Environmental Laboratory Accreditation Program to perform and report analytical results for regulatory and water quality monitoring purposes encompassing 204 fields of analysis (FOAs) or analytical methods performing more than 50,000 analyses per year. The new equipment and multi-year purchase plan will align with current, new, and anticipated regulatory requirements, improved technologies, green chemistry tenets (minimizing or eliminating chemical hazards), and the implementation of new and developing analytical methodologies. Additionally, this three-year funding is preferred over a single purchase given staffing constraints and the level of effort required to bring new equipment online. (Ongoing costs: \$250,000)



# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>8. Environmental Enforcement Data Management System and Laboratory Information Management System Procurements</b></p> <p><i>Environmental and Utility Services CSA                      Recycling &amp; Garbage Services Core Service                      Stormwater Management Core Service                      Wastewater Management Core Service                      Laboratory Services Program                      Pretreatment Program                      Recycling and Garbage Services Administration Program                      Stormwater Enforcement Program</i></p> <p>This action adds \$215,000 in one-time non-personal/equipment funding for a project management consultant for the Environmental Enforcement Data Management System and Laboratory Information Management System procurement, migration, and implementation projects. This project will be funded by the San José-Santa Clara Treatment Plant Operating Fund, the Sewer Service and Use Charge Fund, and the Integrated Waste Management Fund. (Ongoing cost: \$0)</p>		215,000	0
<p><b>9. Regional Wastewater Facility Process Control System Staffing</b></p> <p><i>Environmental and Utility Services CSA                      Wastewater Management Core Service                      San José-Santa Clara Treatment Plant Operations and Maintenance Program</i></p> <p>This action adds 1.0 Information Systems Analyst position and associated non-personal/equipment funding (\$5,250) to the Process Control Systems group to oversee the Distributed Controls System Networking within the Regional Wastewater Facility. This position will maintain and troubleshoot the network infrastructure, including clients and server machines, continue to provide support on project-specific networks, and train and lead the current Network Engineer. (Ongoing costs: \$209,878)</p>	1.00	192,825	0
<p><b>10. Municipal Water Utility Operations Compliance Management</b></p> <p><i>Environmental and Utility Services CSA                      Potable Water Delivery Core Service                      Municipal Water System Operations and Maintenance Program</i></p> <p>This action adds 1.0 Environmental Program Manager position and one-time non-personal/equipment funding of \$4,600 for supplies in the Water Utility Fund. This position will ensure that Municipal Water operation complies with all regulatory requirements, including Section 2013 of America’s Water Infrastructure Act of 2018. Every five years, the utility must review the risk and resilience assessment and submit a recertification to the US EPA. In between certifications, utilities are required to perform ongoing implementation and compliance by conducting routine trainings thus this position will be responsible for the regulatory compliance work including coordination and reporting with state agencies, oversight, and training. Additionally, this position will directly supervise two positions at various level classifications. (Ongoing cost: \$201,048)</p>	1.00	188,894	0

# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>11. Municipal Environmental Compliance Staffing</b>	<b>1.00</b>	<b>153,946</b>	<b>110,482</b>

***Environmental and Utility Services CSA  
Sustainability and Environmental Health Core Service  
Environmental Compliance and Safety Program***

This action adds 1.0 Environmental Services Specialist position and associated non-personal/equipment funding (\$2,600) to the Municipal Environmental Compliance (MEC) group in the Sustainability and Compliance Division of the Environmental Services Department. The MEC group supports all City Departments in addressing environmental impairments on City-owned properties or properties the City is interested in purchasing. The City owns numerous properties with environmental contamination such as closed landfills, fire stations, parks, trails, and corporation yards that need to be monitored and mitigated under regulatory oversight. This additional position will allow the MEC group to provide timely, thorough, and appropriately staffed support to all departments that require support and may also reduce the need and costs for outside consultant support. (Ongoing costs: \$165,605)

<b>12. Watershed Protection Division Vehicle Replacement</b>		<b>120,000</b>	<b>0</b>
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***Environmental and Utility Services CSA  
Stormwater Management Core Service  
Wastewater Management Core Service  
Pretreatment Program  
Stormwater Enforcement Program***

This action adds \$120,000 in one-time non-personal/equipment funding in the Storm Sewer Operating Fund and the Sewer Service and Use Fund to purchase 11 new hybrid vehicles that will replace aging hybrid vehicles. These vehicles are used for implementing multiple inspection and monitoring programs to comply with Federal Pretreatment requirements under the City's NPDES permit as well as the State stormwater and wastewater requirements. This field work occurs daily and often involves specialized tools, safety directional lighting, sampling, and storage equipment, and preservation supplies, which is heavy, contaminated, and hazardous. As such, these vehicles are designated Special Purpose and assigned to specific operators. This action is based upon recommendations from Public Works Fleet Management regarding battery life assessments. (Ongoing costs: \$0)

# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>13. Wastewater Compliance Staffing</b>	<b>1.00</b>	<b>85,152</b>	<b>0</b>

***Environmental and Utility Services CSA  
Sustainability and Environmental Health Core Service  
Environmental Compliance and Safety Program***

This action adds 1.0 Environmental Services Specialist position and associated non-personal/equipment funding (\$2,100 one-time and \$500 ongoing) in the Wastewater Compliance group to support an increased workload on constituents of emerging concern in the Pollution Prevention Program in the San José-Santa Clara Treatment Plant Operating Fund . The San Jose-Santa Clara Regional Wastewater Facility operates under the National Pollutant Discharge Elimination System Permit (NPDES), along with three additional NPDES Permits and State Orders. One of the Permit requirements that the Wastewater Compliance group leads is a Pollutant Minimization Program, which focuses on existing and emerging pollutant issues and aims to reduce the impact of those pollutants through outreach and education to City residents and City Staff. Recent advancements in science and a better understanding of present-day environmental impacts from pollution have resulted in a rapid and constant increase in emerging pollutant issues. This additional Environmental Services Specialist will track, plan, and implement pollution prevention campaigns, education, and outreach activities to service area residents. (Ongoing costs: \$165,604)

<b>14. Regional Wastewater Facility Asset Management Reorganization</b>	<b>0.00</b>	<b>37,816</b>	<b>0</b>
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***Environmental and Utility Services CSA  
Recycled Water Management Core Service  
Wastewater Management Core Service  
San José-Santa Clara Treatment Plant Operations and Maintenance Program  
South Bay Water Recycling Operations and Maintenance Program***

This action adds 1.0 Principal Engineering Technician, 1.0 Engineer I/II, and 1.0 Senior Engineering Technician positions and deletes 1.0 Geographic Information Systems Specialist I/II, 1.0 Associate Engineering Technician, and 1.0 Engineering Technician I/II positions in the Asset Management Division at the Regional Wastewater Facility and \$21,000 for non-personal/equipment funding (\$14,000 one-time and \$7,000 ongoing). Due to the ongoing upgrades and construction at the Regional Wastewater Facility, it is anticipated that hundreds of pieces of new equipment will be added from each capital project while obsolete equipment are removed, upgraded, and replaced. The new Principal Engineering Technician position will oversee this work and be responsible with the preparation of equipment hierarchies and coordinate equipment load into the Computerized Maintenance Management System. There is a growing list of unassigned projects needing more technical expertise and the 1.0 Engineer I/II and 1.0 Senior Engineering Technician positions will meet these needs by upgrading the overall technical capabilities of the group, thereby increasing the number of projects administered by the group and meet the anticipated increase in demand to support the other Operations and Maintenance Divisions. (Ongoing costs: \$67,807)

# Environmental Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>15. Environmental Services Department – Climate and Seismic Resilience Planning and Development</b>	<b>1.00</b>	<b>0</b>	<b>0</b>
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***Environmental and Utility Services CSA  
Sustainability and Environmental Health Core Service  
Policy, Legislative Advocacy and Education Program***

This action establishes one-time funding of \$1,750,000 in the General Fund (reflected in the City-Wide Expenses section of this document) and \$416,000 in the San José Clean Energy (SJCE) Fund, to be spent over a two-year period, for climate and seismic resilience planning and project development. As directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, this action will create a multi-departmental team led from the City Manager's Office, informed by equity considerations, to drive results on key resilience objectives and major capital projects in the areas of drought resilience, sea level rise, microgrid development, urban forests, seismic safety, Coyote Valley open space implementations, electrification, and prioritizing the rehabilitation of aging City infrastructure. Positions limit-dated through June 30, 2024 include 1.0 Principal Engineer/Architect position (100% General Fund) in the Environmental Services Department (reflected in this section of this document) to preliminarily investigate recycled water projects; 1.0 Program Manager position (75% SJCE Fund, 25% General Fund) in the Public Works Department to focus on microgrid development at fire stations and other City facilities; and 1.0 Assistant to the City Manager position in the City Manager's Office (75% General Fund, 25% SJCE Fund) to coordinate efforts across departments under the direction of a Deputy City Manager and work to secure external funding for future large-scale infrastructure improvements. One-time non-personal/equipment funding of \$823,000 will support specialized consulting work, with an initial focus on a recycled water feasibility analysis. Though the short-term goal is to provide the focus and preliminary evaluation necessary to access and leverage Federal and State resources, beginning in 2024-2025, an ongoing commitment will be established in the General Fund to fund a Resilience Officer that will provide ongoing management of this program, though that position may reside in a different department. (Ongoing costs: \$0)

<b>16. Building Performance Ordinance Staffing</b>	<b>(1.00)</b>	<b>(166,465)</b>	<b>(166,465)</b>
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***Environmental and Utility Services CSA  
Sustainability and Environmental Health Core Service  
Policy, Legislative Advocacy and Education Program***

This action deletes 1.0 vacant Environmental Services Specialist position in the Building Performance Ordinance program in the Environmental Services Department's Sustainability and Compliance Division. This position has remained vacant since July 2020 and was frozen in response to the General Fund Reduction strategy implemented in 2020-2021. The deletion of this position is not expected to have any service level impact and ensures that the Building Performance Ordinance fee remains at cost recovery levels. (Ongoing savings: \$169,951)

## Environmental Services Department

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment



2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>17. Watershed Protection Division Laboratory Restructuring</b>  <i>Environmental and Utility Services CSA                      Wastewater Management Core Service                      Laboratory Services Program</i>	0.00	(55,194)	0
<p>This action deletes 1.0 vacant Environmental Laboratory Manager position and adds 1.0 Senior Environmental Program Manager position. This new position will support compliance with increased regulations from the State Water Board's National Discharge Pollutant Elimination program, the Environmental Protection Agency Pretreatment monitoring program, and the Statewide General Waste Discharge Requirements (WDR) for Sanitary Sewer Systems. The Senior Environmental Program Manager position will provide needed oversight and support for the implementation and logistical support of new requirements to meet State Title 22, laboratory accreditation standards recently approved by the Office of Administrative Law as well as establishing programs or policy related to public health and pollutants of emerging concerns. (Ongoing savings: \$37,079)</p>			
<b>18. Watershed Protection Division Reorganization</b>  <i>Environmental and Utility Services CSA                      Recycled Water Management Core Service                      Wastewater Management Core Service                      Laboratory Services Program                      South Bay Water Recycling Operations and Maintenance Program</i>	0.00	(18,657)	0
<p>This action adds 4.0 Chemist, 1.0 Microbiologist, and 2.0 Chemist positions, and deletes 7.0 Laboratory Technician positions and associated non-personal/equipment funding (\$32,200) in the Watershed Protection Division of the Environmental Services Department. The new positions will support the increase of regulatory compliance requirements from the State Water Board's National Discharge Pollutant Elimination (NPDES) Permit, various regional Watershed NPDES Permits for San José, and the Statewide General Waste Discharge Requirements for Sanitary Sewer Systems as well as provide needed support for the implementation and logistical support of new requirements to meet State Title 22, laboratory accreditation standards recently approved by the Office of Administrative Law. (Ongoing costs: \$85,232)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>10.00</b>	<b>5,909,955</b>	<b>1,600,658</b>

# Environmental Services Department

## Performance Summary

### Sustainability and Environmental Health





#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 (Energy) % of energy used at the Water Pollution Control Plant that is renewable	45%	46%	42%	44%
 (Water) % of Municipal Water System (MWS) Customers demonstrating water conservation knowledge <sup>1</sup>	N/A <sup>1</sup>	91%	91%	95% <sup>1</sup>

<sup>1</sup> Data for this measure is collected through a biennial survey, last conducted in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

### Potable Water Delivery

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of water samples meeting or surpassing State and federal water quality standards	100%	100%	100%	100%
 % of water delivered to customers that is non-potable <sup>1</sup>	N/A	N/A	20%	20%
 % of customer service requests handled within 24 hours <sup>2</sup>	N/A <sup>2</sup>	71%	69%	71%
 % of MWS customers rating service as good or excellent, based on reliability, water quality, and responsiveness <sup>2</sup>	N/A <sup>2</sup>	71%	62%	71%

<sup>1</sup> San José water retailers include San José Water Company and Great Oaks Water Company.

<sup>2</sup> Data for this measure is collected through a biennial survey, last conducted in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

#### Activity and Workload Highlights






	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Millions of gallons of water delivered per year to MWS customers	6,875	7,000	6,219	6,166

# Environmental Services Department

## Performance Summary

### Recycled Water Management

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Millions of gallons of recycled water delivered to customers annually	4,098	3,950	4,017	4,000
 % of time recycled water quality standards are met or surpassed	100%	100%	100%	100%
 % of wastewater influent recycled for beneficial purposes during the dry-weather period <sup>1</sup>	17%	18%	20%	18%
 Cost per million gallons of recycled water delivered	\$3,894	\$3,661	\$4,278	\$4,919
 % of recycled water customers rating service as good or excellent based on reliability, water quality, and responsiveness <sup>2</sup>	N/A <sup>2</sup>	90%	90%	90% <sup>2</sup>

<sup>1</sup> Dry-weather period is defined as the lowest continuous three-month average rainfall between May and October, which during the fiscal year reporting period is July-September.

<sup>2</sup> Data for this measure is collected through a biennial survey, last conducted in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

#### Activity and Workload Highlights



	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of South Bay Water Recycling customers	984	1,020	989	1,000

# Environmental Services Department

## Performance Summary

### Recycling and Garbage Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 # of household hazardous waste disposal appointments available for San José				
- Residents	22,251 <sup>1</sup>	22,000	19,802	22,000
- Small Businesses	132 <sup>2</sup>	200	60	80
 % of customers rating recycling and garbage services as good or excellent, based on reliability, ease of system use, and lack of disruption <sup>1</sup>				
- Single-Family Dwelling	N/A <sup>3</sup>	90%	81%	95% <sup>3</sup>
- Multi-Family Dwelling	N/A <sup>3</sup>	75%	55%	75% <sup>3</sup>
- Commercial Facilities	N/A <sup>3</sup>	75%	70%	75% <sup>3</sup>

<sup>1</sup> Due to the COVID-19 pandemic, the County closed the HHW Program from March 17, 2020 to June 10, 2020. The program has resumed, however, they have not resumed holding one-off events, which reduces the total number of drop off appointment opportunities.

<sup>2</sup> As of 2019-2020, the County no longer reports city of origin for Small Business appointments. Since San Jose is half the County's population, it can be assumed that half the appointments are from San Jos businesses.

<sup>3</sup> Data for this measure is collected through a biennial survey, last conducted in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total tons of residential solid waste diverted from landfills	399,221	444,000	413,914	447,766
Total tons of residential solid waste landfilled	134,109	121,000	94,186	88,346
Total number of residential households served	331,808	332,215	334,396	336,068
Average # of residential pickups not completed as scheduled per week <sup>1</sup>	95	100	252 <sup>2</sup>	100

<sup>1</sup> Pickups are completed the next day.

<sup>2</sup> During a monthly service delivery review the service team reported that, between June and August 2021, some collection routes were missed due to driver outages related to COVID-19 infections and vaccination reactions as well as due to three truck fires that put collection vehicles out of commission. When these events happened ESD Communications staff proactively posted notices to specific neighborhoods on Nextdoor, informing residents of the potential missed collections and how to proceed under those circumstances.






# Environmental Services Department

## Performance Summary

### Stormwater Management

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of residents surveyed who understand that any substances washed down the street end up in the Bay without treatment through the storm sewer system <sup>1</sup>	N/A <sup>1</sup>	70%	65%	70% <sup>1</sup>
 % of trash reduced from the storm sewer system <sup>2</sup>	100.2%	100%	100.2%	109% <sup>3</sup>
 % of stormwater violations identified at industrial/commercial facilities resolved within ten business days <sup>3/4</sup>	96%	99%	90%	99%

<sup>1</sup> Data for this measure is collected through a biennial survey, last conducted in February 2022. The next survey is planned to be completed in 2023-2024, and those results will be reported in the 2024-2025 Proposed Budget.

<sup>2</sup> The 100% or greater total represents the amount of credit given to implementation of control actions.

<sup>3</sup> Trash load reduction is expected to increase slightly due to planned installations of small and large trash capture devices and implementation/expansion of on-land trash control measures through the BeautifySJ program.

<sup>4</sup> Actuals and Estimates are lower than Target due to businesses not achieving compliance within 10 business days.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Tons of trash/litter collected by City led creek cleanup efforts	608 <sup>1</sup>	825	613	634






<sup>1</sup> The number of cleanups in 2020-2021 was reduced due to the continued COVID-19 pandemic. Homeless encampment abatements were suspended from March 2020 through Fall 2020; however, BeutifySJ conducted abatements as needed and removed trash from encampments through the Encampment Trash Program.. Cleanups with Downtown Streets Team were modified due to safety issues.

# Environmental Services Department

## Performance Summary

### Wastewater Management

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Millions of gallons per day discharged to the Bay during average dry-weather season State order: 120 mgd or less <sup>1</sup>	75.3mgd	<120mgd	66.0mgd	<120mgd
 % of time pollutant discharge requirements are met or surpassed	100%	100%	100%	100%
 # of requirement violations				
-Pollutant discharge	0	0	0	0
-Air emissions	1 <sup>2</sup>	0	2 <sup>3</sup>	0
 % of significant industrial facilities in consistent compliance with federal pretreatment requirements	96.10%	90.00% <sup>4</sup>	91.48%	90.00% <sup>4</sup>
 Cost per million gallons treated	\$1,682	\$1,593	\$1,699	\$1,582

<sup>1</sup> Average dry-weather season is defined as the lowest three-month continuous average between May and October, which during the fiscal year reporting period is July-September.

<sup>2</sup> A Notice of Violation was received for 2020-2021. NOV A60478 was issued on 10/26/20 for fugitive dust emission observed on 10/15/20. No other NOVs are anticipated for this fiscal year.

<sup>3</sup> Two Notice of Violations were received for 2021-2022. NOV 55725 was issued on 9/28/21 for conducting the periodic emissions test for Engine 3 after the due date. The secondary notice, NOV 59755, was issued on 12/15/21 for the late submission of source test reports for four new cogen engines after the due date. The City of San Jose is disputing this NOV.

<sup>4</sup> The 90% target is built off of an EPA metric used to assess pretreatment program effectiveness. The Pretreatment Program continues to work closely with regulated industries to help them maintain consistent compliance with Federal requirements.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Average millions of gallons per day treated	97	101	91	101
Total population in service area <sup>1</sup>	1,468,541	1,479,319	1,468,002	1,471,321

<sup>1</sup> The Regional Wastewater Facility is a regional wastewater treatment facility serving eight South Bay cities and four sanitation districts including: San José, Santa Clara, Milpitas, Cupertino Sanitation District (Cupertino), West Valley Sanitation District (Campbell, Los Gatos, Monte Sereno and Saratoga), County Sanitation Districts 2-3 (unincorporated), and Burbank Sanitary District (unincorporated).

## Environmental Services Department

### Department Position Detail

Position	2021-2022	2022-2023	Change
	Adopted	Proposed	
Account Clerk I/II	1.00	1.00	-
Accountant I/II	2.00	2.00	-
Accounting Technician	2.00	2.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Air Conditioning Mechanic	3.00	3.00	-
Analyst I/II	15.00	15.00	-
Assistant Director	1.00	1.00	-
Assistant Environmental Services Specialist	3.00	3.00	-
Assistant Heavy Diesel Equipment Operator Mechanic	1.00	1.00	-
Assistant to the Director	1.00	1.00	-
Associate Construction Inspector	1.00	1.00	-
Associate Engineer	22.00	22.00	-
Associate Engineering Technician	8.00	7.00	(1.00)
Associate Environmental Services Specialist	11.00	11.00	-
Biologist	3.00	2.00	(1.00)
Chemist	12.00	18.00	6.00
Cross Connection Specialist	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	6.00	6.00	-
Director Environmental Services	1.00	1.00	-
Division Manager	5.00	5.00	-
Engineer I/II	7.00	8.00	1.00
Engineering Technician I/II	3.00	2.00	(1.00)
Environmental Compliance Officer	1.00	1.00	-
Environmental Inspector I/II	37.00	37.00	-
Environmental Inspector, Assistant	5.00	5.00	-
Environmental Inspector, Senior	7.00	7.00	-
Environmental Laboratory Manager	1.00	0.00	(1.00)
Environmental Laboratory Supervisor	5.00	5.00	-
Environmental Program Manager, Senior	5.00	6.00	1.00
Environmental Services Program Manager	4.00	5.00	1.00
Environmental Services Specialist	27.00	30.00	3.00
Geographic Information Systems Specialist I/II	3.00	2.00	(1.00)
Heavy Equipment Operator	5.00	5.00	-
Industrial Electrician	11.00	11.00	-
Industrial Electrician Supervisor	1.00	1.00	-
Industrial Process Control Specialist I/II	3.00	3.00	-
Industrial Process Control Supervisor	1.00	1.00	-
Information Systems Analyst	3.00	4.00	1.00
Instrument Control Supervisor I/II	1.00	1.00	-
Instrument Control Technician I/II/III/IV	13.00	13.00	-
Laboratory Technician I/II	8.00	1.00	(7.00)

## Environmental Services Department

### Department Position Detail

Position	2021-2022	2022-2023	Change
	Adopted	Proposed	
Maintenance Assistant/Maintenance Worker I	2.00	2.00	-
Microbiologist	3.00	5.00	2.00
Network Engineer	2.00	2.00	-
Network Technician I/II/III	2.00	2.00	-
Office Specialist I/II	7.00	7.00	-
Painter Supervisor Water Pollution Control	1.00	1.00	-
Painter Water Pollution Control	6.00	6.00	-
Planner I/II/III	1.00	1.00	-
Planner IV	1.00	1.00	-
Principal Accountant	1.00	1.00	-
Principal Construction Inspector	1.00	1.00	-
Principal Engineer/Architect	8.00	9.00	1.00
Principal Engineering Technician	0.00	1.00	1.00
Principal Office Specialist	5.00	5.00	-
Program Manager	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative I/II	9.00	9.00	-
Sanitary Engineer	9.00	9.00	-
Senior Account Clerk	4.00	4.00	-
Senior Accountant	4.00	4.00	-
Senior Air Conditioning Mechanic	1.00	1.00	-
Senior Analyst	7.00	7.00	-
Senior Construction Inspector	1.00	1.00	-
Senior Engineer	12.00	12.00	-
Senior Engineering Technician	9.00	10.00	1.00
Senior Geographic Information Systems Specialist	1.00	1.00	-
Senior Heavy Equipment Operator	2.00	2.00	-
Senior Industrial Electrician	2.00	2.00	-
Senior Industrial Process Control Specialist I/II	3.00	3.00	-
Senior Maintenance Worker	2.00	2.00	-
Senior Office Specialist	10.00	10.00	-
Senior Painter	1.00	1.00	-
Senior Public Information Representative	3.00	3.00	-
Senior Systems Applications Programmer	1.00	1.00	-
Senior Warehouse Worker	1.00	1.00	-
Staff Specialist	9.00	9.00	-
Supervising Environmental Services Specialist	14.00	16.00	2.00
Supply Clerk	1.00	1.00	-
Systems Applications Programmer I/II	2.00	2.00	-
Warehouse Supervisor	1.00	1.00	-
Warehouse Worker I/II	3.00	3.00	-
Wastewater Attendant	19.00	19.00	-
Wastewater Facility Manager	1.00	1.00	-

## Environmental Services Department

### Department Position Detail

Position	2021-2022	2022-2023	Change
	Adopted	Proposed	
Wastewater Maintenance Superintendent	3.00	3.00	-
Wastewater Mechanic I/II	31.00	31.00	-
Wastewater Mechanical Supervisor I/II	6.00	6.00	-
Wastewater Operations Foreperson I/II	20.00	20.00	-
Wastewater Operations Superintendent I/II	7.00	7.00	-
Wastewater Operator I/II/III	42.00	42.00	-
Wastewater Senior Mechanic I/II	11.00	11.00	-
Water Systems Assistant Operator I/II	5.00	5.00	-
Water Systems Operations Foreperson I/II	3.00	3.00	-
Water Systems Operations Manager	1.00	1.00	-
Water Systems Operations Superintendent I/II	2.00	2.00	-
Water Systems Operator I/II/III	12.00	12.00	-
<b>Total Positions</b>	<b>572.00</b>	<b>580.00</b>	<b>8.00</b>

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# Finance Department

**Julia H. Cooper, Director**

## MISSION

***To manage, protect and report on City of San José financial resources to enhance the City's financial condition for residents, businesses, and investors***

## CITY SERVICE AREA

***Strategic Support***

## CORE SERVICES

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### DISBURSEMENTS

Facilitate timely and accurate payment of the City's financial obligations.

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### FINANCIAL REPORTING

Provide accurate and meaningful reporting on the City's financial condition.

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### PURCHASING AND RISK MANAGEMENT

Purchase and provide quality products and services in a cost-effective manner and ensure insurance coverage for the City's assets.

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### REVENUE MANAGEMENT

Bill and collect City resources to enhance the City's financial condition.

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### DEBT AND TREASURY MANAGEMENT

Provide cost-effective financing, investment, and cash collection of the City's resources to maintain and enhance the City's financial condition.

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**Strategic Support:** Analytical Support, Budget/Fiscal Management, Human Resources Management, Contract Administration, Administrative Support, and Pandemic Response

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# Finance Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Disbursements Core Service</i></b>	
<b>Accounts Payable</b>	Facilitates timely and accurate payment of the City's non-payroll disbursements. Customers of this service include City departments, employees, government agencies, non-profit corporations, consultants, contractors, and vendors who provided goods and services to the City.
<b>Payroll</b>	Facilitates timely and accurate payment of payroll to City employees and provides responses to information requests City-wide. The City has employees divided among many different bargaining units with various compensation requirements contained in each respective unit's Memoranda of Agreement.
<b><i>Financial Reporting Core Service</i></b>	
<b>General Accounting</b>	Provides accurate and meaningful reporting on the City's financial condition and primarily responsible for the accounting of City-wide financial activity for all City funds, with services including management of the Financial Management System, preparation of the Comprehensive Annual Financial Report, preparation of various Cost Allocation Plans, capital assets accounting, monthly financial information publication, City-wide reports for audit purposes, and coordination of stand-alone audits.
<b>Special Accounting</b>	Manages accounting responsibilities related to special facility districts, grant programs, assessment districts, loans, debt transactions, bank reconciliations, investments, deferred compensation; and prepares and submits legally mandated reports including the City's Federal Single Audit Report and State-mandated cost reimbursement claim reports.
<b><i>Purchasing and Risk Management Core Service</i></b>	
<b>Purchasing</b>	Following transparent and competitive procurement procedures, supports the operations of all City departments by ensuring the timely procurement and delivery of products and services other than construction and consulting services. Establishes City-wide procurement policies and procedures and provides City-wide training and guidance to departments to enable them to facilitate procurements that are decentralized. Manages the P-Card program to enable the procurement of small dollar purchase transactions.
<b>Risk Management</b>	Ensures insurance coverage for City assets, establishes City-wide risk management policies and procedures, and provides City-wide training and guidance to departments on risk-related programs. Manages property and casualty claims from inception to conclusion and performs the centralized subrogation function to recapture losses resulting from third-party wrongdoing or negligence resulting in loss of or damage to City-owned property.



## Finance Department

### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Revenue Management Core Service</i></b>	
<b>Accounts Receivable</b>	Develops, maintains, and updates business systems and processes to support the delivery of City services through timely collection of payments due to the City, including services, taxes, fees, and other revenues.
<b>Business Tax</b>	Enforces the general business tax ordinance by ensuring that taxes and related fees are collected. Issues business tax certificates and processes applications for the following regulatory permits: amusement devices, carnivals/circuses, Christmas tree lots, flower vendors, handbills, pawnbrokers, pool and billiard rooms, pumpkin patches, and second-hand dealers.
<b>Revenue Audit and Compliance</b>	Monitors and conducts compliance reviews of various tax and fee programs related to the following: Transient Occupancy Tax, Convention Center Facility District Tax, Hotel Business Improvement District Fees, Utility Users Tax, Franchise Fees, Telephone Line Tax, Tow agreements, Solid Waste Enforcement Fees, Disposal Facility Tax, Cardroom Tax, Marijuana Business Tax, and Sales and Use Taxes.
<b>Utility Billing System</b>	Develops and streamlines business systems and processes that support the delivery of City services through timely billing and collection of storm, sewer, garbage, and water fees. This program provides billing and customer support related to storm and sanitary sewer charges, garbage, water, and associated liens.
<b><i>Debt and Treasury Management Core Service</i></b>	
<b>Banking Management</b>	Manages the City's centralized banking relationships and cash operations for multiple programs throughout the City. Oversees payments of various tender types processed on multiple billing systems, including Building Permits, Business Taxes, Utility Billing, Airport Fees, and Fire Citations.
<b>Cashiering and Payment Processing</b>	Manages over-the-counter payments made for various programs, including Business Tax, Transient Occupancy Tax and Hotel Business Improvement District, Utility Billing, Airport, and Utility Users Tax.
<b>Debt Management</b>	Responsible for City debt issuance, credit facilities and other borrowing, debt management projects and debt administration activities, including performing compliance activity related to statutory, regulatory, and contractual requirements for 90 different obligations, including bonds, commercial paper, credit facilities, a lease-purchase agreement and conduit bonds for affordable housing projects. Finances the construction of new facilities and improvements to existing city facilities through various bond measures and other financing tools. Public infrastructure and affordable housing are also facilitated through special taxes and various types of bonds.
<b>Investment Management</b>	Manages the City's cash flow and invests the City's operating funds in accordance with the Investment Policy mandates of safety, liquidity, and yield. Responsible for cash flow forecasts, portfolio management, Investment Policy updates and compliance, interest earnings forecasts, and related reporting. Performs counterparty credit risk analysis of the City clean energy program.

# Finance Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>Finance Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, human resources, and analytical support.
<b>Finance Successor Agency to the Redevelopment Agency Administration</b>	Supports the general winding down of the former Redevelopment Agency in an orderly manner, pursuant to AB X1 26. Responsibilities include all aspects of the financial management of the San José Successor Agency to the Redevelopment Agency, such as accounts payable, accounts receivable, debt management, investments, cash management, financial reporting, and preparation of Recognized Obligation Payments Schedule (ROPS).
<b>Finance Pandemic Response</b>	Provides for the coordination and delivery of emergency financial services and recovery activities in response to the COVID-19 pandemic.

# Finance Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Ensure City financial resources are protected and available to address the short-term and long-term needs of the community, provide accurate and timely payments to City employees and vendors, deliver accurate and timely financial reports, and maintain efficient business systems and processes for timely billing and collection efforts.
- Ensure prudent use of public funds through competitive processes and cooperative purchasing with other government agencies and cooperative purchasing organizations.
- Maintain favorable bond ratings to ensure lowest cost of capital, provide financial modeling and analysis to meet the increasingly complex needs of the City, and ensure effective management of the City investment portfolio.
- Maintain adequate insurance coverage by monitoring the insurance market and assessing the City's risk exposure to ensure the best value and coverage economically possible.
- Manage all financial aspects of the Successor Agency to the Redevelopment Agency of the City of San José including accounting, debt management, cash management, financial reporting, and accounts payable/receivable.
- Manage all financial services in support of emergency response and community and economic recovery activities related to the COVID-19 pandemic.

### 2022-2023 Key Budget Actions

- Adds 2.0 Analyst and 1.0 Senior Analyst positions and associated non-personal/equipment funding for increased staffing and technology enhancements to help address the City's procurement consultant's recommendations, as well as to help meet City demand for procurement and contracting services.
- Adds 1.0 Supervising Accountant position, through June 30, 2024, and associated non-personal/equipment funding in the Accounting Division's Financial Reporting Unit to support San José Clean Energy (SJCE) Department's accounting operations.
- Adds 1.0 Assistant to the Director position and associated non-personal/equipment funding to provide portfolio management and support to the Director and Assistant Director.
- Adds 1.0 Analyst I/II position, funded 20% by Measure E funds and 80% by the General Fund, to increase staffing support for the Measure E Program Administration for the Housing Department, and the Debt Management Team.

### Operating Funds Managed

- American Rescue Plan Fund
- Cash Reserve Fund
- City Hall Debt Service Fund
- Community Facilities Revenue Fund
- Convention Center Facilities District Revenue Fund
- Coronavirus Relief Fund
- Emergency Reserve Fund
- Ice Centre Revenue Fund
- Gift Trust Fund

# Finance Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Debt and Treasury Management	162,067,948	18,946,641	5,427,783	5,705,911
Disbursements	2,835,456	3,191,897	3,025,509	3,025,509
Financial Reporting	2,486,919	4,014,041	3,294,470	3,715,937
Purchasing and Risk Management	4,426,797	5,312,362	6,193,519	7,145,753
Revenue Management	5,976,274	8,354,547	8,039,769	8,039,769
Strategic Support - Other - Strategic Support	26,915,296	39,375,680	48,736,306	48,770,609
Strategic Support - Strategic Support	2,462,293	3,703,656	3,190,746	3,330,458
<b>Total</b>	<b>\$207,170,983</b>	<b>\$82,898,824</b>	<b>\$77,908,102</b>	<b>\$79,733,946</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	18,984,990	19,902,069	21,636,536	22,414,577
Overtime	60,134	48,615	48,615	48,615
<b>Subtotal Personal Services</b>	<b>\$19,045,124</b>	<b>\$19,950,684</b>	<b>\$21,685,151</b>	<b>\$22,463,192</b>
Non-Personal/Equipment	1,154,127	2,543,994	1,240,739	1,754,239
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$20,199,251</b>	<b>\$22,494,678</b>	<b>\$22,925,890</b>	<b>\$24,217,431</b>
<b>Other Costs*</b>				
City-Wide Expenses	3,841,873	15,496,466	11,913,197	12,413,197
Debt Service/Financing	181,034,157	41,228,000	40,723,366	40,723,366
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	2,071,132	3,215,000	1,888,799	1,888,799
Other - Capital	0	0	0	0
Overhead Costs	22,697	464,680	456,850	491,153
Workers' Compensation	1,873	0	0	0
<b>Total Other Costs</b>	<b>\$186,971,732</b>	<b>\$60,404,146</b>	<b>\$54,982,212</b>	<b>\$55,516,515</b>
<b>Total</b>	<b>\$207,170,983</b>	<b>\$82,898,824</b>	<b>\$77,908,102</b>	<b>\$79,733,946</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Finance Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	166,915,900	38,052,917	33,848,649	35,535,036
Public Works Program Support Fund (150)	84,479	20,000	20,000	20,000
City Hall Debt Service Fund (210)	25,147,810	25,211,000	25,205,000	25,205,000
Building Development Fee Program Fund (237)	47,897	87,358	94,935	94,935
Planning Development Fee Program Fund (238)	16,851	31,670	34,507	34,507
Fire Development Fee Program Fund (240)	4,097	7,575	8,237	8,237
Public Works Development Fee Program Fund (241)	10,050	18,373	20,249	20,249
Low And Moderate Income Housing Asset Fund (346)	67,836	99,327	102,415	87,765
Coronavirus Relief Fund (401)	374,514	0	0	0
American Rescue Plan Fund (402)	0	0	1,159,105	1,159,105
Emergency Reserve Fund (406)	0	1,824,000	450,000	450,000
Community Facilities Revenue Fund (422)	15,877	0	0	0
Integrated Waste Management Fund (423)	885,707	1,084,795	969,964	969,964
Ice Centre Revenue Fund (432)	1,707,383	105,000	5,544,090	5,544,090
Storm Sewer Operating Fund (446)	15,146	198,256	203,355	203,355
San José Clean Energy Operating Fund (501)	195,530	253,047	249,432	407,489
San José-Santa Clara Treatment Plant Operating Fund (513)	133,066	147,970	146,960	143,010
Water Utility Fund (515)	336,249	757,345	787,697	787,697
Municipal Golf Course Fund (518)	0	0	0	0
Convention and Cultural Affairs Fund (536)	1,873	406,000	450,000	450,000
Sewer Service And Use Charge Fund (541)	403,721	901,904	920,608	920,608
Convention Center Facilities District Revenue Fund (791)	10,788,686	13,674,000	7,671,366	7,671,366
Capital Funds	18,311	18,287	21,533	21,533
<b>Total</b>	<b>\$207,170,983</b>	<b>\$82,898,824</b>	<b>\$77,908,102</b>	<b>\$79,733,946</b>

<b>Positions by Core Service**</b>				
Debt and Treasury Management	25.02	22.20	22.20	23.20
Disbursements	16.50	16.50	16.50	16.50
Financial Reporting	15.43	17.63	17.63	18.63
Purchasing and Risk Management	19.00	19.00	19.00	22.00
Revenue Management	38.37	38.99	38.99	38.99
Strategic Support - Strategic Support	8.67	6.67	13.67	14.67
<b>Total</b>	<b>122.99</b>	<b>120.99</b>	<b>127.99</b>	<b>133.99</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Finance Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Debt and Treasury Management

Banking Management	2,259,914	979,950	1,015,950	1,015,950	0.00
Cashiering and Payment Processing	1,065,502	1,395,313	1,483,812	1,483,812	10.25
Debt Management	12,068,560	15,377,573	1,653,627	1,931,755	6.97
Investment Management	1,615,446	1,193,805	1,274,394	1,274,394	5.98
<b>Sub-Total</b>	<b>17,009,422</b>	<b>18,946,641</b>	<b>5,427,783</b>	<b>5,705,911</b>	<b>23.20</b>

#### Disbursements

Accounts Payable	1,172,109	1,258,096	1,187,730	1,187,730	6.75
Payroll	1,663,347	1,933,801	1,837,779	1,837,779	9.75
<b>Sub-Total</b>	<b>2,835,456</b>	<b>3,191,897</b>	<b>3,025,509</b>	<b>3,025,509</b>	<b>16.50</b>

#### Financial Reporting

General Accounting	2,363,091	2,829,245	2,018,458	2,439,925	11.35
Special Accounting	123,828	1,184,796	1,276,012	1,276,012	7.28
<b>Sub-Total</b>	<b>2,486,919</b>	<b>4,014,041</b>	<b>3,294,470</b>	<b>3,715,937</b>	<b>18.63</b>

#### Purchasing and Risk Management

Purchasing	2,578,644	2,859,576	2,946,020	3,898,254	19.80
Risk Management	1,848,153	2,452,786	3,247,499	3,247,499	2.20
<b>Sub-Total</b>	<b>4,426,797</b>	<b>5,312,362</b>	<b>6,193,519</b>	<b>7,145,753</b>	<b>22.00</b>

#### Revenue Management

Accounts Receivable	1,343,891	2,111,643	2,071,710	2,071,710	8.70
Business Tax	2,129,993	2,331,940	2,255,326	2,255,326	12.30
Revenue Audit and Compliance	1,497,862	2,212,937	2,070,317	2,070,317	8.69
Utility Billing System	1,004,528	1,698,027	1,642,416	1,642,416	9.30
<b>Sub-Total</b>	<b>5,976,274</b>	<b>8,354,547</b>	<b>8,039,769</b>	<b>8,039,769</b>	<b>38.99</b>

#### Strategic Support - Other - Strategic Support

Finance Funds Debt/Financing Costs	170,235,821	27,554,000	40,723,366	40,723,366	0.00
Finance Other Departmental - City-Wide	30,713	11,254,000	7,450,000	7,450,000	0.00
Finance Other Operational - Administration	1,684,592	103,000	106,090	106,090	0.00
Finance Overhead	22,697	464,680	456,850	491,153	0.00
<b>Sub-Total</b>	<b>171,973,823</b>	<b>39,375,680</b>	<b>48,736,306</b>	<b>48,770,609</b>	<b>0.00</b>

#### Strategic Support - Strategic Support

Finance Management and Administration	1,844,361	1,879,656	1,581,641	1,721,353	7.67
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\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Finance Department

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## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Finance Pandemic Response	375,052	1,824,000	1,609,105	1,609,105	7.00
Finance Successor Agency to the Redevelopment Agency Administration	242,880	0	0	0	0.00
<b>Sub-Total</b>	<b>2,462,293</b>	<b>3,703,656</b>	<b>3,190,746</b>	<b>3,330,458</b>	<b>14.67</b>
<b>Total</b>	<b>\$207,170,984</b>	<b>\$82,898,824</b>	<b>\$77,908,102</b>	<b>\$79,733,946</b>	<b>133.99</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Finance Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>120.99</b>	<b>22,494,678</b>	<b>20,215,451</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Revenue Compliance Sales Tax Software		(230,000)	(230,000)
• Rebudget: Pension Obligation Bond Consulting Services		(220,000)	(220,000)
• Rebudget: Financial Training Materials Development		(200,000)	(200,000)
• Rebudget: Disaster Cost Accounting		(150,000)	(150,000)
• Rebudget: Travel Software Implementation		(130,000)	(130,000)
• Rebudget: Unclaimed Utility Billing Credit Billing		(103,000)	0
• Rebudget: GASB 87 Accounting Software		(65,000)	(65,000)
• Rebudget: Revenue Results Software Phase II Implementation		(18,700)	(18,700)
• Cost Allocation Plan Review		(302,000)	(302,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(1,418,700)</b>	<b>(1,315,700)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes:		676,071	611,256
• COVID-19 Pandemic Resonse and Community and Economic Recovery (City Council Approval November 30, 2021): 3.0 Accounting Technician, 1.0 Accountant I/II, 1.0 Division Manager, 1.0 Senior Accountant, 1.0 Senior Analyst	7.00	1,158,396	-
• Software/Information Systems: Business Tax CXM Reservation Application		6,000	6,000
• Software/Information Systems: Revenue Results Accounts Receivable System		3,450	3,450
• Software/Information Systems: Currency Counter Maintenance		3,100	3,100
• Software/Information Systems: Cashiering CXM Reservation Application		2,000	2,000
• Software/Information Systems: Capital Asset Software Maintenance		895	895
<b>Technical Adjustments Subtotal:</b>	<b>7.00</b>	<b>1,849,912</b>	<b>626,701</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>127.99</b>	<b>22,925,890</b>	<b>19,526,452</b>



## Finance Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Budget Proposals Recommended</b>			
1. Procurement Improvement Staffing	3.00	552,234	552,234
2. Debt Management Software Replacement		250,000	250,000
3. San José Clean Energy Accounting Support Staffing	1.00	176,467	54,480
4. Finance Administration Support Staffing	1.00	139,712	139,712
5. Automation and Publishing Software (Annual Comprehensive Financial Report)		50,000	50,000
6. Grants Management Training		50,000	50,000
7. GASB No. 96 Consulting Services		45,000	45,000
8. Debt Management Program Support Staff (Affordable Housing Program)	1.00	28,128	44,961
<b>Total Budget Proposals Recommended</b>	<b>6.00</b>	<b>1,291,541</b>	<b>1,186,387</b>
<b>2022-2023 Proposed Budget Total</b>	<b>133.99</b>	<b>24,217,431</b>	<b>20,712,839</b>

# Finance Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>1. Procurement Improvement Staffing</b></p> <p><i>Strategic Support CSA Purchasing and Risk Management Core Service Purchasing Program</i></p> <p>This action adds 2.0 Analyst I/II and 1.0 Senior Analyst positions, one-time non-personal/equipment funding of \$61,000, and ongoing non-personal/equipment funding of \$50,000 for increased staffing and technology enhancements to address the recommendations issued by the City's procurement consultant (Guidehouse), as well as to help meet current demand for procurement and contracting services. Among the initial recommendations from Guidehouse is increased staffing for the Purchasing Division to better address city-wide demand for its procurement and contract services. The non-personal/equipment funding will enhance the Finance Department's ability to address the City departmental demand for procurement and contracting services. A specific scope of the technological tools is under development and will be finalized following receipt of the final report from Guidehouse and after an evaluation of Request for Proposals. The Finance Department will continue to evaluate staffing levels and technology needs in response to purchasing and procurement demand, which may require further reevaluation of existing resources. (Ongoing costs: \$531,345)</p>	3.00	552,234	552,234
<p><b>2. Debt Management Software Replacement</b></p> <p><i>Strategic Support CSA Debt and Treasury Management Core Service Debt Management Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$225,000 and ongoing funding of \$25,000 to replace the existing debt management software. The initial relationship provider has retired and the successive owner has not been responsive to issues raised by the City staff. The debt management team uses debt management software as an information repository of the City's bond issuances. Information derived from the debt management software is used for annual reports, such as the Annual Comprehensive Financial Report and the Comprehensive Annual Debt Report, Quarterly Debt Reports, budget documentation, outstanding debt service and other presentations. (Ongoing costs: \$25,000)</p>		250,000	250,000
<p><b>3. San José Clean Energy Accounting Support Staffing</b></p> <p><i>Strategic Support CSA Financial Reporting Core Service General Accounting Program</i></p> <p>This action adds 1.0 Supervising Accountant position through June 30, 2024 (funded 70% in the San José Clean Energy Fund and 30% in the General Fund) and one-time non-personal/equipment funding of \$2,200 in the Accounting Division's Financial Reporting Unit. This position will be primarily dedicated to supporting San José Clean Energy (SJCE) Department's efforts to mature their accounting operations. This position will assist in developing and maintaining accounting policies, procedures, and business processes, preparing, or reviewing quarterly financial statements to maintain compliance with the Revolving Credit Agreement, which includes reporting on SJCE's commercial paper borrowings from the City's Lease Revenue Commercial Paper program, and develop streamlined accounts payable processes. In addition to supporting SJCE, this position is also partially dedicated to enhancing the reporting and analysis function of the general Accounting Division. (Ongoing costs: \$190,110)</p>	1.00	176,467	54,480

## Finance Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>4. Finance Administration Support Staffing</b>	1.00	139,712	139,712

**Strategic Support CSA**  
**Strategic Support Core Service**  
*Finance Management and Administration Program*

This action adds 1.0 Assistant to the Director position, one-time non-personal/equipment funding of \$3,100, and ongoing non-personal/equipment funding of \$900 to provide portfolio management and support to the Director and Assistant Director. The portfolio of the Director and Assistant Director has expanded significantly in the last five years – including leading roles in Finance/Recovery, the Community Energy's Risk Oversight Committee and related support, the evaluation of pension obligation bonds, etc. – requiring more direct support. This position will be responsible for a broad variety of tasks that will facilitate the Director and Assistant Director's ability to effectively lead the Department, including assisting with and/or leading special projects; reviewing, developing and producing complex documents, reports, and presentations; collecting and preparing information for meetings with staff and outside parties; composing and preparing correspondence and memoranda; and managing confidential matters. (Ongoing costs: \$183,048)

<b>5. Automation and Publishing Software (Annual Comprehensive Financial Report)</b>		50,000	50,000
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**Strategic Support CSA**  
**Financial Reporting Core Service**  
*General Accounting Program*

This action adds one-time non-personal/equipment funding of \$40,000 and ongoing funding of \$10,000 to implement report automation and publishing software for the Annual Comprehensive Financial Report (ACFR). This tool will enable greater collaboration amongst report writers and reviewers, increase process efficiency through automation, improve controls over financial reporting, assure accuracy across a significant, complex, and comprehensive document, and generate a more professional appearing report with consistent formatting throughout. (Ongoing costs: \$10,000)

<b>6. Grants Management Training</b>		50,000	50,000
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**Strategic Support CSA**  
**Financial Reporting Core Service**  
*General Accounting Program*

This action adds one-time non-personal/equipment funding of \$32,500 and ongoing funding of \$17,500 for city-wide grants management training for departmental staff responsible for grants management and administration. This funding will enable 20-25 current grant managers in the City to become fluent in certain core aspects of grants management, including understanding and applying indirect cost rates and general federal grants administration and management. The ongoing funding will ensure that newly hired staff are trained in grant management which will help maintain expertise in that area. Additional funding of \$50,000 is included in the American Rescue Plan Fund for training specific to the requirement of the various federal relief funding source (e.g. FEMA, CARES Act, and the American Rescue Plan Act). (Ongoing costs: \$17,500)

## Finance Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment







2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>7. GASB No. 96 Consulting Services</b>  <i>Strategic Support CSA</i> <i>Financial Reporting Core Service</i> <i>General Accounting Program</i>  <p>This action adds one-time non-personal/equipment funding of \$45,000 for consulting services to support the City with implementing Governmental Accounting Standards Board Statement No. 96 (GASB 96), subscription-based information technology arrangements (SBITAs). The new standard for governmental accounting, GASB 96, was released in May 2020 and is effective for reporting periods that begin after June 15, 2022 (which is July 1, 2022 for the City). This Statement (1) defines a SBITA; (2) establishes that a SBITA results in a right-to-use subscription asset – an intangible asset – and a corresponding subscription liability; (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of a SBITA; and (4) requires note disclosures regarding a SBITA. This significant change to accounting and financial reporting standards for SBITAs will require the City to bring these subscriptions onto its balance sheet. Implementing GASB 96 will also require the modification of standard terms and conditions in current City contract and procurement templates to assure future SBITAs include the component information necessary to remain in compliance with the pronouncement. The department anticipates savings of \$15,000 from GASB 87 consulting services which will be recommended to be rebudgeted towards the total cost of consultants for GASB 96. Funding of \$45,000 represents the amount needed after the rebudgeting of the funds. (Ongoing costs: \$0)</p>		<b>45,000</b>	<b>45,000</b>
<b>8. Debt Management Program Support Staff (Affordable Housing Program)</b>  <i>Strategic Support CSA</i> <i>Debt and Treasury Management Core Service</i> <i>Debt Management Program</i>  <p>This action adds 1.0 Analyst I/II position, funded 20% by Measure E (Real Property Transfer Tax) revenues and 80% by other General Fund resources, one-time non-personal/equipment funding of \$2,200, and other funding allocation adjustments, to increase staffing support for Measure E Program Administration. This position add, combined with other allocation shifts of existing analyst positions, will add 0.70 FTE to the Measure E Program to primarily support the contemplated increase in affordable housing transactions due to the passage of Measure E in March 2020. The proposed staff will support the Debt Management Team in critical administrative, compliance and desk procedural tasks, allowing reallocation of existing Financial Analyst's time and portfolio assignments to dedicate to the increased workload associated with supporting the Housing Department's affordable housing program. Additionally, the addition of an Analyst to the team will contribute to creating a deeper bench in the Debt Management Program. (Ongoing costs: \$36,146)</p>	<b>1.00</b>	<b>28,128</b>	<b>44,961</b>
<b>2022-2023 Proposed Budget Changes Total</b>	<b>6.00</b>	<b>1,291,541</b>	<b>1,186,387</b>

# Finance Department

## Performance Summary

### Disbursements

#### Performance Measures



	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of disbursements paid accurately and timely	85%	89%	85%	85%
 % of reimbursements paid to employees accurately and timely	99%	98%	99%	99%
 % of payroll disbursements paid accurately and timely	99%	95%	99%	99%
 % of disbursements paid to vendors accurately and within 30 days	67%	74%	74%	74%
 Cost per payment	\$11.56	\$10.93	\$11.90	\$12.26
 Average number of days from invoice date to check issuance	27	27	27	27

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of payments made	244,306	262,000	245,000	245,000
Vendor invoices paid	71,861	75,670	72,000	72,000

### Financial Reporting

#### Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 % of financial reports that are produced	99%	99%	99%	99%
 Cost per financial report	\$1,169	\$1,076	\$1,228	\$1,289

#### Activity and Workload Highlights





	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of financial reports provided	2,152	2,360	2,150	2,150

# Finance Department

## Performance Summary

### Purchasing and Risk Management

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of cost savings achieved through the centralized purchasing process	3.8%	3.8%	3.3%	3.3%
 Cost of purchasing services as a percentage of the total dollars procured	1.23%	1.61%	1.58%	1.58%
 % of purchase orders (POs) processed within established timeframes				
- 8 business days for POs ≤ \$10K	50%	80%	51%	80%
- 26 business days for POs > \$10K and ≤ \$100K	64%	80%	66%	80%
- 38 business days for POs > \$100K and ≤ \$250K	80%	80%	75%	80%
- 83 business days for POs > \$250K and ≤ \$1.0M	92%	95%	97%	95%
- 108 business days for POs > \$1.0M	97%	85%	100%	85%
 Percentage of contracts processed for insurance clearance within five days of receipt	92%	88%	89%	90%

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total dollars procured	\$209.1 M	\$154.9 M	\$200.1 M	\$210.1 M
Total cost savings achieved through the centralized purchasing process	\$7.9 M	\$5.9 M	\$6.6 M	\$7.0 M
# of purchase orders (POs) processed within:				
- 8 business days for POs ≤ \$10K	245	442	248	388
- 26 business days for POs > \$10K and ≤ \$100K	704	873	741	890
- 38 business days for POs > \$100K and ≤ \$250K	206	161	181	200
- 83 business days for POs > \$250K and ≤ \$1.0M	217	147	195	209
- 108 business days for POs > \$1.0M	34	18	39	31
Total insurable value of the City's assets	\$4.3 B	\$4.4 B	\$4.5 B	\$5.0 B
Total number of contracts processed for insurance clearance	887	740	1,220	1,281

# Finance Department

## Performance Summary

### Revenue Management

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
Return on Investment - Revenue Management	6.48	5.50	6.55	5.50

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Revenue Management Aging Receivable <sup>1</sup> Balance				
Current Receivables <sup>2</sup> :				
0 - 30 days	\$9,285,068	\$12,107,225	\$11,716,889	\$10,500,979
31 - 60 days	\$5,127,973	\$4,526,840	\$4,373,698	\$4,750,835
61 - 90 days	\$3,724,067	\$5,240,455	\$3,895,497	\$3,809,782
Delinquent Receivables <sup>3</sup> :				
91 - 120 days	\$2,930,148	\$2,333,049	\$2,621,737	\$2,775,943
121 - 365 days	\$5,781,912	\$6,491,741	\$5,695,001	\$5,738,457
366 - 730 days	\$12,888,712	\$12,623,367	\$11,962,740	\$12,425,726
731 - 999+ days	\$22,507,235	\$17,695,369	\$20,058,856	\$21,283,045

<sup>1</sup> Includes Business Tax, Fire, Administrative Citations, miscellaneous accounts receivable, and Utility Billing.

<sup>2</sup> Current = 90 days or less




<sup>3</sup> Delinquent = 91 days or more

## Finance Department

### Performance Summary

#### Debt and Treasury Management

##### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 City's General Obligation Bond rating <sup>1</sup> - Moody's - Standard & Poor's - Fitch	Aa1 AA+ AAA	Aa1 AA+ AAA	Aa1 AA+ AAA	Aa1 AA+ AAA
 Average return on investments Comparison Benchmarks - Local Agency Investment Fund (LAIF) - Bank of America Merrill Lynch (BAML)	1.559% 0.500% 1.287%	0.970% N/A <sup>1</sup> N/A <sup>1</sup>	0.890% N/A <sup>1</sup> N/A <sup>1</sup>	1.620% N/A <sup>1</sup> N/A <sup>1</sup>
 Cost of Investment Program as a percentage of the City's total investment portfolio	0.082%	0.079%	0.060%	0.060%

<sup>1</sup> Due to volatility in market conditions, targets and estimates cannot be determined. Bank of America Merrill Lynch (BAML) and Local Agency Investment Fund (LAIF) release these figures on an annual and monthly basis.

##### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total debt portfolio managed	\$3.803 B	\$4.275 B	\$4.487 B	\$4.485 B
Total of the City's investment portfolio	\$1.961 B	\$2.000 B	\$2.400 B	\$2.500 B



## Finance Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant I/II	16.00	17.00	1.00
Accounting Technician	10.00	13.00	3.00
Administrative Officer	1.00	1.00	-
Analyst I/II	10.00	13.00	3.00
Assistant Director	1.00	1.00	-
Assistant to the Director	0.00	1.00	1.00
Buyer I/II/III	6.00	6.00	-
Debt Administrator	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	4.00	4.00	-
Director of Finance	1.00	1.00	-
Division Manager	0.00	1.00	1.00
Financial Analyst	5.00	5.00	-
Hearing Officer U PT	0.99	0.99	-
Investigator Collector I/II	11.00	11.00	-
Investment Officer	1.00	1.00	-
Principal Account Clerk	3.00	3.00	-
Principal Accountant	3.00	3.00	-
Principal Office Specialist	1.00	1.00	-
Program Manager	5.00	5.00	-
Risk Manager	1.00	1.00	-
Senior Account Clerk	13.00	13.00	-
Senior Accountant	7.00	8.00	1.00
Senior Analyst	6.00	8.00	2.00
Senior Financial Analyst	1.00	1.00	-
Senior Investigator Collector	2.00	2.00	-
Senior Office Specialist	4.00	4.00	-
Staff Specialist	3.00	3.00	-
Supervising Accountant	3.00	4.00	1.00
<b>Total Positions</b>	<b>120.99</b>	<b>133.99</b>	<b>13.00</b>

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# Fire Department

Robert Sapien, Jr., Fire Chief

## MISSION

*To serve the community by protecting life, property, and the environment through prevention and response*

## CITY SERVICE AREA

*Community and Economic Development  
Public Safety*

## CORE SERVICES

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### EMERGENCY RESPONSE

Provide comprehensive life safety services to residents and visitors by responding to emergencies in San José's incorporated and the County of Santa Clara's unincorporated areas, totaling approximately 200 square miles.

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### FIRE PREVENTION

Educate the community to reduce injuries, loss of life, and property damage from fires and other accidents; investigate fire cause; and provide regulatory enforcement of fire and hazardous materials codes through inspection activities.

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### FIRE SAFETY CODE COMPLIANCE

Minimize loss of life and property from fires and hazardous materials releases; provide on-site code inspections and code plan review services to the City of San José business community and residents in the San José area, resulting in a fire- and chemical-safe environment.

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**Strategic Support:** Administration, Equipment/Facilities, Information Technology, Strategic Planning, Multilingual Services, Safety/Wellness, Training, and Pandemic Response

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# Fire Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Emergency Response Core Service</i></b>	
<b>Fire and Emergency Medical Services Dispatch</b>	Receives calls from 9-1-1 call-takers and other sources, dispatches appropriate resources, triages calls using Medical Priority Dispatch System (MPDS) and Fire Priority Dispatch System (FPDS), relays critical information, provides detailed life safety assistance and instructions to callers (e.g. CPR, childbirth, choking), and provides critical communications support for Incident Commanders.
<b>Fire and Emergency Medical Services Response</b>	Responds to fire, rescue, medical emergencies, and other public assist calls for service; implements appropriate mitigation efforts and incident command system (ICS) scaled to the needs of the emergency.
<b>Fire Stations / Apparatus Operations and Maintenance</b>	Ensures availability of response-ready fire apparatus, tools and equipment, and personal protective equipment (PPE); maintains facilities including fire stations, training facilities, emergency generators, and fueling sites; provides necessary supplies, utilities, furnishings, and fuel.
<b>Fire Sworn Training</b>	Ensures the response-readiness of all sworn fire personnel through comprehensive annual mandated training; provides initial required trainings through Fire Fighter and Fire Engineer Academies.
<b>Special Operations - Airport Rescue and Fire Fighting</b>	Provides dedicated Aircraft Rescue and Fire Fighting (ARFF) certified Fire Captains, Engineers, and Fire Fighters as required by the Federal Aviation Administration at Norman Y. Mineta San José International Airport. (Program costs are offset by a transfer from the Airport.)
<b>Special Operations - Hazardous Incident Team</b>	Provides Hazardous Materials specialist-level trained responders and equipment for response to incidents requiring technical expertise to comply with Title 8 CCR §5192: Hazardous Waste Operations and Emergency Response; reviews and inspects facilities with hazardous materials storage. (Majority of the budget and FTE for this program is displayed in Fire and Emergency Medical Services Response Program.)
<b>Special Operations - Urban Search and Rescue</b>	Provides responses to incidents requiring technical expertise including confined space rescue, low/high angle (cliff) rescue, trench rescue, water rescue, structure collapse, and other technical rescue situations. (Majority of the budget and FTE for this program is displayed in Fire and Emergency Medical Services Response Program.)
<b><i>Fire Prevention Core Service</i></b>	
<b>Fire Cause Investigation</b>	Investigates suspicious fires to determine the origin; collects and processes evidence, develops detailed reports to assist in criminal prosecution, and provides expert testimonies at court trials.
<b>Fire Safety Education, Review, and Inspections</b>	Provides fire safety inspections of permitted occupancies and provides Fire Watch and inspections during special events throughout the City. (Program costs are offset by revenues from the Fire Department Non-Development Fee Program.) Provides public safety information and education to the community through multiple education and awareness programs.

## Fire Department

### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Fire Safety Code Compliance Core Service</i></b>	
<b>Fire Development Services</b>	Provides the City of San José business community and residents with fire code plan review services before construction and on-site fire code inspections during construction phases to ensure compliance with approved permits. (Program costs are offset by revenues from the Fire Department Development Fee Program.)
<b><i>Strategic Support Core Service</i></b>	
<b>Fire Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Fire Information Technology</b>	Provides information technology services, planning, and system development and maintenance for the department in coordination with the Information Technology Department.
<b>Fire Management and Administration</b>	Provides executive-level, analytical, and administrative support to the department; manages the budget and all financial transactions for the department.
<b>Fire Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Fire Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Provide essential emergency services, such as fire suppression, rescue and emergency medical services, in a timely and effective manner.
- Deliver timely development review and inspection services.
- Provide life safety and fire prevention services to the community.

### 2022-2023 Key Budget Actions

- Adds 1.0 Public Information Representative position and associated non/personal-equipment funding within the Office of the Fire Chief to implement outreach and education strategies to support the Bureau of Fire Prevention's Non-Development Fee Program and build better business resiliency in San José.
- Adds 1.0 Arson Investigator position and associated one-time non-personal/equipment funding to enhance the Bureau of Fire Prevention Arson Unit's staffing and training needs, providing relief coverage and increasing capacity to respond to incidents.
- Adds one-time non/personal-equipment funding of \$165,000 for third-party security services to improve workplace safety for public safety radio personnel and ensuring secure movement of staff to and from the parking lot during hours of darkness.
- Adds one-time non/personal-equipment funding of \$56,000 to purchase a Hybrid SUV vehicle for the Bureau of Administrative Services' Fire Information Technology program.
- Adds 1.0 Analyst I/II and 1.0 Staff Specialist positions and associated non-personal/equipment funding to enhance the Fire Department's ability to address the demand for firefighting recruitment and sworn promotions to maintain minimum staffing levels, to put in place the recruitment strategies necessary to achieve a diverse sworn candidate pool, and further develop the Department's organization and goals, creating a workforce of sworn and non-sworn employees that better represents the community it serves.

### Operating Funds Managed

- Fire Development Fee Program Fund

# Fire Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
City-Wide Emergency Management	2,949	0	0	0
Emergency Response	225,766,576	253,967,201	255,459,870	255,828,870
Fire Prevention	6,791,259	7,954,988	8,163,593	8,707,814
Fire Safety Code Compliance	8,210,027	7,715,562	7,923,020	7,944,139
Strategic Support - Community & Economic Development	597,539	31,900	28,900	28,900
Strategic Support - Other - Community & Economic Development	749,472	0	0	0
Strategic Support - Other - Public Safety	20,162,830	45,211,516	14,519,009	14,315,043
Strategic Support - Public Safety	17,552,838	6,600,995	6,305,108	6,724,239
<b>Total</b>	<b>\$279,833,490</b>	<b>\$321,482,162</b>	<b>\$292,399,500</b>	<b>\$293,549,005</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	227,136,131	253,407,070	258,164,886	258,741,248
Overtime	21,866,657	10,533,355	10,836,707	10,855,030
<b>Subtotal Personal Services</b>	<b>\$249,002,788</b>	<b>\$263,940,425</b>	<b>\$269,001,593</b>	<b>\$269,596,278</b>
Non-Personal/Equipment	8,694,869	12,970,122	9,941,275	10,546,394
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$257,697,657</b>	<b>\$276,910,547</b>	<b>\$278,942,868</b>	<b>\$280,142,672</b>
<b>Other Costs*</b>				
City-Wide Expenses	1,892,796	1,156,075	0	0
General Fund Capital	11,054,605	34,417,000	3,750,000	3,750,000
Gifts	1,425	0	0	0
Housing Loans and Grants	0	0	0	0
Other	263,682	174,818	0	0
Other - Capital	0	0	0	0
Overhead Costs	1,134,232	1,073,722	1,206,632	1,156,333
Workers' Compensation	7,789,093	7,750,000	8,500,000	8,500,000
<b>Total Other Costs</b>	<b>\$22,135,833</b>	<b>\$44,571,615</b>	<b>\$13,456,632</b>	<b>\$13,406,333</b>
<b>Total</b>	<b>\$279,833,490</b>	<b>\$321,482,162</b>	<b>\$292,399,500</b>	<b>\$293,549,005</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Fire Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	260,335,417	311,245,534	281,748,402	283,080,754
Gift Trust Fund (139)	1,425	0	0	0
Fire Development Fee Program Fund (240)	8,686,349	8,775,266	9,158,552	9,181,047
Coronavirus Relief Fund (401)	9,152,806	0	0	0
Emergency Reserve Fund (406)	939,212	0	0	0
Storm Sewer Operating Fund (446)	80,964	175,000	175,000	175,000
Capital Funds	637,317	1,286,362	1,317,546	1,112,204
<b>Total</b>	<b>\$279,833,490</b>	<b>\$321,482,162</b>	<b>\$292,399,500</b>	<b>\$293,549,005</b>
<b>Positions by Core Service**</b>				
Emergency Response	740.48	755.20	755.20	755.20
Fire Prevention	25.40	26.87	26.87	28.95
Fire Safety Code Compliance	33.26	35.32	35.32	35.40
Strategic Support - Community & Economic Development	2.74	0.00	0.00	0.00
Strategic Support - Other - Public Safety	4.40	5.18	5.18	4.18
Strategic Support - Public Safety	27.20	26.91	26.91	28.75
<b>Total</b>	<b>833.48</b>	<b>849.48</b>	<b>849.48</b>	<b>852.48</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Fire Department

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>City-Wide Emergency Management</b>					
Emergency Preparedness and Planning	2,949	0	0	0	0.00
<b>Sub-Total</b>	<b>2,949</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Emergency Response</b>					
Fire and Emergency Medical Services Dispatch	7,547,322	8,729,204	9,274,854	9,439,854	47.48
Fire and Emergency Medical Services Response	197,006,679	216,712,763	219,676,053	219,676,053	661.41
Fire Stations/Apparatus Operations and Maintenance	7,429,173	10,105,223	7,887,850	8,091,850	4.76
Fire Sworn Training	5,023,652	8,148,739	8,197,980	8,197,980	12.95
Special Operations - Airport Rescue and Fire Fighting	6,163,281	5,957,766	6,117,528	6,117,528	18.34
Special Operations - Hazardous Incident Team	1,608,962	2,214,749	2,204,703	2,204,703	5.13
Special Operations - Urban Search and Rescue	987,507	2,098,757	2,100,902	2,100,902	5.13
<b>Sub-Total</b>	<b>225,766,576</b>	<b>253,967,201</b>	<b>255,459,870</b>	<b>255,828,870</b>	<b>755.20</b>
<b>Fire Prevention</b>					
Fire Cause Investigation	1,416,769	1,694,135	1,710,044	2,019,711	5.25
Fire Safety Education, Review, and Inspections	5,374,490	6,260,853	6,453,549	6,688,103	23.70
<b>Sub-Total</b>	<b>6,791,259</b>	<b>7,954,988</b>	<b>8,163,593</b>	<b>8,707,814</b>	<b>28.95</b>
<b>Fire Safety Code Compliance</b>					
Fire Development Services	8,210,027	7,715,562	7,923,020	7,944,139	35.40
<b>Sub-Total</b>	<b>8,210,027</b>	<b>7,715,562</b>	<b>7,923,020</b>	<b>7,944,139</b>	<b>35.40</b>
<b>Strategic Support - Community &amp; Economic Development</b>					
Fire Management and Administration - Community and Economic Development	597,539	31,900	28,900	28,900	0.00
<b>Sub-Total</b>	<b>597,539</b>	<b>31,900</b>	<b>28,900</b>	<b>28,900</b>	<b>0.00</b>
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
Fire Capital - Community and Economic Development	596	0	0	0	0.00
Fire Other Operational - Administration - Community and Economic Dev	748,876	0	0	0	0.00
<b>Sub-Total</b>	<b>749,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Strategic Support - Other - Public Safety</b>					
Fire Capital - Public Safety	11,162,386	35,409,563	4,812,377	4,658,710	4.18
Fire Gifts - Public Safety	1,425	28,794	0	0	0.00

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Fire Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Fire Other Departmental - City-Wide - Public Safety	0	10,000	0	0	0.00
Fire Other Departmental - Grants - Public Safety	909,984	830,140	0	0	0.00
Fire Other Operational - Administration - Public Safety	299,925	109,297	0	0	0.00
Fire Overhead	17	1,073,722	1,206,632	1,156,333	0.00
Fire Workers' Compensation - Public Safety	7,789,093	7,750,000	8,500,000	8,500,000	0.00
<b>Sub-Total</b>	<b>20,162,830</b>	<b>45,211,516</b>	<b>14,519,009</b>	<b>14,315,043</b>	<b>4.18</b>
<b>Strategic Support - Public Safety</b>					
Fire Human Resources - Public Safety	218,950	333,141	292,862	342,432	0.00
Fire Information Technology - Public Safety	1,763,149	2,604,093	2,095,112	2,151,112	10.05
Fire Management and Administration - Public Safety	3,574,026	3,663,761	3,917,134	4,230,695	18.70
Fire Pandemic Response	11,996,713	0	0	0	0.00
<b>Sub-Total</b>	<b>17,552,838</b>	<b>6,600,995</b>	<b>6,305,108</b>	<b>6,724,239</b>	<b>28.75</b>
<b>Total</b>	<b>\$279,833,490</b>	<b>\$321,482,162</b>	<b>\$292,399,500</b>	<b>\$293,549,005</b>	<b>852.48</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Fire Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>849.48</b>	<b>276,910,547</b>	<b>267,922,459</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Emergency Medical Services Equipment (LUCASs)		(437,000)	(437,000)
• Rebudget: Firefighter Recruit Academy		(367,425)	(367,425)
• Rebudget: Information Technology Master Plan		(300,000)	(300,000)
• Rebudget: Active Shooter Training		(61,000)	(61,000)
• Rebudget: Urban Search and Rescue Training		(23,786)	(23,786)
• Self-Contained Breathing Apparatus Equipment Replacement		(3,012,000)	(3,012,000)
• California Building and Fire Code Publications		(26,948)	(8,205)
• Grants and Deployment Reimbursements Staffing		(4,355)	(4,355)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(4,232,514)</b>	<b>(4,213,771)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position changes: - 1.0 Program Manager to 1.0 Nurse Practitioner		5,171,833	4,720,123
• Vehicle Operations and Maintenance		466,270	465,270
• Overtime Adjustment		315,632	310,990
• Utilities: Gas, Electricity, Water		86,513	86,513
• Public Safety Facilities Maintenance and Operations		78,088	78,088
• Equipment and Supplies: Fire Stations/Apparatus Operations and Maintenance (Class A Foam Usage)		38,012	38,012
• Equipment and Supplies: Fire Stations/Apparatus Operations and Maintenance (Open Purchase Orders)		33,612	33,612
• Training: Fire and Emergency Medical Services (Certification/Re-certification)		22,888	22,888
• Software/Information Systems: Fire Development		17,769	0
• Training: Aircraft Rescue and Fire Fighting (ARFF) Program		13,294	13,294
• Contract Services: Active Wellness		9,000	9,000
• Equipment and Supplies: Crime Laboratory Services		5,434	5,434
• Contract Services: Fire Station Alerting System (Fire Station 37)		3,300	3,300
• Night Shift Differential Adjustment		2,128	2,128
• Equipment and Supplies: Fire and Emergency Medical Services Response (Flu Vaccines for Sworn/Dispatch Personnel)		1,062	1,062
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>6,264,835</b>	<b>5,789,714</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>849.48</b>	<b>278,942,868</b>	<b>269,498,402</b>

## Fire Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Budget Proposals Recommended</b>			
1. Employee Services Workforce Enhancement Staffing	2.00	324,106	302,987
2. Bureau of Fire Prevention Arson Unit Staffing	1.00	309,667	309,667
3. Non-Development Fee Program (Public Education Staffing)	1.00	209,698	209,698
4. New Public Safety Facilities Maintenance and Operations		204,000	204,000
5. Police Administration Building (PAB) Employee Parking Lot Security Services		165,000	165,000
6. Ambulance Services Evaluation		85,000	85,000
7. Information Technology Fire Staff Vehicle		56,000	56,000
8. Measure T Staffing Deletion	(1.00)	(153,667)	0
<b>Total Budget Proposals Recommended</b>	<b>3.00</b>	<b>1,199,804</b>	<b>1,332,352</b>
<b>2022-2023 Proposed Budget Total</b>	<b>852.48</b>	<b>280,142,672</b>	<b>270,830,754</b>

# Fire Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. <b>Employee Services Workforce Enhancement Staffing</b>	2.00	324,106	302,987

*Community and Economic Development CSA  
Fire Safety Code Compliance Core Service  
Fire Development Services Program*

*Public Safety CSA  
Fire Prevention and Strategic Support – Public Safety Core Services  
Fire Safety Education, Review, and Inspections, Fire Human Resources, Fire Management and Administration – Public Safety Programs*

This action adds 1.0 Analyst I/II and 1.0 Staff Specialist positions, one-time non-personal/equipment funding of \$25,845, and ongoing non-personal/equipment funding of \$64,623 to enhance the Bureau of Administrative Services Employee Services unit staffing and sworn promotional testing needs. This action will be 92% funded by General Fund and 4% funded each by the Fire Development Fee Program Fund and Fire Non-Development Fee Program. The current vacancy rate for the Department is 9% (75 FTEs) and with new fire stations coming on-line through the Measure T Bond Fund, the addition of these two positions will strengthen the Fire Department's ability to keep pace with the rapidly increasing workload and demand for firefighting recruitment and sworn promotions. This will enable the Department to maintain minimum staffing levels, build redundancy for appropriate coverage of duties, evaluate and put in place recruitment strategies necessary to achieve a diverse sworn candidate pool, and further develop the Department's goal of creating a workforce of sworn and non-sworn employees that represents the community it serves. The Analyst position will provide necessary management oversight, balance and prioritize the distribution of work, support internal affairs investigations, develop recruitment strategies to attract and retain a diverse workforce by targeting recruitment of women and people of color, and provide redundancy for adequate coverage of duties. The Staff Specialist position will support duties to prepare and process materials for recruitments, hiring, separations, leaves of absences and special pays, creating more bandwidth for existing staff to focus on recruitments. (Ongoing costs: \$346,185)

# Fire Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>2. Bureau of Fire Prevention Arson Unit Staffing</b>	<b>1.00</b>	<b>309,667</b>	<b>309,667</b>

**Public Safety CSA**  
**Fire Prevention Core Service**  
*Fire Cause Investigation Program*

This action adds 1.0 Arson Investigator position, ongoing non-personal/equipment funding of \$11,821, and one-time non-personal/equipment funding of \$3,870, to enhance the Bureau of Fire Prevention Arson Unit's staffing and training needs. The Arson Unit currently has three Arson Investigators that work a 48/96 schedule by which one investigator is scheduled for two consecutive 24-hour shifts and is off for four consecutive 24-hour days and one 40-hour Fire Captain that serves as the Arson Supervisor. The additional Arson Investigator position will work a standard 40-hour assignment to provide relief coverage and help balance the heavy workload, affording the team with greater capacity to respond to incidents, allowing each investigator to dedicate greater focus and time on high-profile cases, and reduce context shifting for investigators handling multiple cases. This position will also increase the number of fires determined to be "arson" due to the additional support on most investigations, more consistency and adequate staffing levels, and more continuous follow up and immediate time devoted to each incident. The ongoing training funds are needed to develop a training track that models industry best practices. Standardized training will increase technical proficiency and ensure personnel to meet the National Fire Protection Association's (NFPA) 1033: Standard for Professional Qualifications for Fire Investigator, which outlines requirements to facilitate safe, accurate investigations. (Ongoing costs: \$330,857)

<b>3. Non-Development Fee Program (Public Education Staffing)</b>	<b>1.00</b>	<b>209,698</b>	<b>209,698</b>
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**Public Safety CSA**  
**Fire Prevention Core Service**  
*Fire Safety Education, Review, and Inspections Program*

This action adds 1.0 Public Information Representative position, one-time non-personal/equipment funding of \$68,870, and ongoing non-personal/equipment funding of \$6,090 to enhance the Office of the Fire Chief's Public Education/Information team's staffing. The initial one-time non-personal/equipment funding includes a vehicle purchase. The Fire Department does not have staff dedicated for public education, greatly limiting its ability to reach a diverse audience with important public education and fire prevention information. This position will be tasked with developing public education programs that reach a diverse audience, tracking all public outreach contacts, and working with firefighters to provide public education guidance and resources so they can provide consistent and timely safety messaging to the public. This position will also help develop multi-lingual public education materials, provide relevant messaging to a diverse audience and will enable the Fire Department to proactively and strategically plan and execute targeted educational programs in neighborhoods, schools, multi-housing complexes, mobile home communities and senior/retirement communities. This cost will be offset by revenue collected from the Non-Development Fee Program. (Ongoing costs: \$153,078)

# Fire Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>4. New Public Safety Facilities Maintenance and Operations</b></p> <p><i>Public Safety CSA Emergency Response Core Service Fire Stations/Apparatus Operations and Maintenance Program</i></p> <p>This action adds non-personal/equipment funding of \$204,000 in 2022-2023 for five months of operation of the new Fire Training Center, increasing to \$513,350 for estimated annual operation of the facility in 2023-2024. This funding was anticipated in the 2023-2027 General Fund Forecast and is offset by the liquidation of an Earmarked Reserve set aside as part of that forecast for this purpose. (Ongoing costs: \$513,350)</p>		<b>204,000</b>	<b>204,000</b>
<p><b>5. Police Administration Building (PAB) Employee Parking Lot Security Service</b></p> <p><i>Public Safety CSA Emergency Response Core Service Fire and Emergency Medical Services Dispatch Safety Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$165,000 to improve workplace safety for public safety radio personnel by contracting with a third-party security company to escort staff to and from the employee parking lot at the Police Administration Building (PAB)/Project Area Committee (PAC) building. As referenced in the City Auditor's February 2019 Audit of 9-1-1 and 3-1-1 audit, Fire and Police Communications staff walk through an unsecured and unsafe area to and from the employee parking lot. This action improves employee safety by stationing a security guard(s) during hours of darkness between the parking lot and PAB/PAC building, requiring an average of 12 hours per day (6:00pm to 6:00am). The Administration will assess the effectiveness of this approach as it concurrently evaluates the feasibility of physical improvements to achieve safer parking and parking-to-building access for all PAB/PAC campus employees. (Ongoing costs: \$0)</p>		<b>165,000</b>	<b>165,000</b>
<p><b>6. Ambulance Services Evaluation</b></p> <p><i>Public Safety CSA Strategic Support – Public Safety Core Service Fire Management and Administration – Public Safety Program</i></p> <p>This action provides one-time personal services funding of \$85,000 for a temporary staffing resource to evaluate and assist the Administration in developing a recommendation to the Mayor and City Council on the Fire Department's potential role in securing and developing ambulance transport services. This temporary position will oversee the work of a specialized consultant conducting the technical analysis and lead local stakeholder and Council engagement for the purpose of providing recommendations on overall program objectives, policy, and level of staff resources. (Ongoing costs: \$0)</p>		<b>85,000</b>	<b>85,000</b>

# Fire Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>7. Information Technology Fire Staff Vehicle</b>		<b>56,000</b>	<b>56,000</b>
<i>Public Safety CSA</i> <i>Strategic Support – Public Safety Core Service</i> <i>Fire Information Technology - Public Safety Program</i>			
<p>This action adds one-time non-personal/equipment funding of \$47,000 to purchase a Hybrid SUV vehicle for the Bureau of Administrative Services Fire Information Technology (IT) program, as well as ongoing funding of \$9,000 for vehicle operating costs. Fire IT staff provides on-site support of planned and unplanned needs for systems and hardware, traveling to and from various Fire facilities multiple times per day, including 33 fire stations, Fire Administration, City Hall and Fire Training Center. Currently there are four staff members and only one vehicle dedicated for IT needs. A second vehicle will better equip the team to test critical life-saving equipment and respond to technology calls for service immediately and without delay. (Ongoing costs: \$9,000)</p>			
<b>8. Measure T Staffing Deletion</b>	<b>(1.00)</b>	<b>(153,667)</b>	<b>0</b>
<i>Public Safety CSA</i> <i>Strategic Support - Other Core Service</i> <i>Fire Capital – Public Safety Program</i>			
<p>This action deletes 1.0 vacant Analyst I/II position that was authorized in the 2019-2020 Adopted Operating Budget to support the Measure T: Public Safety and Infrastructure Bond Fund, funded by the Fire Construction and Conveyance Tax Fund. This position was added to track project costs and progress, provide the data necessary for project implementation and budgeting, and perform other administrative functions as necessary for public safety capital projects. Concurrently, the Public Works Department added a Senior Analyst position to coordinate project planning, fiscal and contract management in concert with the Procurement Section and reporting requirements for the entire Measure T capital program. As a result, the Fire Analyst I/II position became redundant and is recommended for deletion. (Ongoing savings: \$156,902)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>3.00</b>	<b>1,199,804</b>	<b>1,332,352</b>









# Fire Department

## Performance Summary

### Emergency Response

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of fires contained: - in room of origin - in structure of origin	70% 91%	80% 92%	70% 92%	80% 92%
 % of hazardous material releases contained to property of origin by Hazardous Incident Team (total # contained)	N/A <sup>1</sup> N/A <sup>1</sup>	N/A <sup>1</sup> N/A <sup>1</sup>	N/A <sup>1</sup> N/A <sup>1</sup>	N/A <sup>1</sup> N/A <sup>1</sup>
 Average cost of emergency response (budget/# of emergency responses)	\$2,718	\$2,623	\$2,865	\$2,886
 % of response time compliance - Priority 1 (<8 min) <sup>2</sup> - Priority 2 (<13 min) <sup>3</sup>	73% 93%	80% 90%	74% 93%	80% 94%
 % of response time breakdown for Priority 1 - Dispatch time (<2 min) <sup>4</sup> - Turnout time (<2 min) <sup>5</sup> - Travel time (<4 min) <sup>6</sup>	86% 83% 44%	85% 85% 50%	87% 84% 44%	87% 85% 50%
 % of EMS response time compliance - EMS Code 3 (<8 min) <sup>7</sup> - EMS Code 2 (<12 min) <sup>8</sup>	91% 97%	95% 95%	91% 97%	95% 95%

<sup>1</sup> The Department continues to review this measure and methodology to more efficiently capture data. Updates to this measure and methodology may be recommended through the development of the 2023-2024 Proposed Operating Budget.

<sup>2</sup> The City of San José Priority 1 (red lights/sirens) Response Time compliance standard is arrival within 8 minutes, 80% of the time.

<sup>3</sup> The City of San José Priority 2 (no red lights/sirens) Response Time compliance standard is arrival within 13 minutes, 80% of the time.

<sup>4</sup> The City of San José Priority 1 – Dispatch Time compliance standard is 80%.

<sup>5</sup> The City of San José Priority 1 – Turnout Time compliance standard is 80%.

<sup>6</sup> While the City of San José Priority 1 – Travel Time compliance standard is 80%, the Fire Department has been unable to meet this standard due to traffic congestion and coverage gap areas as a result of existing fire station placements. The addition of three new and two relocated fire stations funded by Measure T, the San José Disaster Preparedness, Public Safety and Infrastructure Bond, are essential to improving this performance measure as the Department continues to advance multiple strategies for maximizing response time performance.

<sup>7</sup> The Santa Clara County Emergency Medical Services Code 3 (red lights/sirens) Response Time compliance standard is arrival within 8 minutes 90% of the time.

<sup>8</sup> The Santa Clara County Emergency Medical Services Code 2 (no red lights/sirens) Response Time compliance standard is arrival within 12 minutes 90% of the time.

# Fire Department

## Performance Summary

### Emergency Response

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of SJFD Emergency Incidents Dispatched	94,784	94,800	90,000	91,000
# of Priority 1 SJFD Responses (red lights/sirens)	76,839	80,000	72,000	73,000
# of Priority 2 SJFD Responses (no red lights/sirens)	17,945	18,000	18,000	18,000
# of other SJFD Calls (unclassified) <sup>1</sup>	0	0	0	0
# of Rescue Medic Unit Responses	9,965	10,000	9,700	10,000
# of Emergencies by Type Found on Arrival	94,784	94,800	90,000	91,000
# Fires	5,072	4,000	4,150	4,000
- structure fires	450	361	400	470
- vehicle/aircraft fires	411	310	300	360
- vegetation fires	890	685	650	670
- other fires	3,321	2,644	2,800	2,500
- # of medical emergencies	57,125	58,000	55,000	56,000
- # of Rescue, Haz-Mat, USAR and non-fire hazards	5,776	6,500	5,600	6,100
- # of Service Requests & Good Intent	9,450	10,000	9,000	9,000
- # of False Alarm/False Call (malicious)	1,116	1,300	1,000	1,200
- # of No incident, wrong location, cancelled en route	6,547	7,000	6,100	6,400
- # of Uncategorized	9,698	8,000	9,100	8,300
Total estimated property fire loss (x \$1,000)	\$50,280	\$40,000	\$43,000	\$36,000





<sup>1</sup> In 2019-2020, the Department improved classification of calls within the Computer Aided Dispatch (CAD) system, resulting in significantly fewer unclassified calls.

# Fire Department

## Performance Summary

### Fire Prevention

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of arson investigations with determination of cause	50%	70% <sup>1</sup>	52% <sup>1</sup>	70% <sup>1</sup>
 % of inspections not requiring a follow-up inspection	86%	90%	90%	90%
 % of occupancies receiving an inspection:				
- State-mandated	98% <sup>2</sup>	100%	100%	100%
- Assemblies	94% <sup>2</sup>	100%	92% <sup>2</sup>	100%
- Non-mandated	100% <sup>2</sup>	90%	73%	77%
 % of code violation complaint investigations initiated within 1 week	96%	100%	93%	100%

<sup>1</sup> 2021-2022 data represents a steady growth in investigations conducted by the Arson Unit compared to 2020-2021 due to observed increases in suspicious vegetation fires. The 2022-2023 Target anticipates the growth to continue as COVID-19 restrictions lessen, thus potentially increasing the need for investigations conducted by the Arson Unit.

<sup>2</sup> Due to Santa Clara County Public Health Shelter-In-Place orders and subsequent modifications in response to COVID-19, non-essential businesses temporarily closed and some ceased operation permanently, thereby reducing inspection volume.

# Fire Department

## Performance Summary

### Fire Prevention

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of investigations conducted by Arson Unit	488	500 <sup>1</sup>	475 <sup>1</sup>	500 <sup>1</sup>
# of investigations resulting in arson determination	245	350 <sup>1</sup>	234 <sup>1</sup>	475 <sup>1</sup>
Total number of arson fires in structures	119	95	120	120
Total estimated dollar loss due to arson <sup>2</sup>	\$5,299,609	\$4,000,000	\$24,800,000	\$4,000,000
Arson fires per 100,000 population	24	33 <sup>1</sup>	22 <sup>1</sup>	28 <sup>1</sup>
Plan reviews performed (special events)	100 <sup>3</sup>	240	150 <sup>3</sup>	240
# of initial inspections conducted by Firefighters:				
- State-mandated	5,551	5,628	5,266	5,300
# of initial inspections conducted by Bureau of Fire Prevention staff:				
- State-mandated	759	717	725	725
- Assemblies	1,639	1,719	1,537	1,642
- Non-mandated	5,026	3,784	3,147	4,014
# of re-inspections:				
- State-mandated	919	520	1,257	1,090
- Assemblies	564	400	549	833
- Non-mandated	1,233	900	837	1,078
Total annual permitted occupancies:				
- Hazardous Materials	3,128	3,129	2,249	3,179
- Fire Safety	5,846	5,900 <sup>4</sup>	4,211	5,800
# of complaints investigated	92	100	86	146

<sup>1</sup> 2021-2022 data represents a steady growth in investigations conducted by the Arson Unit compared to 2020-2021 due to observed increases in suspicious vegetation fires. The 2022-2023 Target anticipates the growth to continue as COVID-19 restrictions lessen, thus potentially increasing the need for investigations conducted by the Arson Unit.

<sup>2</sup> The 2020-2021 actuals include three large commercial fires totaling \$2.5M. The 2021-2022 estimated loss includes a projected \$18M loss from the 5-alarm Home Depot fire in April 2022.




<sup>3</sup> Due to the limitations on special events (indoor and outdoor) mandated by Santa Clara County Public Health Shelter-In-Place orders, special event plan reviews decreased in 2020-2021. The 2021-2022 Estimate represents limited special event permits issued for outdoor activities in compliance with Santa Clara County Public Health Shelter-In-Place orders.

# Fire Department

## Performance Summary

### Fire Safety Code Compliance

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Ratio of fee revenue to Development Fee Program cost (includes reserve funding)	100%	100%	100%	100%
 Selected cycle time measures for Development services:				
- Fire Plan Check processing targets met <sup>1</sup>	86%	85%	90%	87%
- Fire inspections within 24 hours <sup>1</sup>	100%	100%	100%	100%
 % of Development process participants rating service as good or excellent	80%	90%	N/A <sup>2</sup>	90%

<sup>1</sup> The percentage of fire inspections completed within 24 hours is currently measured from the point a requested inspection is placed on the schedule, rather than when it is requested. The methodology for this performance measure is under review and an update to this measure and methodology may be recommended through development of the 2023-2024 Proposed Operating Budget.

<sup>2</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Proposed Budget. The next community survey will be conducted in late summer 2022.

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of new construction and tenant improvement plan checks performed	6,005	6,500	5,884 <sup>1</sup>	6,500
# of new construction and tenant improvement inspections performed	6,812 <sup>1</sup>	7,400	5,138 <sup>1</sup>	7,400

<sup>1</sup> Due to Santa Clara County Public Health Shelter-In-Place orders and subsequent modifications in response to COVID-19, non-essential businesses temporarily closed and some ceased operation permanently, thereby reducing plan checks and inspection volume.

## Fire Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Account Clerk I/II	2.00	2.00	-
Accounting Technician	2.00	2.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	11.00	11.00	-
Arson Investigator	3.00	4.00	1.00
Assistant Fire Chief	1.00	1.00	-
Associate Engineer	16.00	16.00	-
Automotive Equipment Specialist	1.00	1.00	-
Battalion Chief	21.00	21.00	-
Building Maintenance Superintendent	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	1.00	1.00	-
Deputy Fire Chief	4.00	4.00	-
Division Manager	2.00	2.00	-
Fire Captain	175.00	175.00	-
Fire Chief	1.00	1.00	-
Fire Engineer	234.00	234.00	-
Fire Equipment Technician	2.00	2.00	-
Fire Fighter	267.00	267.00	-
Fire Prevention Inspector	13.00	13.00	-
Geographic Information Systems Specialist	1.00	1.00	-
Hazardous Materials Inspector I/II	6.00	6.00	-
Information Systems Analyst	2.00	2.00	-
Network Engineer	1.00	1.00	-
Network Technician I/II/III	2.00	2.00	-
Nurse Practitioner	0.00	1.00	1.00
Office Specialist I/II	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Principal Permit Specialist	1.00	1.00	-
Program Manager	3.00	2.00	(1.00)
Public Information Manager	1.00	1.00	-
Public Information Representative	0.00	1.00	1.00
Public Safety Radio Dispatcher	30.00	30.00	-
Public Safety Radio Dispatcher PT	0.48	0.48	-
Senior Account Clerk	2.00	2.00	-
Senior Analyst	4.00	4.00	-
Senior Engineer	4.00	4.00	-
Senior Geographic Information Systems Specialist	1.00	1.00	-
Senior Office Specialist	3.00	3.00	-
Senior Permit Specialist	4.00	4.00	-
Senior Public Safety Dispatcher	11.00	11.00	-
Senior Systems Applications Programmer	2.00	2.00	-

**Fire Department**

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**Department Position Detail**

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Staff Specialist	3.00	4.00	1.00
Supervising Public Safety Dispatcher	3.00	3.00	-
Training Specialist	1.00	1.00	-
Video/Multimedia Producer	1.00	1.00	-
Warehouse Worker I/II	1.00	1.00	-
<b>Total Positions</b>	<b>849.48</b>	<b>852.48</b>	<b>3.00</b>

**Note: Of the 852.48 positions in the Fire Department in 2022-2023, 720 are sworn positions and 132.48 are civilian positions.**

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# Housing Department

**Jacky Morales-Ferrand, Director**

## MISSION

***To strengthen and revitalize our community through housing and neighborhood investment***

## CITY SERVICE AREA

***Community and Economic Development***

## CORE SERVICES

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### AFFORDABLE HOUSING PORTFOLIO MANAGEMENT

Manage the city's affordable housing loan portfolio, including loan servicing and monitoring, compliance of income restricted apartments; retain and extend the length of the restrictions to preserve the long-term affordability of the apartments

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### AFFORDABLE HOUSING PRODUCTION AND PRESERVATION

Provide financing for the rehabilitation, development, and construction of affordable housing; provide technical assistance to market-rate developers to meet their affordable housing requirements; offer limited homeownership loans, and administer Inclusionary and Housing Impact fee programs

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### HOMELESSNESS INTERVENTIONS AND SOLUTIONS

Provide a coordinated response to homeless residents including street-based outreach, case management, essential services, referrals and housing options, and invest in interim short-term housing solutions

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### NEIGHBORHOOD CAPITAL INVESTMENT AND PUBLIC SERVICES

Invest in at-risk residents and neighborhoods, provide funding for housing and community development capital projects, and provide support to public service organizations

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### RENT STABILIZATION AND TENANT PROTECTION

Administer rent stabilization programs and requirements that stabilize rents, while assuring landlords a fair return, and that protect tenants, mitigate impacts of displacement, and prevent retaliation

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**Strategic Support:** Planning and Policy Development, Public Education, Budget, Financial Management, Clerical Support, Human Resources, Audit Supervision, and Pandemic Response

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# Housing Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Affordable Housing Portfolio Management Core Service</i></b>	
<b>Loan Compliance</b>	Manages and oversees the City's affordable housing loan portfolio including loan servicing and monitoring and compliance of affordable deed restricted apartments.
<b>Property Maintenance and Inspection</b>	Works with existing developments to retain and preserve the long-term viability of affordable apartments.
<b><i>Affordable Housing Production and Preservation Core Service</i></b>	
<b>Affordable Housing Development Loans</b>	Provides financing and technical assistance for the construction of new affordable housing, the acquisition and rehabilitation of existing housing, and the restructuring of existing financing to create new and preserve existing affordable housing opportunities for low-income households and individuals. Assist in the application of State programs such as Homekey and Affordable Housing and Sustainable Communities Grants.
<b>Homeownership Opportunities</b>	Provides loan servicing for recipients of lending programs.
<b>Inclusionary Housing</b>	Provides technical assistance to market-rate residential and commercial developers in meeting their affordable housing requirements.
<b>Rehabilitation Loans and Grants</b>	Funds minor home repairs for low-income homeowners and mobile homeowners.
<b><i>Homelessness Interventions and Solutions Core Service</i></b>	
<b>Homeless Outreach and Case Management</b>	Provides a coordinated response to unsheltered homeless residents including street-based outreach, engagement, case management, and essential services such as mobile hygiene, warming locations, and temporary and incidental shelters.
<b>Interim Supportive Housing Development</b>	Develops and oversees operation of interim housing solutions to bridge the gap from temporary shelter to permanent supportive housing.
<b>Joint Encampment Response Team</b>	Provides outreach services and housing referrals to unhoused residents prior to an encampment abatement.
<b>Tenant Based Rental Assistance and Rapid Rehousing</b>	Provides short-term rental subsidies, with supportive services during the subsidy period, to help homeless residents obtain permanent housing as quickly as possible.
<b><i>Neighborhood Capital Investment and Public Services Core Service</i></b>	
<b>Community Development Block Grant - Infrastructure Investments</b>	Funds City infrastructure improvements in low-income neighborhoods and facility upgrades for non-profits that serve low-income communities.
<b>Non-Profit Service Grants to Support Housing and Community Development Needs</b>	Provides grants to non-profit organizations to support fair housing and tenant legal services, senior programs, homeless programs, minor repair program for homeowners and mobile homeowners, and operating support.
<b>Place-Based Neighborhood Strategy</b>	Provides community engagement and leadership development services in low-income neighborhoods.

# Housing Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Rent Stabilization and Tenant Protection Core Service</i></b>	
<b>Apartment Rent Ordinance Administration</b>	Protects tenants from excessive rent increases and evictions while assuring landlords a fair return; provides balanced treatment for both tenants and landlords through efficient and consistent administration of the apartment rent stabilization programs.
<b>Mobilehome Rent Ordinance Administration</b>	Protects mobile home residents from excessive rent increases while assuring park owners receive a fair return through efficient and consistent administration of the Mobilehome Rent Ordinance.
<b><i>Strategic Support Core Service</i></b>	
<b>Housing Planning and Policy Development</b>	Analyzes, develops and recommends public policy to strengthen affordable housing and community development programs. Provides research support for advancement of new and one-time programs. Tracks and coordinates the Department's legislative response to legislation and program regulations at both the State and Federal levels.
<b>Housing Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, human resources, and analytical support.
<b>Housing Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Housing Department

## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Continue to advance funding commitments for 4 affordable housing developments, totaling 591 new apartments, as part of the implementation of the \$150 million Notice of Funding Availability.
- Begin construction on Kelsey, Roosevelt, McEvoy, and the Daliah Apartments that will produce 499 affordable apartments including 185 permanent supportive apartments.
- Complete work on the Anti-Displacement Tenant Preference Ordinance and Community Opportunity to Purchase program and bring those to Council for approval.
- Develop the 2023-2031 Housing Element and the Assessment of Fair Housing Plan.
- Continue to develop the top priorities of the Citywide Residential Anti-Displacement Strategy, reporting progress quarterly to two City Council committees on COVID-19 Response and Recovery.
- Implement the new Lived Experience seat and alternate seat on the Housing & Community Development Commission to broaden the commission's composition.
- Award six developers City-owned sites for the development of affordable housing.
- Open up to four new interim housing sites/hotels, including 365 new interim housing units funded through the State Homekey program and another 76 units funded through other external funding sources at a site adjacent to the San José Police Department; enhance support and basic needs to individuals residing in homeless encampments through the Services Outreach Assistance and Resources (SOAR) Program.
- Implement the Housing Plan and relocate the people living at Guadalupe Gardens site.
- Implement the new 2020-25 Consolidated Plan and the 2022-23 Annual Action Plan authorizing \$14.5 million in annual allocations of federal funding to increase and preserve affordable housing, respond to homelessness, strengthen neighborhoods, and promote fair housing.
- Provide contract management and monitoring of the \$112 million in CDBG, CRF, ESG, and HOPWA CARES Act funds received for the COVID-19 response that provides a range of services.
- Complete Department-wide Equitable Results Training to advance and support the Department's racial equity work and start the development of an Equity Action Plan.

### 2022-2023 Key Budget Actions

- Continues 4.0 Analyst II positions and adds 1.0 Staff Specialist position through June 30, 2023, to support contract development and management, performance tracking, and Federal reporting to distribute and monitor the influx of grant funding related to COVID-19 response and recovery.
- Eliminates 1.0 vacant Housing Policy and Planning Administrator position, adds 1.0 Building Maintenance Superintendent position, and adds 2.0 Building Rehabilitation Inspector positions, through June 30, 2023, to manage the maintenance and rehabilitation of hotel/motels purchased by the Housing Department and emergency interim housing communities.
- Adds 1.0 Senior Development Officer position, through June 30, 2023, to coordinate BeautifySJ encampment management, including abatements and escalated site clean-ups, and to oversee the Services Outreach Assistance and Resources (SOAR) program.
- Continues 1.0 Senior Development Officer position, through June 30, 2023, responsible for developing new housing preservation and production policies and programs, with a focus on developing the Department's moderate-income housing strategies.

### Operating Funds Managed

- Affordable Housing Impact Fee Fund
- American Recovery Plan
- Building Home and Jobs Act Fund
- Community Development Block Grant Fund
- Economic Development Administration Loan Fund
- Home Investment Partnership Program Trust Fund
- Homeless Housing, Assistance, & Prevention Fund
- Housing Trust Fund
- Inclusionary Fee Fund
- Low and Moderate Income Housing Asset Fund
- Multi-Source Housing Fund
- Rent Stabilization Fee Fund

# Housing Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Affordable Housing Portfolio Management	2,562,624	3,559,202	3,660,529	3,872,017
Affordable Housing Production and Preservation	34,811,957	76,511,843	29,941,176	30,191,176
Homelessness Interventions and Solutions	27,052,079	33,802,844	50,899,743	72,694,368
Neighborhood Capital Investment and Public Services	18,264,735	59,228,630	29,022,937	29,430,376
Rent Stabilization and Tenant Protection	2,197,313	3,633,783	3,214,854	3,214,854
Strategic Support - Community & Economic Development	64,423,947	44,947,966	25,962,443	26,963,807
Strategic Support - Other - Community & Economic Development	12,998,813	6,272,743	6,964,577	7,841,866
<b>Total</b>	<b>\$162,311,468</b>	<b>\$227,957,011</b>	<b>\$149,666,259</b>	<b>\$174,208,464</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	13,292,106	14,936,033	15,128,365	16,598,281
Overtime	159,593	34,830	34,830	34,830
<b>Subtotal Personal Services</b>	<b>\$13,451,699</b>	<b>\$14,970,863</b>	<b>\$15,163,195</b>	<b>\$16,633,111</b>
Non-Personal/Equipment	2,070,848	3,587,332	1,742,332	2,237,332
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$15,522,547</b>	<b>\$18,558,195</b>	<b>\$16,905,527</b>	<b>\$18,870,443</b>
<b>Other Costs*</b>				
City-Wide Expenses	4,356,811	8,223,003	7,350,000	29,665,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	38,371,441	79,384,973	31,011,550	31,011,550
Other	102,656,622	119,573,754	90,935,341	90,935,341
Other - Capital	0	0	0	0
Overhead Costs	1,399,615	2,142,086	3,388,841	3,651,130
Workers' Compensation	4,432	75,000	75,000	75,000
<b>Total Other Costs</b>	<b>\$146,788,921</b>	<b>\$209,398,816</b>	<b>\$132,760,732</b>	<b>\$155,338,021</b>
<b>Total</b>	<b>\$162,311,468</b>	<b>\$227,957,011</b>	<b>\$149,666,259</b>	<b>\$174,208,464</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Housing Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	4,588,105	8,761,776	7,912,658	30,227,658
Low And Moderate Income Housing Asset Fund (346)	38,945,835	77,399,566	34,035,542	34,823,336
Coronavirus Relief Fund (401)	35,312,432	0	0	0
American Rescue Plan Fund (402)	0	16,150,000	20,683,425	20,965,297
Emergency Reserve Fund (406)	4,500,000	15,636,000	0	0
Housing Trust Fund (440)	2,435,016	4,525,820	4,175,962	4,175,962
Community Development Block Grant Fund (441)	10,801,609	21,591,727	16,489,579	16,489,579
Home Investment Partnership Program Trust Fund (445)	10,104,546	3,145,572	14,412,683	14,412,683
Multi-Source Housing Fund (448)	52,834,939	59,119,119	15,316,056	15,623,153
Rental Stabilization Program Fee Fund (450)	2,658,574	4,034,580	4,154,609	4,154,609
Inclusionary Fee Fund (451)	130,412	5,594,093	521,185	521,185
Affordable Housing Impact Fee Fund (452)	0	197,279	234,022	234,022
Homeless Housing, Assistance, and Prevention Fund (454)	0	11,801,479	27,481,892	28,252,120
Building Homes and Jobs Act Fund (456)	0	0	4,248,646	4,328,860
<b>Total</b>	<b>\$162,311,468</b>	<b>\$227,957,011</b>	<b>\$149,666,259</b>	<b>\$174,208,464</b>
<b>Positions by Core Service**</b>				
Affordable Housing Portfolio Management	11.50	12.50	11.50	12.50
Affordable Housing Production and Preservation	17.00	18.00	13.00	13.00
Homelessness Interventions and Solutions	11.00	10.25	10.25	13.00
Neighborhood Capital Investment and Public Services	7.60	7.60	7.60	8.60
Rent Stabilization and Tenant Protection	17.07	17.07	17.07	17.07
Strategic Support - Community & Economic Development	23.33	24.33	23.33	28.58
Strategic Support - Other - Community & Economic Development	0.00	1.75	9.75	11.75
<b>Total</b>	<b>87.50</b>	<b>91.50</b>	<b>92.50</b>	<b>104.50</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Housing Department

## Department Budget Summary

2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Affordable Housing Portfolio Management

Loan Collections	21,241	0	0	0	0.00
Loan Compliance	2,399,656	2,459,202	2,410,529	2,250,101	10.50
Property Maintenance and Inspection	141,727	1,100,000	1,250,000	1,621,916	2.00
<b>Sub-Total</b>	<b>2,562,624</b>	<b>3,559,202</b>	<b>3,660,529</b>	<b>3,872,017</b>	<b>12.50</b>

#### Affordable Housing Production and Preservation

Affordable Housing Development Loans	34,305,535	74,880,548	28,690,500	28,940,500	6.80
Affordable Housing Impact Fees	50	0	0	0	0.00
Homeownership Opportunities	8,885	220,000	150,000	150,000	0.00
Inclusionary Housing	392,367	402,822	354,573	354,573	2.00
Rehabilitation Loans and Grants	105,120	1,008,473	746,103	746,103	4.20
<b>Sub-Total</b>	<b>34,811,957</b>	<b>76,511,843</b>	<b>29,941,176</b>	<b>30,191,176</b>	<b>13.00</b>

#### Homelessness Interventions and Solutions

Homeless Outreach and Case Management	13,169,785	25,750,576	39,261,070	39,821,253	8.75
Interim Supportive Housing Development	522,800	1,177,315	1,199,213	22,433,655	1.25
Joint Encampment Response Team	1,112,858	283,252	292,348	292,348	1.50
Local and Regional Coordination/Policy Development to End Homelessness	150,000	0	0	0	0.00
Tenant Based Rental Assistance and Rapid Rehousing	12,096,636	6,591,701	10,147,112	10,147,112	1.50
<b>Sub-Total</b>	<b>27,052,079</b>	<b>33,802,844</b>	<b>50,899,743</b>	<b>72,694,368</b>	<b>13.00</b>

#### Neighborhood Capital Investment and Public Services

Community Development Block Grant - Infrastructure Investments	2,838,457	6,718,177	6,871,063	6,871,063	7.24
Neighborhood Stabilization	185,442	0	0	407,439	1.00
Non-Profit Service Grants to Support Housing and Community Development Needs	14,997,928	52,500,953	22,142,374	22,142,374	0.36
Place-Based Neighborhood Strategy	242,908	9,500	9,500	9,500	0.00
<b>Sub-Total</b>	<b>18,264,735</b>	<b>59,228,630</b>	<b>29,022,937</b>	<b>29,430,376</b>	<b>8.60</b>

#### Rent Stabilization and Tenant Protection

Apartment Rent Ordinance Administration	1,883,968	3,409,480	2,982,136	2,982,136	15.77
Mobilehome Rent Ordinance Administration	313,345	224,303	232,718	232,718	1.30
<b>Sub-Total</b>	<b>2,197,313</b>	<b>3,633,783</b>	<b>3,214,854</b>	<b>3,214,854</b>	<b>17.07</b>

#### Strategic Support - Community & Economic Development

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Housing Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Housing Management and Administration	4,009,632	4,508,665	4,145,886	4,145,886	17.88
Housing Pandemic Response	59,769,969	39,009,824	20,859,887	21,328,487	4.25
Housing Planning and Policy Development	644,346	1,429,477	956,670	1,489,434	6.45
<b>Sub-Total</b>	<b>64,423,947</b>	<b>44,947,966</b>	<b>25,962,443</b>	<b>26,963,807</b>	<b>28.58</b>
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
Housing Other Departmental - City-Wide	326,345	2,250,000	3,350,000	3,965,000	11.75
Housing Other Departmental - Grants	11,361,182	1,735,657	34,547	34,547	0.00
Housing Other Operational - Administration	2,258	0	0	0	0.00
Housing Overhead	1,304,596	2,142,086	3,232,030	3,494,319	0.00
Housing Transfers	0	70,000	273,000	273,000	0.00
Housing Workers' Compensation	4,432	75,000	75,000	75,000	0.00
<b>Sub-Total</b>	<b>12,998,813</b>	<b>6,272,743</b>	<b>6,964,577</b>	<b>7,841,866</b>	<b>11.75</b>
<b>Total</b>	<b>\$162,311,468</b>	<b>\$227,957,011</b>	<b>\$149,666,259</b>	<b>\$174,208,464</b>	<b>104.50</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Housing Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>91.50</b>	<b>18,558,195</b>	<b>538,773</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Rent Stabilization Program – Hearing Officers		(400,000)	0
• Rebudget: Anti-Displacement Consulting Services		(200,000)	0
• Rebudget: Loan Underwriting Consulting Services		(200,000)	0
• Rebudget: General Municipal Advisory Services		(150,000)	0
• Rebudget: Relocation Advisory Services		(100,000)	0
• Rebudget: Website Consulting Services		(100,000)	0
• Rebudget: Community Plan to End Homelessness Communications		(50,000)	0
• Rebudget: Recovery Café		(10,000)	0
• Policy Studies and Consulting Services		(280,000)	0
• Pre-Development Consulting Services		(275,000)	0
• Homeless Response and Coordination Staffing (1.0 Senior Development Officer)	(1.00)	(173,003)	0
• Affordable Housing Portfolio Management Staffing (Blighted Properties) (1.0 Community Programs Administrator)	(1.00)	(173,003)	0
• Racial Equity Action Plan		(100,000)	0
• Catalyze Silicon Valley		(5,000)	(5,000)
• Measure E – 5% Program Administration Staffing (1.0 Senior Development Officer)	(1.00)	0	0
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(3.00)</b>	<b>(2,216,006)</b>	<b>(5,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes		(27,357)	(845,526)
• COVID-19 Pandemic Response and Community and Economic Recovery (City Council Approval November 30, 2021): 1.0 Analyst I/II, 1.0 Assistant Director, 1.0 Development Officer, 1.0 Senior Development Officer	4.00	874,411	874,411
• Contract Services: Financial Consulting		25,000	0
• Fund Shift: Homeless Rapid Rehousing Staffing	0.00	(308,716)	0
<b>Technical Adjustments Subtotal:</b>	<b>4.00</b>	<b>563,338</b>	<b>28,885</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>92.50</b>	<b>16,905,527</b>	<b>562,658</b>
<b>Budget Proposals Recommended</b>			
1. Grants Management Staffing	5.00	746,911	0
2. Underwriting and Financial Consulting for Affordable Housing Projects		250,000	0
3. Property Management Team Staffing	2.00	227,802	0

## Housing Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Budget Proposals Recommended</b>			
4. Homeless Response Team and BeautifySJ Coordination Staffing	1.00	207,439	0
5. Housing Preservation and Production Staffing	1.00	207,439	0
6. Policy and Planning Studies Consulting Services		195,000	0
7. Commercial Linkage Fee Staffing	1.00	130,325	0
8. Measure E - 5% Program Administration	2.00	0	0
<b>Total Budget Proposals Recommended</b>	<b>12.00</b>	<b>1,964,916</b>	<b>0</b>
<b>2022-2023 Proposed Budget Total</b>	<b>104.50</b>	<b>18,870,443</b>	<b>562,658</b>

# Housing Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. <b>Grants Management Staffing</b>	5.00	746,911	0

***Community and Economic Development CSA  
Homelessness Interventions and Solutions and Strategic Support – Other –  
Community and Economic Development Core Services  
Homeless Outreach and Case Management and Pandemic Response Programs***

This action continues 4.0 Analyst II positions and adds 1.0 Staff Specialist position, through June 30, 2023, funded by the Homeless Housing, Assistance, and Prevention Fund and the Multi-Source Housing Fund, to provide COVID-19 contract development and management, performance tracking, and federal reporting. The Housing Department has received over \$100 million in federal and state funding to respond to the COVID-19 pandemic. The total housing grant funding received through COVID-related sources was more than three times the amount of federal housing grants the City usually receives within a year. This staffing is necessary to effectively distribute and monitor the use of such grant resources. (Ongoing costs: \$0)

2. <b>Underwriting and Financial Consulting for Affordable Housing Projects</b>		<b>250,000</b>	<b>0</b>
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***Community and Economic Development CSA  
Affordable Housing Production and Preservation Core Service  
Affordable Housing Development Loans Program***

This action adds non-personal/equipment funding of \$250,000, in the Low and Moderate Income Housing Asset Fund, for on-call underwriting and financial consulting services to facilitate pre-development and development activities associated with future housing development projects resulting from the \$150 million Notice of Funding Availability (NOFA) that closed in February 2022. Underwriting services will support the 19 new affordable housing projects requesting funding. (Ongoing costs: \$250,000)

## Housing Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. <b>Property Management Team Staffing</b>	2.00	227,802	0

***Community and Economic Development CSA  
Affordable Housing Portfolio Management, Homelessness Interventions and Solutions, and Strategic Support – Other – Community and Economic Development Core Services***

*Loan Compliance, Property Maintenance and Inspection, Interim Supportive Housing Development, and Housing Pandemic Response Programs*

This action eliminates 1.0 vacant Housing Policy and Planning Administrator position and adds 1.0 Building Maintenance Superintendent position, funded by the Homeless Housing, Assistance, and Prevention Fund, and adds 2.0 Building Rehabilitation Inspector positions funded by American Rescue Plan Fund through June 30, 2023. These positions will manage the maintenance and rehabilitation of hotel/motels purchased by the Housing Department, and emergency interim housing communities constructed by the City. The Housing Department has nine existing shelters and two additional sites coming online in 2022-2023 without maintenance staff to oversee the physical structures, all of which will require ongoing oversight. In addition, this action reallocates 50% of an existing Building Rehabilitation Inspector position from the Low and Moderate Income Housing Asset Fund to the Building Homes and Jobs Act Fund. Additional one-time non-personal/equipment funding of \$50,000 is included in the Low and Moderate Income Housing Asset Fund to purchase a utility vehicle to support this additional staff. (Ongoing savings: \$71,772)

4. <b>Homeless Response Team and BeautifySJ Coordination Staffing</b>	1.00	207,439	0
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***Community and Economic Development CSA  
Neighborhood Capital Investment and Public Services Core Service  
Neighborhood Stabilization Program***

This action adds 1.0 Senior Development Officer position, through June 30, 2023, funded by the Housing Authority Litigation Award Fund, to coordinate BeautifySJ encampment management, including abatements and escalated site clean-ups. The position will additionally oversee the Services Outreach Assistance and Resources (SOAR) program, ensuring a baseline level of service at 16 encampments and expansion to 10 additional encampments. This position also fills a key leadership position for the Encampment Management Coordination Collaborative team, a city-wide cross-functional team working on encampments, leading a small workgroup dedicated to coordinating social services with the County of Santa Clara. (Ongoing costs: \$0)

## Housing Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Housing Preservation and Production Staffing</b>	<b>1.00</b>	<b>207,439</b>	<b>0</b>

***Community and Economic Development CSA  
Strategic Support – Community and Economic Development Core Service  
Housing Planning and Policy Development Program***

This action continues 1.0 Senior Development Officer position, through June 30, 2023, funded by the Low and Moderate Income Housing Asset Fund. This position will develop new housing preservation and production policies and programs with a focus on developing the Department's moderate-income housing strategies, including both rental and home ownership opportunities, as outlined in the Residential Anti-Displacement Strategy adopted by City Council in September 2020. The position additionally serves as the primary liaison with Anti-Displacement Working Group consultant facilitators and directly supports the completion of the Assessment of Fair Housing continuing into 2022-2023. (Ongoing costs: \$0)

<b>6. Policy and Planning Studies Consulting Staffing</b>		<b>195,000</b>	<b>0</b>
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***Community and Economic Development CSA  
Strategic Support – Community and Economic Development Core Service  
Housing Planning and Policy Development Program***

This action adds one-time non-personal/equipment funding of \$195,000, from the Low and Moderate Income Housing Asset Fund, for consulting services for various policy and planning studies. Consulting services will support the following efforts planned for 2022-2023, and in response to the City Council-approved anti-displacement strategy and direction to update the moderate-income strategy: Non-Profit Capacity Building (\$75,000); Moderate Income Strategy Report Update (\$20,000); Tenant Preferences (\$50,000); and the Right to Counsel Study (\$50,000). Selected consultants will assist with data collection and analysis, curriculum design and training, and implementation planning, as applicable for these respective efforts. (Ongoing costs: \$0)

<b>7. Commercial Linkage Fee Program Staffing</b>	<b>1.00</b>	<b>130,325</b>	<b>0</b>
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***Community and Economic Development CSA  
Strategic Support – Community and Economic Development Core Service  
Housing Planning and Policy Development Program***

This action adds 1.0 Analyst II position, through June 30, 2024 and funded by the Low and Moderate Income Housing Asset Fund, to support the implementation of the Commercial Linkage Fee passed by the City Council in September 2020. At the time the Commercial Linkage Fee was passed, staff estimated that 1.0 Analyst position would be adequate to support the program; however, the implementation process has proven highly complex and staff-intensive, requiring additional staffing to ensure timely billing and collections under the unique recommended fee repayment structure. This staffing level is consistent with the Commercial Linkage Fee memorandum approved by City Council on March 29, 2022. (Ongoing costs: \$156,389)

# Housing Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment



2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>8. Measure E – 5% Program Administration Staffing</b>	<b>2.00</b>	<b>0</b>	<b>0</b>
<i>Community and Economic Development CSA Strategic Support Core Service Housing Other Departmental – City-Wide Program</i>			
<p>This action adds 1.0 Development Officer position and 1.0 Senior Analyst position, funded by the Measure E – 5% Program Administration City-Wide Expenses appropriation, to accelerate the production of \$150 million in new affordable housing projects. The Development Officer position will provide financial and technical assistance for the development of new affordable housing for low-income households as the Housing Department scales up its capacity to manage additional affordable housing production. The Senior Analyst position will provide a higher level of expertise and management oversight of the complex budgeting and reporting requirements of the funds managed by the Housing Department, as well as provide additional human resources capacity and structure to the Administration team. (Ongoing costs: \$0)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>12.00</b>	<b>1,964,916</b>	<b>0</b>

# Housing Department

## Performance Summary

### Affordable Housing Portfolio Management

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Monetary default rate of loan portfolio by category:				
% of total loan principal				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	0%	0%	0%
3. Homebuyer Loans	0%	0%	0%	0%
% of total loans:				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	0%	0%	0%
3. Homebuyer Loans	0%	0%	0%	0%
 % of portfolio units brought into compliance with safe and sanitary condition requirements within 90 days	100%	75%	100%	100%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	125	80	110	80
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	\$608,571,726	\$741,000,000 <sup>1</sup>	\$699,014,909	\$728,669,092 <sup>1</sup>
2. Rehabilitation Loans	\$10,300,000	\$9,000,000	\$9,500,000	\$9,000,000
3. Homebuyer Loans	\$45,900,000	\$49,500,000	\$43,500,000	\$43,000,000
<b>Total</b>	<b>\$664,771,726</b>	<b>\$799,500,000</b>	<b>\$722,017,909</b>	<b>\$780,669,092</b>
Total number of loans:				
1. Project Loans	122	147	125	136
2. Rehabilitation Loans	243	175	250	200
3. Homebuyer Loans	787	775	750	700
<b>Total</b>	<b>1,152</b>	<b>1,097</b>	<b>1,125</b>	<b>1,036</b>
# of major projects in loan portfolio inspected Annually				
- Projects	106	95	33	45
- Units	0 <sup>2</sup>	1,425	0 <sup>2</sup>	700
# of City facilitated affordable rental units	15,439	21,694	15,504	15,715
# of income restricted for-sale homes	1,167	950	1,000	950

<sup>1</sup> The 2021-2022 Forecast and 2022-2023 Forecast levels reflect the completion of two Notices of Funding Availability (NOFA), totaling \$100 million and \$150 million respectively, and anticipated project loan closings.




<sup>2</sup> The 2020-2021 Actual and 2021-2022 Estimated levels reflect a pause in unit inspections due to the COVID-19 pandemic. Unit inspections are anticipated to resume in 2022-2023, coinciding with the relaxation of public health measures.

# Housing Department

## Performance Summary

### Affordable Housing Production and Preservation

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	3.98:1	4.89:1	4.06:1	4.33:1
 % of annual target achieved for production of affordable housing/# of units	75% (216)	100% (288)	75% (216)	100% (211)
 % of funding committed to extremely low-income households	39%	45%	39%	45%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of affordable housing units completed in the fiscal year	216 <sup>1</sup>	301	216	211
Average per-unit subsidy in funding commitments for new construction projects	\$133,000	\$119,000	\$133,000	\$125,000

<sup>1</sup> The 2020-2021 Actual of 216 varies from the 2020-2021 Actual included in the City Auditor Office's Annual Report on City services for FY 2020-2021 due to data on affordable housing developments not being available at the time of publishing.






# Housing Department

## Performance Summary


### Homelessness Interventions and Solutions

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Reduction in the number of homeless individuals from prior two years <sup>1</sup>	0	200	200	200
 % of households who exit the Rapid Rehousing Program into permanent housing that maintain Housing for at least 6 months	84%	85%	80%	80%
 Average number of days from enrollment households in rapid rehousing programs got into permanent housing	88 Days	60 Days	60 Days	60 Days

<sup>1</sup> Efforts to reduce the number of homeless have been assisted by recent increases in state and federal grant funding and local Measure E revenues. The 2020-2021 Actual data is unavailable as the 2021 Point-in-Time (PIT) Homeless Census and Survey has been delayed due to the COVID-19 pandemic and results are pending verification and release.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
 # of households who maintained permanent housing in City-funded rapid rehousing programs in the last 12 months <sup>1</sup>	66	200	125	150
Estimated number of homeless individuals Counted in San Jose <sup>2</sup> :				
- Chronically homeless	0	1,500	1,500	1,500
- Non-chronically homeless	0	4,500	4,500	4,500
# of homeless individuals (affiliated with San José) who secured new permanent housing:				
- Chronically	523	700	600	600
- Non-chronically	1,476	1,300	1,500	1,500
# of homeless individuals assessed for permanent housing	5,587	5,000	6,000	6,000

<sup>1</sup> New enrollments were delayed as existing program households transitioned to new agencies upon the execution of new agreements in 2020-2021.




<sup>2</sup> The 2020-2021 Actual data is unavailable as the 2021 Point-in-Time (PIT) Homeless Census and Survey has been delayed due to the COVID-19 pandemic and results are pending verification and release.

# Housing Department

## Performance Summary

### Neighborhood Capital Investment and Public Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of CDBG-funded projects meeting all stated outcomes:				
- City projects	100%	90%	90%	90%
- Non-City projects	100%	90%	90%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	90%	90%	90%	90%
 % of CDBG contracts executed by July 1	50%	50%	50%	50%

#### Activity and Workload Highlights



	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of rehabilitation projects completed:				
- Rehabilitation projects	269	0	200	250
- Minor repair	235	260	300	350
<b>Total</b>	<b>504</b>	<b>260</b>	<b>500</b>	<b>600</b>

# Housing Department

## Performance Summary

### Rent Stabilization and Tenant Protection

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of tenant/landlord mediations that resulted in voluntary agreement	52%	85%	80%	80%
 % of cases resolved within 60 days of completed petition date	61%	75%	80%	80%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2023-2023 Forecast
# of unduplicated mobilehome and apartment clients served by the Rent Stabilization Program	6,999	7,800	7,100	7,100
Average number of days from completed petition to resolution	81 days <sup>1</sup>	120 days	60 days <sup>1</sup>	60 days <sup>1</sup>

<sup>1</sup> The number of clients served has continued to be impacted by the COVID-19 pandemic and limited modes of contact (phone only), as well as the implementation of the Eviction Help Center which has assisted clients that the Rent Stabilization Program would typically serve.

## Housing Department

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### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Account Clerk I/II	1.00	1.00	-
Accountant I/II	1.00	1.00	-
Accounting Technician	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	21.00	27.00	6.00
Assistant Director	0.00	1.00	1.00
Assistant to the Director	1.00	1.00	-
Building Maintenance Superintendent	0.00	1.00	1.00
Building Rehabilitation Inspector I/II	3.00	5.00	2.00
Building Rehabilitation Supervisor	1.00	1.00	-
Community Programs Administrator	1.00	0.00	(1.00)
Deputy Director	2.00	2.00	-
Development Officer	13.00	15.00	2.00
Development Specialist	4.00	4.00	-
Development Specialist PT	0.50	0.50	-
Director of Housing	1.00	1.00	-
Division Manager	4.00	4.00	-
Housing Policy and Plan Administrator	4.00	3.00	(1.00)
Information Systems Analyst	1.00	1.00	-
Office Specialist I/II	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative I/II	2.00	2.00	-
Senior Accountant	1.00	1.00	-
Senior Analyst	2.00	3.00	1.00
Senior Development Officer	12.00	13.00	1.00
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	7.00	8.00	1.00
Student Intern PT	1.00	1.00	-
<b>Total Positions</b>	<b>91.50</b>	<b>104.50</b>	<b>13.00</b>

# Human Resources Department

Jennifer Schembri, Director

## MISSION

*Our Human Resources team recognizes that our employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive*

## CITY SERVICE AREA

*Strategic Support*

## CORE SERVICES

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### EMPLOYEE BENEFITS

Provide benefit programs that best meet the needs of employees, retirees, their dependents, and the City, and assist participants in effectively utilizing their plans.

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### EMPLOYMENT SERVICES

Facilitate the City's ability to attract and hire a diverse and talented workforce.

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### HEALTH AND SAFETY

Provide services that promote employee health, safety, and well-being.

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### TRAINING AND DEVELOPMENT

Provide Citywide training and development programs that support employee growth, engagement, and retention.

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**Strategic Support:** Citywide Human Resources Systems Management and Records Management, Departmental Administration, Customer Service, Personnel Management, Financial Management, and Pandemic Response

# Human Resources Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Employee Benefits Core Service</i></b>	
<b>Deferred Compensation</b>	Manages the Voluntary and Non-Voluntary Employee Deferred Compensation contribution and related non-personal and personal administrative expenses.
<b>Dental Benefits</b>	Manages the City's dental benefits provided to City employees and their dependents.
<b>Medical Benefits</b>	Manages the City's medical benefits provided to City employees and their dependents.
<b>Other Benefits</b>	Manages the other City benefits provided to City employees and their dependents, such as Life Insurance, Unemployment, Vision, etc.
<b><i>Employment Services Core Service</i></b>	
<b>Classification Services</b>	Ensures that positions are properly classified, described, and aligned to support organizational effectiveness and efficiency. In addition, this program determines appropriate salary ranges for new and existing classifications by conducting market and internal equity analyses.
<b>Recruiting/Hiring</b>	Manages recruitment, assessment, and hiring processes to meet the City's staffing needs. In addition, this program is responsible for managing placements, bumping, redeployment, and layoffs, as necessary.
<b><i>Health and Safety Core Service</i></b>	
<b>Employee Safety</b>	Provides comprehensive safety services for 16 City Departments, various City-wide safety trainings, and analysis of work injury data for accident prevention.
<b>Employee Health Services</b>	Provides occupational medical services, including pre-employment physicals, medical testing and surveillance, blood-borne pathogen testing, and general wellness screenings.
<b>Workers' Compensation Administration</b>	Provides state-mandated benefits for employees injured on the job.
<b><i>Training and Development Core Service</i></b>	
<b>Employee Training and Development</b>	Provides training and development offerings for employees City-wide to develop essential skills like mentoring, coaching, writing, data visualization, analysis and reporting, and public presentations.
<b><i>Strategic Support Core Service</i></b>	
<b>Human Resources Management and Administration</b>	Provides city-wide Human Resources Systems Management and Records Management as well as administrative oversight for the department, including executive management, financial management, and human resources.
<b>Human Resources Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Human Resources Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Hiring for Talent: Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Offer a Diverse Menu of Benefits: Improve the City's strategy for offering an attractive package of benefits to our employees, including streamlining our systems, policies, and practices to be employee-centric and efficient, and implement targeted wellness programs.
- Injury Prevention and Supporting Injured Workers: In partnership with departments, build a city-wide culture and series of programs that are focused on keeping employees safe and well. In the event of an injury, ensure that the Third Party Administrator (TPA) for the City's Workers' Compensation Program provides responsible and appropriate workers' compensation services.
- Citywide Training and Development: Prioritize a robust set of programs to complement departmental offerings and support employee growth and development.

### 2022-2023 Key Budget Actions

- In alignment with the City Manager's "Powered by People" enterprise priority and City Roadmap, provides ongoing support for the Learning and Development Program, converting two temporary positions to permanent (1.0 Program Manager and 1.0 Senior Analyst) and adding ongoing funding of \$250,000 for contractual services to facilitate training opportunities.
- Adds 1.0 Analyst I/II position in Benefits to assist with administration of the City's Wellness programs, and to increase engagement in programs pertaining to addressing employee's mental health.
- Provides additional resources to the Employment Division for recruitment and retention support, including converting three temporary positions (2.0 Analyst and 1.0 Staff Specialist) to permanent status, and continuing two additional positions (1.0 Program Manager and 1.0 Analyst I/II) through June 30, 2023.
- Continues funding for a limit-dated Analyst I/II position through June 30, 2023 to focus on workforce pipeline development, refocusing the City's strategic efforts to engage local educational institutions (K-12 to Universities) in activities that will encourage a diverse next generation to consider public service, local government, and the City of San José as an attractive career opportunity.
- Adds \$210,000 of one-time non-personal/equipment funding for the initial phase of the Recruiting/Onboarding Software replacement project.

### Operating Funds Managed

- Benefit Fund – Benefit Fund
- Benefit Fund – Dental Insurance Fund
- Benefit Fund – Unemployment Insurance Fund
- Benefit Fund – Life Insurance Fund
- Benefit Fund – Self Insured Medical Fund

# Human Resources Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Employee Benefits	93,767,830	103,746,869	102,716,139	102,858,061
Employment Services	2,866,838	2,951,423	3,118,615	3,990,277
Health and Safety	5,508,914	6,535,163	6,534,774	6,534,774
Strategic Support - Other - Strategic Support	1,929,023	1,608,633	2,159,331	2,404,542
Strategic Support - Strategic Support	9,464,598	2,766,113	1,836,854	1,992,922
Training and Development	387,517	787,000	250,000	986,257
<b>Total</b>	<b>\$113,924,720</b>	<b>\$118,395,201</b>	<b>\$116,615,713</b>	<b>\$118,766,833</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	8,620,277	7,377,951	7,742,496	9,163,405
Overtime	23,488	28,018	28,018	28,018
<b>Subtotal Personal Services</b>	<b>\$8,643,765</b>	<b>\$7,405,969</b>	<b>\$7,770,514</b>	<b>\$9,191,423</b>
Non-Personal/Equipment	4,898,504	5,853,548	5,879,725	6,339,725
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$13,542,269</b>	<b>\$13,259,517</b>	<b>\$13,650,239</b>	<b>\$15,531,148</b>
<b>Other Costs*</b>				
City-Wide Expenses	3,676,827	998,250	140,000	365,000
Employee/Retiree Benefits	90,993,423	100,931,801	99,862,143	99,862,143
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	3,277,489	728,000	0	0
Other - Capital	0	0	0	0
Overhead Costs	373,772	557,633	619,331	664,542
Workers' Compensation	2,060,940	1,920,000	2,344,000	2,344,000
<b>Total Other Costs</b>	<b>\$100,382,451</b>	<b>\$105,135,684</b>	<b>\$102,965,474</b>	<b>\$103,235,685</b>
<b>Total</b>	<b>\$113,924,720</b>	<b>\$118,395,201</b>	<b>\$116,615,713</b>	<b>\$118,766,833</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Human Resources Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	15,216,984	13,366,558	13,237,177	15,201,164
Public Works Program Support Fund (150)	230,164	214,895	230,790	230,790
Benefits Funds - Dental Insurance Fund (155)	11,801,203	12,615,605	12,834,603	12,834,603
Benefits Funds - Life Insurance Fund (156)	1,694,741	1,707,531	1,795,602	1,795,602
Benefits Funds - Unemployment Insurance Fund (157)	2,163,634	3,114,475	719,093	719,093
Benefits Funds - Self-Insured Medical Fund (158)	(149,962)	0	0	0
Benefits Funds - Benefit Fund (160)	77,638,585	85,774,427	86,887,914	87,075,047
Building Development Fee Program Fund (237)	33,854	31,621	34,384	34,384
Planning Development Fee Program Fund (238)	22,919	21,080	22,922	22,922
Low And Moderate Income Housing Asset Fund (346)	36,531	45,811	48,513	48,513
Coronavirus Relief Fund (401)	3,786,302	0	0	0
American Rescue Plan Fund (402)	0	728,000	0	0
Emergency Reserve Fund (406)	835,629	0	0	0
Library Parcel Tax Fund (418)	83,628	103,715	95,596	95,596
Integrated Waste Management Fund (423)	28,620	34,770	35,330	35,330
Storm Sewer Operating Fund (446)	57,884	71,096	77,144	77,144
San José-Santa Clara Treatment Plant Operating Fund (513)	333,989	397,634	421,618	421,618
Water Utility Fund (515)	16,016	18,762	20,182	20,182
Sewer Service And Use Charge Fund (541)	36,933	49,726	54,237	54,237
Vehicle Maintenance And Operations Fund (552)	57,066	99,495	100,608	100,608
<b>Total</b>	<b>\$113,924,720</b>	<b>\$118,395,201</b>	<b>\$116,615,713</b>	<b>\$118,766,833</b>

<b>Positions by Core Service**</b>				
Employee Benefits	11.00	11.00	11.00	12.00
Employment Services	16.50	16.50	16.50	20.50
Health and Safety	7.00	6.00	6.00	6.00
Strategic Support - Strategic Support	9.00	9.00	9.00	10.00
Training and Development	0.00	0.00	0.00	3.00
<b>Total</b>	<b>43.50</b>	<b>42.50</b>	<b>42.50</b>	<b>51.50</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Human Resources Department

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>Employee Benefits</b>					
Deferred Compensation	1,535,272	1,753,970	2,221,146	2,221,146	1.55
Dental Benefits	11,754,549	12,556,447	12,768,400	12,768,400	1.11
Medical Benefits	64,187,689	71,049,894	71,049,700	71,191,622	6.06
Other Benefits	16,290,320	18,386,558	16,676,893	16,676,893	3.28
<b>Sub-Total</b>	<b>93,767,830</b>	<b>103,746,869</b>	<b>102,716,139</b>	<b>102,858,061</b>	<b>12.00</b>
<b>Employment Services</b>					
Classification Services	203,982	197,574	206,560	558,572	3.00
Recruiting/Hiring	2,662,856	2,753,849	2,912,055	3,431,705	17.50
<b>Sub-Total</b>	<b>2,866,838</b>	<b>2,951,423</b>	<b>3,118,615</b>	<b>3,990,277</b>	<b>20.50</b>
<b>Health and Safety</b>					
Employee Health Services	547,312	540,200	546,033	546,033	1.00
Employee Safety	377,379	642,402	727,728	727,728	2.50
Workers' Compensation Administration	4,584,223	5,352,561	5,261,013	5,261,013	2.50
<b>Sub-Total</b>	<b>5,508,914</b>	<b>6,535,163</b>	<b>6,534,774</b>	<b>6,534,774</b>	<b>6.00</b>
<b>Strategic Support - Other - Strategic Support</b>					
Human Resources Other Departmental - City-Wide	258,326	85,000	40,000	240,000	0.00
Human Resources Other Operational - Administration	67	0	0	0	0.00
Human Resources Overhead	373,772	557,633	619,331	664,542	0.00
Workers' Compensation - Other Departments	1,296,858	966,000	1,500,000	1,500,000	0.00
<b>Sub-Total</b>	<b>1,929,023</b>	<b>1,608,633</b>	<b>2,159,331</b>	<b>2,404,542</b>	<b>0.00</b>
<b>Strategic Support - Strategic Support</b>					
Human Resources Management and Administration	1,582,542	1,764,113	1,836,854	1,992,922	10.00
Human Resources Pandemic Response	7,882,056	1,002,000	0	0	0.00
<b>Sub-Total</b>	<b>9,464,598</b>	<b>2,766,113</b>	<b>1,836,854</b>	<b>1,992,922</b>	<b>10.00</b>
<b>Training and Development</b>					
Employee Training and Development	387,517	787,000	250,000	986,257	3.00
<b>Sub-Total</b>	<b>387,517</b>	<b>787,000</b>	<b>250,000</b>	<b>986,257</b>	<b>3.00</b>
<b>Total</b>	<b>\$113,924,720</b>	<b>\$118,395,201</b>	<b>\$116,615,713</b>	<b>\$118,766,833</b>	<b>51.50</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Human Resources Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	<u>Positions</u>	<u>All Funds (\$)</u>	<u>General Fund (\$)</u>
<b>Prior Year Budget (2021-2022):</b>	<b>42.50</b>	<b>13,259,517</b>	<b>10,448,308</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Training and Development		(37,000)	(37,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(37,000)</b>	<b>(37,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes	0.00	284,759	209,167
- 1.0 Senior Analyst to 1.0 Program Manager			
• Vacancy Factor		79,786	56,525
• Contract Services: Employee Health Services		75,000	75,000
• Contract Services: Deferred Compensation		597	597
• Contract Services: Voluntary Employees' Beneficiary		580	580
• Contract Services: Unemployment Insurance		200	0
• Contract Services: Fingerprinting Services		(13,200)	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>427,722</b>	<b>341,869</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>42.50</b>	<b>13,650,239</b>	<b>10,753,177</b>
<hr/> <b>Budget Proposals Recommended</b> <hr/>			
1. Recruitment and Retention Staffing	5.00	792,730	792,730
2. Learning and Development Program	2.00	581,432	581,432
3. Recruiting/Onboarding Software Replacement		210,000	210,000
4. Workforce Pipeline Development	1.00	154,825	154,825
5. Wellness Program Administration Staffing	1.00	141,922	0
<b>Total Budget Proposals Recommended</b>	<b>9.00</b>	<b>1,880,909</b>	<b>1,738,987</b>
<hr/> <b>2022-2023 Proposed Budget Total</b>	<hr/> <b>51.50</b>	<hr/> <b>15,531,148</b>	<hr/> <b>12,492,164</b>

# Human Resources Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Recruitment and Retention Staffing	5.00	792,730	792,730

#### **Strategic Support CSA**

**Employment Services and Strategic Support – Strategic Support Core Services**  
*Classification Services, Human Resources Management and Administration, and Recruiting/Hiring Programs*

This action continues three temporary positions on an ongoing basis by adding 1.0 Staff Specialist and 2.0 Analyst I/II positions and continues 1.0 Program Manager and 1.0 Analyst I/II positions through June 30, 2023 in the Employment Division. These positions will help address the high number of vacancies – currently there are over 700 vacancies throughout the City – and will contribute to the retention of trained staff in the division. The Staff Specialist position will continue to process the elevated number of hires and rehires, separations, PeopleSoft database processes (daily/weekly/monthly); support employment testing when needed; audit entries and make necessary corrections; calculate service hours for re-hires; and provide back-up support to the division when needed. The two permanent Analyst positions will provide recruitment and retention support and help address the high number of vacancies in the City. The limit-dated Analyst II and Program Manager positions will address the City's need for classification and compensation evaluations and improve the City's recruitment capabilities, and will support functions related to classification and compensation studies such as creating new classifications, reviewing classifications to update essential duties/scope of work, and addressing classification minimum qualifications. These two positions were funded for an 18-month period with City Council's approval of the 2021-2022 Mid-Year Budget Review; the position costs are offset in 2022-2023 by the liquidation of the reserve previously set aside for this purpose. (Ongoing costs: \$440,718)

2. Learning and Development Program	2.00	581,432	581,432
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#### **Strategic Support CSA**

**Training and Development Core Service**  
*Employee Training and Development Program*

This action continues two temporary positions on an ongoing basis by adding 1.0 Program Manager and 1.0 Senior Analyst positions in the Learning and Development Division. The Program Manager position will oversee the overall program and development of City-wide trainings, while the Senior Analyst position will implement and grow City-wide training opportunities. This action continues the temporarily funded positions in the current year to support the rebuilding of talent development programs and courses, and aligns with the City's "Powered by People" enterprise priority and City Roadmap program that focuses, in part, on supporting employee retention, engagement, and advancement through training and development. In addition, this action adds ongoing non-personal/equipment funding of \$250,000 for vendor contracts to facilitate training opportunities. (Ongoing costs: \$581,432)

## Human Resources Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Recruiting/Onboarding Software Replacement</b>		<b>210,000</b>	<b>210,000</b>

**Strategic Support CSA**  
**Employment Services Core Service**  
*Recruiting/Hiring Program*

This action adds one-time non-personal/equipment funding of \$210,000 to replace the City's current recruiting and onboarding software. The current contract will expire at the end of 2021-2022. A new software will improve the functionality, reporting, and design issues that staff is currently experiencing and will improve efficiency and effectiveness, allowing staff more time to focus on recruitment. While there will likely be ongoing costs associated with this software replacement, the amount will vary depending upon the selected system, and will be brought forward for City Council consideration when the implementation contract is awarded. (Ongoing costs: \$0)

<b>4. Workforce Pipeline Development</b>	<b>1.00</b>	<b>154,825</b>	<b>154,825</b>
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**Strategic Support CSA**  
**Training and Development Core Service**  
*Employee Training and Development Program*

This action continues a temporary position by adding 1.0 Analyst I/II position, through June 30, 2023, to refocus the City's strategic efforts to engage local educational institutions (K-12 to Universities) in activities that will encourage a diverse generation to consider public service, local government, and the City of San José as an attractive career opportunity, inclusive of improving communications, recruiting materials, and use of social media to clearly and consistently articulate the City's mission driven value to a variety of audiences in the labor market. This action supports the City's efforts to address the challenges that the organization is facing with recruitment and retention of a talented and diverse workforce. This position was funded for an 18-month period with City Council's approval of the 2021-2022 Mid-Year Budget Review; the position costs are offset in 2022-2023 by the liquidation of the reserve previously set aside for this purpose. (Ongoing costs: \$0)

## Human Resources Department

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>5. Wellness Program Administration Staffing</b>	<b>1.00</b>	<b>141,922</b>	<b>0</b>
<i>Strategic Support CSA</i>			
<i>Employee Benefits Core Service</i>			
<i>Medical Benefits Program</i>			
<p>This action adds 1.0 Analyst I/II position, funded by the Benefits Fund, to the Benefits Team to assist in increasing employee engagement in the City's Wellness programs and administration, with an emphasis in programs pertaining to addressing employee's mental health, such as Employee Assistance Program and Trauma Informed Care. Since the onset of the pandemic, the benefits team has provided increased programming to meet employees' well-being needs while addressing the employee wellness initiative out of the Emergency Operations Center. For example, 35 webinars were offered in 2021. The position will provide support in planning, communicating, measuring, and facilitating the increasing wellness program offerings. (Ongoing costs: \$154,825)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>9.00</b>	<b>1,880,909</b>	<b>1,738,987</b>



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# Human Resources Department

## Performance Summary

### Employee Benefits

#### Performance Measures



	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Cost of benefits administration per FTE	\$337	\$311	\$379	\$389
 % of benefited employees enrolled in the City healthcare plan with the highest employee enrollment	81%	81%	80%	79%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
% of employees contributing to Deferred Compensation	75%	76%	75%	76%

### Employment Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Citywide Vacancy Rate	13.5%	10%	13.3%	10%
 Employee Turnover Rate <sup>1</sup>	6.80%	6%	4.89%	6%

<sup>1</sup>Turnover rate excludes retirement separation.

#### Activity and Workload Highlights





	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of positions filled:				
- New Hires	285	500	311	500
- Promotions & Laterals	421	550	546	600

# Human Resources Department

## Performance Summary

### Health and Safety

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Workers' Compensation Claims Closure Rate <sup>1</sup>	113%	100%	100%	100%
 Timely Completion of 3-Point Contact For New Workers' Compensation Claims <sup>2</sup>	98%	100%	100%	100%
 # of Workers' Compensation disability hours	182,171	155,000	275,209	155,000
 Expenditures for Workers' Compensation per \$100 of total City salaries, benefits, and retirement	\$2.80	\$3.10	\$3.16	\$3.10

<sup>1</sup> Measures the number of Workers' Compensation claims closed compared to the number of new and reopened cases.

<sup>2</sup> 3-Point Contact is a best practice in the handling of workers' compensation claims. Proper contact involves an exchange of information with the employee, the City, and the treating physician. Timely completion of 3-Point Contact started with the outsource of claims to the Third-Party Administrator in September 2018.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of open Workers' Compensation claims	2,494	2,600	2,500	2,600
# of new Workers' Compensation Claims	1,324	850	1,200	850
# of closed Workers' Compensation Claims	1,505	850	1,505	850
# of employees trained in safety	1,030 <sup>1</sup>	2,000	500 <sup>1</sup>	2,000
Total Workers' Compensation claims costs	\$19.3 M	\$20.0 M	\$21.4 M	\$23.5 M

<sup>1</sup> Numbers reduced due to COVID-19 response.




# Human Resources Department

## Performance Summary

### Strategic Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of employee performance reviews completed on schedule	54%	80%	53%	80%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of Human Resources Information Systems Transactions	11,187	25,000	10,985	15,000 <sup>1</sup>

<sup>1</sup> Some transactions have been automated with staff shifting to an audit function versus data entry.

## Human Resources Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Account Clerk I/II	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	14.00	19.00	5.00
Assistant Director	1.00	1.00	-
Director, Human Resources	0.50	0.50	-
Division Manager	3.00	3.00	-
Employee Health Services Supervisor	1.00	1.00	-
Office Specialist I/II	1.00	1.00	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Program Manager	0.00	3.00	3.00
Senior Analyst	11.00	11.00	-
Senior Office Specialist	2.00	2.00	-
Staff Specialist	5.00	6.00	1.00
<b>Total Positions</b>	<b>42.50</b>	<b>51.50</b>	<b>9.00</b>

# Office of the Independent Police Auditor

**Shivaun Nurre, Independent Police Auditor**

## **MISSION**

***To provide independent oversight of police misconduct investigations to ensure fairness, thoroughness, and objectivity***

## **CITY SERVICE AREA**

***Public Safety***

## **CORE SERVICES**

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### **INDEPENDENT POLICE OVERSIGHT**

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Independent civilian oversight of the San José Police Department (SJPD) by taking in complaints from members of the public about San José police officers, auditing internal and external misconduct investigations, preparing annual public reports, making recommendations to improve SJPD policies, participating in the Department's review of officer-involved shooting incidents, and conducting community outreach and engagement.

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**Strategic Support:** Administrative Support, Pandemic Response

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# Office of the Independent Police Auditor

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Independent Police Oversight Core Service</i></b>	
<b>Oversight of Police Misconduct Complaints and Public Outreach</b>	Independent civilian oversight of the San José Police Department (SJPD) by taking in complaints from members of the public about San José police officers, auditing internal and external misconduct investigations, preparing annual public reports, making recommendations to improve SJPD policies, participating in the Department's review of officer-involved shooting incidents, and conducting community outreach and engagement.
<b><i>Strategic Support Core Service</i></b>	
<b>IPA Management and Administration</b>	Provides administrative oversight for the department, including financial management, human resources, and analytical support.
<b>Independent Police Auditor Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Office of the Independent Police Auditor

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Provide mandated oversight services: conduct community outreach, perform intake of complaints from the public, audit the San José Police Department's (SJPD) Internal Affairs complaint investigations, and make recommendations to improve SJPD policies and procedures.
- Coordinate with SJPD to implement any City Council direction on recommendations provided by the:
  - Reimagining Public Safety Community Advisory Committee;
  - Charter Review Commission; and,
  - Outside consultants informing 21<sup>st</sup> Century Policing, Use of Force, and Internal Affairs Investigations.
- Complete key elements of the Police Reforms Work Plan.
- Leverage a mix of traditional and technological community engagement tools (i.e., social media, informational flyers/updates) to connect and reach residents of San José with an emphasis on racial equity.

### 2022-2023 Key Budget Actions

N/A

### Operating Funds Managed

N/A

# Office of the Independent Police Auditor

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Independent Police Oversight	1,366,830	1,411,799	1,477,351	1,477,351
Strategic Support - Other - Public Safety	162	2,204	0	0
Strategic Support - Public Safety	868	118,704	122,623	122,623
<b>Total</b>	<b>\$1,367,860</b>	<b>\$1,532,707</b>	<b>\$1,599,974</b>	<b>\$1,599,974</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	1,350,391	1,494,077	1,563,548	1,563,548
Overtime	0	1,000	1,000	1,000
<b>Subtotal Personal Services</b>	<b>\$1,350,391</b>	<b>\$1,495,077</b>	<b>\$1,564,548</b>	<b>\$1,564,548</b>
Non-Personal/Equipment	17,307	35,426	35,426	35,426
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$1,367,698</b>	<b>\$1,530,503</b>	<b>\$1,599,974</b>	<b>\$1,599,974</b>
<i>Other Costs*</i>				
City-Wide Expenses	162	2,204	0	0
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	0	0	0	0
Other - Capital	0	0	0	0
Overhead Costs	0	0	0	0
<b>Total Other Costs</b>	<b>\$162</b>	<b>\$2,204</b>	<b>\$0</b>	<b>\$0</b>
<b>Total</b>	<b>\$1,367,860</b>	<b>\$1,532,707</b>	<b>\$1,599,974</b>	<b>\$1,599,974</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the Independent Police Auditor

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	1,367,860	1,532,707	1,599,974	1,599,974
<b>Total</b>	<b>\$1,367,860</b>	<b>\$1,532,707</b>	<b>\$1,599,974</b>	<b>\$1,599,974</b>
<b>Positions by Core Service**</b>				
Independent Police Oversight	5.50	6.50	6.50	6.50
Strategic Support - Public Safety	0.50	0.50	0.50	0.50
<b>Total</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of the Independent Police Auditor

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Adopted	2022-2023 Adopted Positions
<b>Dollars by Program*</b>					
<b>Independent Police Oversight</b>					
Oversight of Police Misconduct Complaints and Public Outreach	1,366,830	1,411,799	1,477,351	1,477,351	6.50
<b>Sub-Total</b>	<b>1,366,830</b>	<b>1,411,799</b>	<b>1,477,351</b>	<b>1,477,351</b>	<b>6.50</b>
<b>Strategic Support - Other - Public Safety</b>					
Independent Police Auditor Other Departmental - City-Wide	162	2,204	0	0	0.00
<b>Sub-Total</b>	<b>162</b>	<b>2,204</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Strategic Support - Public Safety</b>					
Independent Police Auditor Management and Administration	868	118,704	122,623	122,623	0.50
<b>Sub-Total</b>	<b>868</b>	<b>118,704</b>	<b>122,623</b>	<b>122,623</b>	<b>0.50</b>
<b>Total</b>	<b>\$1,367,860</b>	<b>\$1,532,707</b>	<b>\$1,599,974</b>	<b>\$1,599,974</b>	<b>7.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

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# Office of the Independent Police Auditor

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)



	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2021-2022):	7.00	1,530,503	1,530,503
<hr/> <b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• NONE			
One-time Prior Year Expenditures Subtotal:	0.00	0	0
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes			
		69,471	69,471
Technical Adjustments Subtotal:	0.00	69,471	69,471
2022-2023 Forecast Base Budget:	7.00	1,599,974	1,599,974
<hr/> <b>Budget Proposals Recommended</b>			
• NONE			
Total Budget Proposals Recommended	0.00	0	0
<b>2022-2023 Proposed Budget Total</b>	<b>7.00</b>	<b>1,599,974</b>	<b>1,599,974</b>

# Office of the Independent Police Auditor

## Performance Summary

### Independent Police Oversight

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 # of IPA recommendations to change policy or procedure made to the Internal Affairs Commander/Police Chief/City Council	7	7	11	8
 % of community members responding to evaluations at outreach presentations or events who report an increased knowledge of IPA and the citizen complaint process	N/A <sup>1</sup>	95%	95%	90%

<sup>1</sup> Evaluations were not distributed and collected as anticipated, as in-person outreach presentations and events were not held during 2020-2021 due to the continued impacts of COVID-19.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
% of complainants filing their complaint at the IPA office rather than at Internal Affairs <sup>1</sup>	56%	69%	69%	42%
# of classified complaints <sup>2</sup>	262	204	204	266
# of total cases	302	233	233	311
# of outreach presentations/events <sup>3</sup> :				
- Total <sup>4</sup>	30	35	35	49
- To youth	14	5	5	17
- To immigrant and minority communities	10	20	20	22
# of persons receiving community outreach services	3,126	1,500	1,500	3,061
# of agencies/community organizations that received outreach materials from the IPA:				
- Total <sup>5</sup>	0	1	1	2
- To youth	0	1	1	2
- To immigrant and minority communities	0	1	1	2

<sup>1</sup> This data excludes Department-Initiated Investigations (DIIs).

<sup>2</sup> This data reflects complaints classified as Conduct, Policy or DIIs.

<sup>3</sup> An outreach presentation/event may involve youth, immigrant, and minority communities concurrently. The continued impacts of COVID-19 and corresponding public health restrictions greatly limited the number of outreach presentations and events performed in 2020-2021. The IPA is adjusting its outreach model in response to these challenges to include new resources such as social media contacts, email updates, and smaller online group presentations and trainings.

<sup>4</sup> Total amount represents city-wide presentation/events, as well as those for specific agencies/community organizations.

<sup>5</sup> This measure has historically captured physical outreach materials distributed by the IPA at in-person meetings. Due to public health restrictions, most presentations/events have been conducted online. Outreach efforts in 2021-2022 focused on distributing and capturing data on social media and other avenues.

## Office of the Independent Police Auditor

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Analyst I/II, Independent Police Auditor	2.00	2.00	-
Assistant Independent Police Auditor	1.00	1.00	-
Independent Police Auditor	1.00	1.00	-
Office Specialist I/II	1.00	1.00	-
Senior Analyst, Independent Police Auditor	2.00	2.00	-
<b>Total Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

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# Information Technology Department

**Khaled Tawfik, Chief Information Officer**

## MISSION

***Deliver the technologies and data that help sustain an equitable, engaged, effective, and resilient City***

## CITY SERVICE AREA

***Strategic Support***

## CORE SERVICES

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### BUSINESS SOLUTIONS

Deliver technology solutions that support superior municipal services and achieve the City of San José Smart City Vision, successfully achieve business goals, sustain and optimize the City's technology portfolio, enable continuous innovation throughout the organization through civic technologies and partnerships.

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### SAN JOSE 311

Serve as the city's central customer contact resource for San José residents, provide City information and services to residents, businesses, utilities customers, and employees, support amazing customer experiences through open data, mobile application, online, chat, virtual agent, social, and public network platforms.

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### TECHNOLOGY INFRASTRUCTURE AND OPERATIONS

Support superior municipal services through reliable, high-performance, and secure technology services, provide technology infrastructure for business solutions, analytics, data/voice/video communications, plan and coordinate services that sustain City operations.

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**Strategic Support:** Information Technology and Management, and Pandemic Response

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# Information Technology Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Business Solutions Core Service</i></b>	
<b>Advanced Applications and Services</b>	Develops, implements, and supports software applications and system integrations for multi-departmental to division level business solutions. These business solutions are required to directly support specific City operations.
<b>Data Services</b>	Enables data administration, use, analytics, transparency and reporting by staff and the public, through strong data platforms, tools, and support.
<b>Enterprise Resource Management</b>	Manages and supports use of Human Resources, Payroll, Talent, Financials, Budgeting, and Tax Systems impacting all City personnel and fiscal actions. Enables data transparency, analytics, decision-support, and reporting by staff and the public.
<b>Productivity and Collaboration Applications</b>	Administers and supports city-wide use of collaboration and productivity software that multiply the efficiency and effectiveness of City contributors. Collaboration tools enhance group performance through information access, tracking assignments through delivery, and in-group communications. Productivity solutions enable work with high efficiency through documents, spreadsheets, analytics, presentations, electronic messaging, and mobile work enhancement. Business process automation services digitize City workflows to process faster, with less staff time, and with auditability.
<b><i>San José 311 Core Service</i></b>	
<b>City Customer Contact Center</b>	Serves as the digital contact point for the large majority of non-emergency interactions with the City's residents and businesses as San José 311. Intakes and processes utility billing cases. Provides access to City information and offices via mobile, chat, online portal, and telephone means. Coordinates across departments to administer main call trees, the frequently asked questions manifest, and response scripts. Administers overflow vendor contract(s) for after-hours and special events call handling.
<b><i>Technology Infrastructure and Operations Core Service</i></b>	
<b>Cybersecurity Office</b>	Secures City information and systems assets to ensure business value, compliance, and resilience for all departments. Serves as incident response command for cyber disasters. Leads planning, testing, and attesting for City information and systems assurance activities.
<b>IT Customer Care</b>	Supports the customer-side use of information and communications technologies by City staff across all departments, including computers and mobile devices. Resolves Help Desk service requests. Supports City employees and contractors in working remotely effectively.
<b>IT Systems and Operations</b>	Administers and supports the underlying data/voice/video network, hardware systems, storage resources, virtualization, and cloud services fabric on which City software, communications, and collaboration solutions are built.
<b>Voice and Data Network Infrastructure</b>	Manages city-wide telephone costs, charges/billing, procurement, enterprise voice, and data network infrastructure for quality voice and data communication abilities.

# Information Technology Department

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## Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>Information Technology Management and Administration</b>	Provides strategic direction, analytical insights, and administrative support for departmental activities. Manages all fiscal activities, directs budget development and implementation, and administers IT-related policy adherence. Manages personnel functions for the department, including hiring, employee development, discipline, and personnel transactions, all in coordination with the Human Resources Department and Office of Employee Relations. Provides oversight and status reporting for strategic technology deployments in the City.
<b>Information Technology Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Information Technology Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Champion City Roadmap and equity solutions using technology and data to transform City services. Execute initiatives with City departments that identify and resolve service needs that lift San Jose's people. Provide the data and analytics resources for City departments to drive towards decision-making informed by data. Enable teams that train and practice service design skills that improve the accessibility, responsiveness, and positive outcomes for City residents and businesses.
- Provide resilient City services against cybersecurity risks and natural disasters affecting communities at increasing rates. Maintain cybersecurity planning, coverage, and exercise maturity in all essential City operations. Successfully pass all financial, technical, and security audits. Keep necessary certifications to support the enterprise. Minimize risks of evolving cybersecurity threats to prevent outages, lost trust, and costs of recovery.
- Maximize efficiencies and the impact of limited resources through service innovation in partnership with City departments. Provide a City technology environment that is technically sound, operationally strong, secure, and fiscally optimized. Maintain a long-range architecture that maps the City's key technology transitions and investments.
- Support the City's transition to a digital workforce, embracing digital public participation and augmenting collaboration. Incorporate customer-centric experience into the design and operation of technology products. Automate and optimize the City's common business processes to ease the lives of staff, residents, and businesses. Continue progress on the Green IT Plan to minimize environmental impacts from utilities usage and e-waste.
- Execute City priorities through masterful partnership and procurement. Set the structure that catalyzes partnerships between departments, peer organizations, and vendors to transform City services for the better. Work with departments and Purchasing to execute technology procurements and contracts with speed, value, transparency, and fairness.
- Respond to service requests and inquiries from San José residents and businesses, achieving high customer experience ratings through robust 311 access spanning phone, mobile app, direct chat, virtual agent, and online portal channels. Refresh SJ311 technologies and produce five new resident services with departments by the end of 2022.

### 2022-2023 Key Budget Actions

- Adds \$2.3 million in one-time funding for Emergency Operations Center (EOC) & communication room equipment and services.
- Transfers all ongoing core functions of the Office of Civic Innovation in the City Manager's Office into the Information Technology Department (ITD), reclassifying three positions to 1.0 Enterprise Technology Manager and 2.0 Enterprise Supervising Technology Analyst, to support Broadband/Small Cell and Equity through Data initiatives.
- Adds 1.0 Enterprise Supervising Technology Analyst position and non-personal/equipment funding for the new EOC and communication room.
- Adds 1.0 Information Systems Analyst, 3.0 Senior Systems Applications Programmer, and funding for 1.0 overstrength Network Technician position to the ITD-Development Services Technologies team.

### Operating Funds Managed

N/A



# Information Technology Department

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Core Service</b>				
Business Solutions	8,607,259	12,108,754	12,347,122	12,751,794
San José 311	2,029,968	2,946,444	2,952,990	2,952,990
Strategic Support - Other - Strategic Support	161,409	780,059	677,075	2,021,867
Strategic Support - Strategic Support	4,864,756	7,077,074	4,482,275	4,999,496
Technology Infrastructure and Operations	9,437,788	10,724,120	10,759,218	13,548,990
<b>Total</b>	<b>\$25,101,180</b>	<b>\$33,636,451</b>	<b>\$31,218,680</b>	<b>\$36,275,137</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	16,303,729	20,342,598	20,449,047	21,731,096
Overtime	86,003	128,664	128,664	128,664
<b>Subtotal Personal Services</b>	<b>\$16,389,732</b>	<b>\$20,471,262</b>	<b>\$20,577,711</b>	<b>\$21,859,760</b>
Non-Personal/Equipment	7,863,505	9,727,130	9,213,894	11,643,510
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$24,253,237</b>	<b>\$30,198,392</b>	<b>\$29,791,605</b>	<b>\$33,503,270</b>
<b>Other Costs*</b>				
City-Wide Expenses	758,663	855,113	750,000	1,960,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	896	1,860,000	0	0
Other - Capital	0	0	0	0
Overhead Costs	88,384	722,946	677,075	811,867
<b>Total Other Costs</b>	<b>\$847,943</b>	<b>\$3,438,059</b>	<b>\$1,427,075</b>	<b>\$2,771,867</b>
<b>Total</b>	<b>\$25,101,180</b>	<b>\$33,636,451</b>	<b>\$31,218,680</b>	<b>\$36,275,137</b>

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\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Information Technology Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	22,357,246	26,650,030	26,518,743	30,558,282
Public Works Program Support Fund (150)	151,136	91,071	95,249	95,249
Building Development Fee Program Fund (237)	347,235	1,561,606	1,355,061	2,011,210
Planning Development Fee Program Fund (238)	60,846	436,989	348,782	390,488
Citywide Planning Fee Program Fund (239)	0	7,618	7,920	49,626
Fire Development Fee Program Fund (240)	65,401	246,435	209,935	260,016
Public Works Development Fee Program Fund (241)	59,094	330,419	265,866	369,061
Low And Moderate Income Housing Asset Fund (346)	84,148	85,393	83,331	165,853
Coronavirus Relief Fund (401)	388,619	0	0	0
American Rescue Plan Fund (402)	0	1,860,000	0	0
Integrated Waste Management Fund (423)	552,392	883,514	843,597	852,186
Storm Sewer Operating Fund (446)	127,813	169,786	179,760	179,760
San José-Santa Clara Treatment Plant Operating Fund (513)	156,135	135,518	142,960	142,960
Water Utility Fund (515)	556,132	831,155	846,665	846,665
Airport Maintenance And Operation Fund (523)	36,587	38,242	37,725	37,725
General Purpose Parking Fund (533)	11,204	22,307	21,944	21,944
Sewer Service And Use Charge Fund (541)	139,474	182,444	192,359	192,359
Vehicle Maintenance And Operations Fund (552)	868	877	630	630
South Bay Water Recycling Operating Fund (570)	6,850	725	521	521
Capital Funds	0	102,322	67,632	100,602
<b>Total</b>	<b>\$25,101,180</b>	<b>\$33,636,451</b>	<b>\$31,218,680</b>	<b>\$36,275,137</b>
<b>Positions by Core Service**</b>				
Business Solutions	26.00	33.00	31.00	33.00
San José 311	15.00	17.00	17.00	17.00
Strategic Support - Strategic Support	18.00	20.00	19.00	24.00
Technology Infrastructure and Operations	29.00	33.00	33.00	35.00
<b>Total</b>	<b>88.00</b>	<b>103.00</b>	<b>100.00</b>	<b>109.00</b>

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\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Information Technology Department

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>Business Solutions</b>					
Advanced Applications and Services	596,746	1,326,345	1,180,259	1,398,238	4.00
Data Services	983,407	1,167,878	1,194,139	1,194,139	3.00
Enterprise Resource Management	3,546,579	4,379,096	4,653,533	4,653,533	12.00
Productivity and Collaboration Applications	3,480,527	5,235,435	5,319,191	5,505,884	14.00
<b>Sub-Total</b>	<b>8,607,259</b>	<b>12,108,754</b>	<b>12,347,122</b>	<b>12,751,794</b>	<b>33.00</b>
<b>San José 311</b>					
City Customer Contact Center	2,029,968	2,946,444	2,952,990	2,952,990	17.00
<b>Sub-Total</b>	<b>2,029,968</b>	<b>2,946,444</b>	<b>2,952,990</b>	<b>2,952,990</b>	<b>17.00</b>
<b>Strategic Support - Other - Strategic Support</b>					
Information Technology Other Departmental - City-Wide	0	55,113	0	1,210,000	0.00
Information Technology Other Operational - Administration	73,025	2,000	0	0	0.00
Information Technology Overhead	88,384	722,946	677,075	811,867	0.00
<b>Sub-Total</b>	<b>161,409</b>	<b>780,059</b>	<b>677,075</b>	<b>2,021,867</b>	<b>0.00</b>
<b>Strategic Support - Strategic Support</b>					
Information Technology Management and Administration	3,844,675	5,167,074	4,482,275	4,999,496	24.00
Information Technology Pandemic Response	1,020,081	1,910,000	0	0	0.00
<b>Sub-Total</b>	<b>4,864,756</b>	<b>7,077,074</b>	<b>4,482,275</b>	<b>4,999,496</b>	<b>24.00</b>
<b>Technology Infrastructure and Operations</b>					
Cybersecurity Office	1,906,840	3,132,542	2,967,466	2,967,466	5.00
Desktop/Virtual Desktop Infrastructure	285,672	0	0	0	0.00
IT Customer Care	2,957,129	3,237,323	3,230,750	6,020,522	15.00
IT Systems and Operations	1,878,510	1,766,068	1,768,463	1,768,463	8.00
Voice and Data Network Infrastructure	2,409,637	2,588,187	2,792,539	2,792,539	7.00
<b>Sub-Total</b>	<b>9,437,788</b>	<b>10,724,120</b>	<b>10,759,218</b>	<b>13,548,990</b>	<b>35.00</b>
<b>Total</b>	<b>\$25,101,180</b>	<b>\$33,636,451</b>	<b>\$31,218,680</b>	<b>\$36,275,137</b>	<b>109.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Information Technology Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>103.00</b>	<b>30,198,392</b>	<b>25,794,918</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: IT Project Management		(740,000)	(740,000)
• Rebudget: Cybersecurity Roadmap		(230,000)	(230,000)
• Rebudget: Windows 10 Enterprise and PC's Upgrade Project		(49,000)	(37,123)
• Products-Projects Manager Support for the Housing Department	0.00	0	52,540
• Development Services Information Technology Staffing (1.0 Supervising Application Analyst and 2.0 Senior Systems Application Programmers)	(3.00)	(572,327)	(68,680)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(3.00)</b>	<b>(1,591,327)</b>	<b>(1,023,263)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes		678,776	520,371
• Software/Information Services: Mobile Device Management (MDM) platform for FirstNet devices		231,657	231,657
• Software/Information Systems: Microsoft Office 365 Licensing		129,100	129,100
• Software/Information Systems: Hyperion Support		60,000	60,000
• Software/Information Systems: Microsoft Windows 10 Enterprise Licenses for Police, Fire, and Public Works Departments		54,264	52,752
• Interdepartmental Shift: Development Services Training (from Planning, Building and Code Enforcement Department)		31,516	3,981
• Software/Information Systems: SimpliGov		26,600	26,600
• Inter-Departmental Shift: FirstNet Devices (to City Manager's Office for Executive Leadership)		(27,373)	(27,373)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>1,184,540</b>	<b>997,088</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>100.00</b>	<b>29,791,605</b>	<b>25,768,743</b>

## Information Technology Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

#### Budget Proposals Recommended

1. Emergency Operations Center (EOC) and Communications Room Furniture, Fixtures, and Equipment		2,300,000	2,300,000
2. Development Services Staffing	4.00	806,636	39,997
3. Office of Civic Innovation - Transfer Core Functions to Information Technology Department	3.00	192,857	192,857
4. Hybrid Meetings and Council Systems Support	1.00	177,362	177,362
5. Emergency Operations Center (EOC) and Communications Room Maintenance and Operations	1.00	172,410	172,410
6. Development Services Storage Server Capacity		62,400	3,900
7. Housing Information Technology Roadmap Support Funding Shift	0.00	0	(56,987)
<b>Total Budget Proposals Recommended</b>	<b>9.00</b>	<b>3,711,665</b>	<b>2,829,539</b>
<b>2022-2023 Proposed Budget Total</b>	<b>109.00</b>	<b>33,503,270</b>	<b>28,598,282</b>

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Emergency Operations Center (EOC) and Communications Room Furniture, Fixtures, and Equipment</b>		<b>2,300,000</b>	<b>2,300,000</b>

**Strategic Support CSA**  
**Technology Infrastructure and Operations Core Service**  
*Information Technology Customer Care Program*

This action adds one-time non-personal/equipment funding of \$2.3 million for necessary technological equipment for the Emergency Operations Center (EOC) and the Communications Room. This funding will allow for the purchase of necessary technological Furniture, Fixtures, and Equipment (FF&E) that will enable the EOC to function as a standalone data center during large scale emergency events by creating multi-layer network connectivity to a localized data center, servers and storage. The purchase of necessary technological FF&E for the Communications Room allows for an additional or back up dispatch workstation during disasters and emergencies situational awareness functions in the event of EOC activation and an essential disaster training center during non-large scale emergency times. The combination of the EOC and Communications Room maximizes the ability to operate if other core services fail in a disaster. (Ongoing costs: \$0)

<b>2. Development Services Staffing</b>	<b>4.00</b>	<b>806,636</b>	<b>39,997</b>
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**Strategic Support CSA**  
**Business Solutions, Strategic Support, and Technology Infrastructure and Operations Core Services**  
*Advanced Applications and Services, Information Technology Customer Care, Information Technology Management and Administration, and Productivity and Collaboration Applications Programs*

This action adds 1.0 Senior Systems Application Programmers and 1.0 Information System Analyst positions; continues two positions on an ongoing basis by adding 2.0 Senior Systems Application Programmer positions; and one-time personal services funding for a temporary position to serve on the City's Development Services Technology team. These positions will continue to serve the 2021-2022 City Roadmap, under Building the San José of Tomorrow with a Downtown for Everyone. The team transferred from Planning, Building and Code Enforcement Department to ITD in 2021-2022 to create the ITD-Development Services Technology team. ITD assessed the necessary positions moving forward and this action adds the compliment of resources needed for the team. The team is currently composed of 6 positions and the new positions will help aid in progressing planning, development, fire prevention, and code enforcement services. (Ongoing costs: \$762,617)

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Office of Civic Innovation - Transfer Core Functions to Information Technology Department</b>	3.00	192,857	192,857

**Strategic Support CSA**  
**Strategic Support Core Service**  
*Information Technology Management and Administration Program*

This action transfers all core functions of the Office of Civic Innovation to ITD for improved work alignment. A total of 1.0 Assistant to the City Manager and 2.0 Senior Executive Analyst positions will be transferred from the Office of the City Manager to ITD and reclassified to 1.0 Enterprise Technology Manager (ETM) and 2.0 Enterprise Supervising Technology Analyst (ESTA) positions. The 1.0 ETM and 1.0 ESTA positions will continue to sustain the work associated with the City's Small Cell agreements with major telecommunications companies that support the Digital Inclusion initiative and lead a refresh of the City's Digital Inclusion and Broadband Strategies. The Digital Inclusion program supports efforts to close the digital divide in San José – focused on low-income youth and other vulnerable populations, such as the elderly and disabled. The 1.0 ESTA position will provide support to the Equity through Data and Privacy program by coordinating with the Office of Racial Equity and multiple other departments to assist with building data-driven decision-making tools and capacity, necessary to integrate insights for better service to communities traditionally underserved. (Ongoing costs: \$210,389)

<b>4. Hybrid Meetings and Council Systems Support</b>	1.00	177,362	177,362
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**Strategic Support CSA**  
**Technology Infrastructure and Operations Core Service**  
*Information Technology Customer Care Program*

This action adds 1.0 Enterprise Information Technology Engineer II (EITE II) position to add capacity to the City's Help Desk. This EITE II will address help desk tickets submitted from the City Council Offices and City Manager's Office to resolve speed, capacity, and security issues of software applications, application performance upgrades, and/or complications from urgent hybrid meetings. In addition, the position will work to develop and recommend design plans for the various software applications; and provide training to help acclimate staff with current and upgraded software applications. City Council and City Manager's Office software applications include, but not limited to, district websites; collaboration and productivity software; a constituent relationship management system; mass communications software; and disaster device software support. (Ongoing costs: \$193,483)

# Information Technology Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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5. <b>Emergency Operations Center (EOC) and Communications Room Maintenance and Operations</b>	1.00	172,410	172,410
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**Strategic Support CSA**  
**Technology Infrastructure and Operations Core Service**  
*Information Technology Customer Care Program*

This action adds 1.0 Enterprise Supervising Technology Analyst (ESTA) position, effective January 1, 2023, and non-personal/equipment funding of \$67,219 (\$392,816 ongoing) for maintenance and operations for the Emergency Operations Center (EOC) and the Communications Room. The ESTA will continuously plan, maintain, test, and enhance use of seven major platforms and provide training of the staff for each EOC platforms. The ESTA will have additional responsibilities for the EOC such as geospatial systems mapping and plotting event locations; manage and maintain developing a communications system for internal use and connection to the 911 Public Safety Answering Point; and manage and maintain audio-visual systems and computers. While the EOC is activated, the position will expand their responsibilities to include general support of technology and network needs. The maintenance and operations for the technological equipment allows the EOC to function as a stand-alone data center during large scale emergency events by creating multi-layer network connectivity to a localized data center, servers, and storage. The technological equipment for the Communications Room allows for an additional or back up dispatch workstation during disasters and emergencies situational awareness functions in the event of EOC activation and an essential disaster training center during non-large scale emergency times. The combination of the EOC and Communications Room maximizes the ability to operate if other core services fail in a disaster. (Ongoing costs: \$603,205)

6. <b>Development Services Storage Server Capacity</b>		62,400	3,900
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**Strategic Support CSA**  
**Business Solutions Core Service**  
*Advanced Applications and Services Program*

This action adds one-time non-personal/equipment funding of \$62,400 for the conversion of the Development Services application to the City's hyperconverged server. Converting the Development Services application to the City's hyperconverged server will allow for data backups, server maintenance, and security patching, which are necessary components in keeping the Development Services application online during times of emergencies. (Ongoing costs: \$0)



# Information Technology Department

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## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
7. Housing Information Technology Roadmap Support Funding Shift	0.00	0	(56,987)
<b>Strategic Support CSA</b>			
<b>Strategic Support Core Service</b>			
<i>Information Technology Management and Administration Program</i>			
<p>This action shifts 25% of funding for an Enterprise Supervising Technology Analyst position from the General Fund to the Low and Moderate Income Housing Asset Fund. Numerous Housing Department's IT Roadmap initiatives assists in the transformation to an online services and data-enabled department; supports executive projects for the Affordable Housing Database and Affordable Web Portal; and supports the Housing Department's transition to remote work, such as virtual hearings and digitalizing paper processes. (Ongoing savings: \$0)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>9.00</b>	<b>3,711,665</b>	<b>2,829,539</b>




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# Information Technology Department

## Performance Summary

### Customer Contact Center

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimate	2022-2023 Target
 % of Customer Contact Center contacts answered <sup>1</sup>	94.19%	85%	99%	85%
 % of San José 311 phone contacts resolved at first call <sup>2</sup>	82.41%	≥80%	82%	≥80%
 % of customers satisfied with San José 311 contact	62.17%	65%	63%	80%

<sup>1</sup> Includes calls answered by staff, self-served calls and after-hours service, direct chats, walk-ins, and mobile and web portal requests.

<sup>2</sup> This percentage is based on San José 311 calls resolved at first contact and excludes calls resolved by the City's after-hours and weekend call service.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimate	2022-2023 Forecast
# of Customer Contact Center contacts <sup>1</sup> :				
- received	292,370	280,000	326,000	400,000
- answered	275,390	260,000	325,000	340,000
Average caller wait time	3 minutes	3 minutes	3 minutes	3 minutes






<sup>1</sup> Includes phone calls, direct chats, walk-ins, and mobile and web portal requests. Mobile and web portal numbers include calls for one of the five SJ 311 services where call handlers entered the service request into the SJ 311 application on the resident's behalf. In some cases – these numbers are also reflected in the number of phone calls.

# Information Technology Department

## Performance Summary

### Business Solutions

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of customers rating services as “Good” or “Excellent” <sup>1</sup> :				
- overall satisfaction	93.75%	≥80%	85%	≥80%
- quality of work	94.10%	≥80%	85%	≥80%
- timeliness	88.75%	≥80%	85%	≥80%
- customer service	93.33%	≥80%	85%	≥80%
 % of uptime and availability:				
- business applications	98.71% <sup>2</sup>	≥99.8%	99.1%	98.0%
- databases	99.98%	≥99.9%	99.9%	99.9%
 % of successful financials cycles closed on systems	100%	100%	100%	100%
 % of successful payroll cycles processed on systems	100%	100%	100%	100%
 % of successful pay, benefits, tax, and union agreement changes implemented prior to Finance/Human Resources/Employee Relations deadlines	100%	100%	100%	100%

<sup>1</sup> Annual city-wide IT Customer Service Survey conducted in September of each year.

<sup>2</sup> During COVID-19 transition to work from home and server migration, two outages reduced application uptime.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of centralized E-mail mailboxes	7,485	7,500	7,550	7,600
# of FMS users	511	500	530	530
# of PeopleSoft users (HR/Payroll)	7,539	7,600	7,540	7,600
# of business systems managed <sup>1</sup> :				
- Critical	15	19	15	15
- Essential	43	40	43	43
# of successful financials cycles closed on systems	16	16	16	16
# of successful payroll cycles processed on systems	26	26	26	26
# of successful pay, benefits, tax, and union agreement changes implemented prior to Finance/Human Resources/Employee Relations deadlines	58	46	48	46








<sup>1</sup> In the event of a major disaster, Critical Systems have a Recovery Time Objective (RTO) of 30 minutes and Essential Systems have an RTO of ≤3 days. All other business systems which are Standard routine have an RTO of ≤2 weeks. ITD will continue to work with city-wide emergency management efforts related to business continuity and disaster recovery.

# Information Technology Department

## Performance Summary

### Technology Infrastructure and Operations

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of customers rating network, systems, and voice services as "Good or "Excellent":				
- overall satisfaction	91.94%	≥80%	85%	≥80%
- quality of work	93.44%	≥80%	85%	≥80%
- timeliness	86.08%	≥80%	85%	≥80%
- customer service	92.62%	≥80%	85%	≥80%
 % uptime and availability:				
- systems	99.88%	≥99.9%	99.9%	≥99.9%
- network	99.92%	≥99.9%	99.9%	≥99.9%
- voice	99.95%	≥99.9%	99.9%	≥99.9%
 % of Technology Help Desk tickets resolved	99.38%	99%	98%	99%
 % of Technology Help Desk tickets resolved within 2 business days	60.05%	80%	60%	80%
 % of cybersecurity events responded to within 4 hours	100%	100%	100%	100%
 % of City staff issued cybersecurity training at least annually	85.34%	99%	85%	100%
 % of City staff that completed annual cybersecurity Training and testing at least annually	66.03%	99%	65%	100%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of unplanned network outages	7	2	7	5
Average time of unplanned network outages	1.78 hours	3 hours	2 hours	3 hours
# of Severity 1 infrastructure service outages <sup>1</sup>	6	5	5	5
# of Technology Help Desk tickets	18,847	20,000	24,000	20,000

<sup>1</sup> Severity 1 is a) all users of a specific service; b) personnel from multiple departments are affected; c) public facing service is unavailable; or d) services that are directly impacting public safety.

## Information Technology Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	4.00	4.00	-
Assistant Director	1.00	1.00	-
City Information Security Officer	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	2.00	2.00	-
Director of Information Technology	1.00	1.00	-
Division Manager	1.00	1.00	-
Enterprise Information Technology Engineer I/II	10.00	11.00	1.00
Enterprise Principal Technology Analyst	7.00	7.00	-
Enterprise Supervising Technology Analyst	27.00	30.00	3.00
Enterprise Technology Manager	4.00	5.00	1.00
Information Systems Analyst	2.00	3.00	1.00
Network Technician I/II/III	11.00	11.00	-
Principal Office Specialist	3.00	3.00	-
Program Manager	1.00	1.00	-
Senior Account Clerk	1.00	1.00	-
Senior Analyst	2.00	2.00	-
Senior Office Specialist	10.00	10.00	-
Senior Systems Application Programmer	8.00	9.00	1.00
Staff Specialist	1.00	1.00	-
Supervising Applications Analyst	2.00	1.00	(1.00)
Systems Application Programmer I/II	1.00	1.00	-
<hr/>			
<b>Total Positions</b>	<b>103.00</b>	<b>109.00</b>	<b>6.00</b>

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# Library Department

Jill Bourne, City Librarian

## MISSION

*The San José Library enriches lives by fostering lifelong learning and by ensuring that every member of the community has access to a vast array of ideas and information*

## CITY SERVICE AREA

*Neighborhood Services*

## CORE SERVICES

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### ACCESS TO INFORMATION, LIBRARY MATERIALS, AND DIGITAL RESOURCES

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Link customers to the information they need through access to books, videos, digital, and other information resources.

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### LITERACY AND LEARNING, FORMAL AND LIFELONG SELF-DIRECTED EDUCATION

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Provide programs that promote reading, literacy, and learning for all ages and support school readiness and success.

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**Strategic Support:** Administration, Business Office, Community Awareness and Outreach, Data Analytics, Library Bond Program, Technology Services, and Pandemic Response

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# Library Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Access to Information, Library Materials, and Digital Resources Core Service</i></b>	
<b>Access and Borrower Services</b>	Provides materials handling, materials delivery, and customer service at all Library branches and the Dr. Martin Luther King, Jr. Library, including fines and fees collections, check out, check in, hold processing, customer account maintenance, materials maintenance, shelving, and transport of library materials between the 25 library facilities including the Dr. Martin Luther King, Jr. Library, and Mount Pleasant Neighborhood Library.
<b>Electronic Resources Implementation and Maintenance</b>	Applies the Library's e-Resources strategy, which includes the production and management of the Library's websites (sjpl.org, events.sjpl.org, and SharePoint), the management of the Library online catalog (sjpl.bibliocommons.com), and the management and curation of all the Library's electronic resource platforms for eBooks, eMagazines, and databases.
<b>Library Facilities and Security</b>	Ensures residents have access to safe, welcoming, accessible, well-equipped, and well-maintained facilities; this includes management and implementation of facility improvements, maintenance, and patron security.
<b>Main Library Operations</b>	Ensures that Dr. Martin Luther King, Jr. Library remains fully operational and maintained, including ongoing support of the unique joint partnership with San José State University.
<b>Materials Acquisitions and Processing</b>	Includes the selection, purchase, and processing of all Library materials to reflect the diversity and needs of the community.
<b><i>Literacy and Learning, Formal and Lifelong Self-Directed Education Core Service</i></b>	
<b>Early Education and Family Learning</b>	With the Library's system-wide Early Education Strategy and nine branch Family Learning Centers, provides dedicated resources to young children (birth to kindergarten), parents, caregivers, and early educators in order to close opportunity gaps and ensure all children receive a strong start in learning and preparation for successful school experiences.
<b>Partners in Reading/ Adult Literacy</b>	Provides free one-to-one and small group tutoring, by volunteers, for adults whose reading or writing skills are below the ninth-grade level.
<b><i>Strategic Support Core Service</i></b>	
<b>Library Financial Management</b>	Manages the budget, contracts and all financial transactions for the department; assists in annual budget development.
<b>Library Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Library Information Technology</b>	Provides information technology services, planning, system development and maintenance for the department in coordination with the Information Technology Department.
<b>Library Management and Administration</b>	Provides executive-level, analytical and administrative support to the department.
<b>Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.



# Library Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- The 13 Library branches serving lower-resourced communities will operate 47 hours per week on an ongoing basis (Alviso, Bascom, Biblioteca Latinoamericana, Alum Rock, Carnegie, Edenvale, Educational Park, Evergreen, Hillview, Joyce Ellington, Seven Trees, Tully, and West Valley). The 10 remaining branch libraries will operate at 43 hours per week (Almaden, Berryessa, Calabazas, Cambrian, Pearl Avenue, Rose Garden, Santa Teresa, Village Square, Vineland, and Willow Glen). Dr. Martin Luther King, Jr. Library weekly public service hours are continuing at 73 hours per week and Mount Pleasant weekly public service hours will remain at 24 hours per week.
- The Library will continue to provide access to materials and information, computers, hotspots, electronic and print resources, afterschool homework help, classes, educational and literacy programs, and promote lifelong learning for all ages. The Library will continue to lead the City's Education and Digital Literacy Strategy and provide programs in alignment with Early Education, Expanded Learning, College and Career Readiness, Digital Literacy, and Equity and Inclusion Quality Standards.
- The Library will continue to operate the Maker[Space]Ship (MSS) in neighborhoods throughout the City to increase digital access, inclusion, and literacy. In 2021-2022, the MSS has been increasing operations though not at the same level pre-pandemic. In 2022-2023, the Library expects a full return of operations.

### 2022-2023 Key Budget Actions

- Of the \$10.5 million of American Rescue Plan (ARP) Fund resources for Child and Youth Services, referenced in Attachment D to the Transmittal Message, allocates \$2.9 million to support children and youth-focused programs beginning in summer 2022, including \$2.0 million for a two-year SJ Learns tutoring expansion and \$500,000 for existing SJ Learns grantees.
- Restores operating hours on an ongoing basis at 13 library branches identified as serving lower-resourced communities using an equity index based on data such as library gate count, computer usage, Wi-Fi usage, hotspot circulation, housing/homelessness, access to basic knowledge and information technology, and inclusiveness; as well as transportation routes and census data related to population by age and poverty/income levels.
- Allocates one-time funding of \$3.2 million, in the City-Wide Expenses section of this document, for the CaliforniansForAll Youth Workforce Program – Learning Loss Mitigation Pathway to accelerate K-12 learning recovery from the COVID-19 pandemic.
- Adds 1.0 Senior Security Officer and 1.0 Security Services Supervisor positions to support security and incident management needs at all 24 existing branch libraries.
- Adds 1.0 Community Programs Administrator position to support the Library Department's Equity and Inclusion efforts. This position continues to ensure equitable and inclusive responsiveness to community needs and links program development, implementation, and evaluation to data and in alignment with the Equity, Diversity and Inclusion Quality Standards adopted by City Council for all City-sponsored programs.
- Provides ongoing funding of \$500,000, in the City-Wide Expenses section of this document, to support the Family, Friends, and Neighbors program to help childcare providers build skills, enhance program quality, and earn their childcare license.

### Operating Funds Managed

- Library Parcel Tax Fund

# Library Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Access To Information, Library Materials, and Digital Resources	32,208,881	36,889,436	37,411,327	38,674,070
Literacy and Learning, Formal and Lifelong Self-Directed Education	3,393,957	4,462,346	4,060,510	4,356,382
Strategic Support - Neighborhood Services	13,496,228	14,267,928	9,082,352	9,622,732
Strategic Support - Other - Neighborhood Services	5,112,922	3,472,473	1,141,324	4,947,936
<b>Total</b>	<b>\$54,211,988</b>	<b>\$59,092,183</b>	<b>\$51,695,513</b>	<b>\$57,601,120</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	38,618,200	40,268,951	41,301,537	43,239,699
Overtime	48,012	36,796	36,796	36,796
<b>Subtotal Personal Services</b>	<b>\$38,666,212</b>	<b>\$40,305,747</b>	<b>\$41,338,333</b>	<b>\$43,276,495</b>
Non-Personal/Equipment	5,445,864	7,842,472	7,589,954	7,639,954
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$44,112,076</b>	<b>\$48,148,219</b>	<b>\$48,928,287</b>	<b>\$50,916,449</b>
<i>Other Costs*</i>				
City-Wide Expenses	5,679,323	6,157,600	1,010,000	4,714,532
General Fund Capital	0	0	0	0
Gifts	183,197	143,378	155,000	155,000
Housing Loans and Grants	0	0	0	0
Other	4,237,392	4,642,986	1,602,226	1,797,726
Other - Capital	0	0	0	0
Overhead Costs	0	0	0	17,413
<b>Total Other Costs</b>	<b>\$10,099,912</b>	<b>\$10,943,964</b>	<b>\$2,767,226</b>	<b>\$6,684,671</b>
<b>Total</b>	<b>\$54,211,988</b>	<b>\$59,092,183</b>	<b>\$51,695,513</b>	<b>\$57,601,120</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Library Department

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Dollars by Fund</b>				
General Fund (001)	39,620,213	43,396,515	38,842,555	44,003,436
Gift Trust Fund (139)	794,430	143,378	155,000	155,000
Coronavirus Relief Fund (401)	4,912,635	0	0	0
American Rescue Plan Fund (402)	0	4,858,000	1,585,226	2,025,000
Emergency Reserve Fund (406)	65	0	0	0
Library Parcel Tax Fund (418)	8,339,681	9,901,775	10,268,356	10,471,228
Capital Funds	544,964	792,515	844,376	946,456
<b>Total</b>	<b>\$54,211,988</b>	<b>\$59,092,183</b>	<b>\$51,695,513</b>	<b>\$57,601,120</b>
<b>Positions by Core Service**</b>				
Access To Information, Library Materials, and Digital Resources	309.55	299.08	282.74	304.54
Literacy and Learning, Formal and Lifelong Self-Directed Education	21.16	20.52	19.18	20.18
Strategic Support - Neighborhood Services	39.81	40.31	39.79	42.85
Strategic Support - Other - Neighborhood Services	4.95	4.95	4.95	5.70
<b>Total</b>	<b>375.47</b>	<b>364.86</b>	<b>346.66</b>	<b>373.27</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Library Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Access To Information, Library Materials, and Digital Resources

Access and Borrower Services	27,295,362	29,202,005	29,282,813	30,431,752	272.43
Electronic Resources Implementation and Maintenance	916,968	1,662,632	1,684,327	1,541,949	9.86
Library Facilities and Security	220,945	462,387	479,204	735,386	5.00
Main Library Operations	1,508,982	3,273,487	3,587,950	3,587,950	0.00
Materials Acquisition and Processing	2,266,624	2,288,925	2,377,033	2,377,033	17.25
<b>Sub-Total</b>	<b>32,208,881</b>	<b>36,889,436</b>	<b>37,411,327</b>	<b>38,674,070</b>	<b>304.54</b>

#### Literacy and Learning, Formal and Lifelong Self-Directed Education

Early Education and Family Learning	2,635,243	3,226,463	2,641,746	2,641,746	10.68
Partners in Reading/Adult Literacy	758,714	1,235,883	1,418,764	1,714,636	9.50
<b>Sub-Total</b>	<b>3,393,957</b>	<b>4,462,346</b>	<b>4,060,510</b>	<b>4,356,382</b>	<b>20.18</b>

#### Strategic Support - Neighborhood Services

Library Financial Management	573,780	610,357	594,254	690,175	4.00
Library Human Resources	461,665	454,818	472,913	603,496	3.00
Library Information Technology	2,394,087	2,395,781	2,463,753	2,463,753	13.50
Library Management and Administration	4,207,872	3,792,972	3,976,432	4,290,308	22.35
Library Pandemic Response	5,858,824	7,014,000	1,575,000	1,575,000	0.00
<b>Sub-Total</b>	<b>13,496,228</b>	<b>14,267,928</b>	<b>9,082,352</b>	<b>9,622,732</b>	<b>42.85</b>

#### Strategic Support - Other - Neighborhood Services

Library Capital	544,964	1,103,495	1,172,580	1,257,247	5.70
Library Gifts	794,430	143,378	155,000	155,000	0.00
Library Other Departmental - City-Wide	3,268,586	2,085,000	(203,256)	3,501,276	0.00
Library Other Departmental - Grants	438,198	123,600	0	0	0.00
Library Other Operational - Administration	66,744	17,000	17,000	17,000	0.00
Library Overhead	0	0	0	17,413	0.00
<b>Sub-Total</b>	<b>5,112,922</b>	<b>3,472,473</b>	<b>1,141,324</b>	<b>4,947,936</b>	<b>5.70</b>

<b>Total</b>	<b>\$54,211,988</b>	<b>\$59,092,183</b>	<b>\$51,695,513</b>	<b>\$57,601,120</b>	<b>373.27</b>
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\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Library Department Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>364.86</b>	<b>48,148,219</b>	<b>37,238,915</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Library Branch Hours and Operations for Lower Resourced Communities (13.2 Library Page, 1.0 Librarian PT, 2.0 Literacy Program Specialist)	(16.20)	(899,958)	(674,967)
• San José Aspires Administrative Support (1.0 Literacy Program Specialist, 1.0 Library Clerk)	(2.00)	(232,014)	0
• San José Public Library Foundation Fundraising Support		(50,000)	0
• SJSU/City of San José Joint Agreement for Dr. Martin Luther Luther King, Jr. Library Operating Cost Savings		300,000	300,000
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(18.20)</b>	<b>(881,972)</b>	<b>(374,967)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations: - 1.0 Network Engineer to 1.0 Information Systems Analyst	0.00	1,727,874	1,177,245
• Living Wage Adjustment		434,491	310,717
• Utilities: Gas, Electricity, Water		159,000	157,000
• Software/Information Services: Software Licenses		97,865	90,263
• Contract Services: Access Services		37,975	25,547
• Vehicle Operations and Maintenance		5,000	8,000
• Contract Services: SJSU/City of San José Joint Agreement for Dr. Martin Luther King, Jr. Library		3,700	3,700
• Part-Time Sick Leave Adjustment		2,000	2,000
• Night Shift Differential Adjustment		193	193
• Interdepartmental Shift: Janitorial Services (Shift to Public Works)		(806,058)	(806,058)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>1,662,040</b>	<b>968,607</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>346.66</b>	<b>48,928,287</b>	<b>37,832,555</b>
<b>Budget Proposals Recommended</b>			
1. Library Branch Hours and Operations for Lower Resourced Communities	16.20	916,164	687,120
2. Martin Luther King, Jr. Library Hours and Operations	5.60	333,887	333,887
3. Library Security/Public Safety Supervision Staffing	2.00	256,182	210,071
4. Equity, Diversity and Inclusion Staffing	1.00	174,821	174,821
5. Oversight of the Library's Fiscal Operations Staffing	1.00	130,588	45,921
6. San José Aspires Administrative Support	1.00	100,372	0
7. San José Public Library Foundation Fundraising Support		50,000	0
8. Library Marketing and Communications, Public Engagement Staffing	0.00	34,316	0
9. Library Administrative Staffing Reorganization	(0.19)	3,627	4,529
10. Library Staff Learning and Development Initiatives Staffing	0.00	(11,795)	0
<b>Total Budget Proposals Recommended</b>	<b>26.61</b>	<b>1,988,162</b>	<b>1,456,349</b>
<b>2022-2023 Proposed Budget Total</b>	<b>373.27</b>	<b>50,916,449</b>	<b>39,288,904</b>

# Library Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Library Branch Hours and Operations for Lower Resourced Communities</b>	16.20	916,164	687,120

***Neighborhood Services CSA  
Access to Information, Library Materials, and Digital Resources Core Service  
Access and Borrower Services Program***

This action makes ongoing the one-time restoration of staff and resources included in the 2021-2022 Adopted Budget that restored hours at branches serving lower-resourced communities that were previously reduced on an ongoing basis in the 2020-2021 Adopted Budget. This restoration includes 13.2 Library Page PT, 1.0 Librarian PT, and 2.0 Literacy Program Specialist positions funded 75% by the General Fund and 25% by the Library Parcel Tax Fund. In the 2020-2021 Adopted Budget, 27.8 vacant positions were eliminated on an ongoing basis resulting in a reduction of branch operating hours by four per week. This action continues an equity-based approach to the restoration of branch library service hours. The 10 branches not receiving the one-time resources to add back hours will be prioritized for improvements necessary to implement the revised service model that will eventually be deployed to all branches. This service delivery model under development leverages additional technology enhancements and facility improvements (such as self-service book lockers) that may be able to restore a portion of the reduced hours with lower staffing levels. (Ongoing costs: \$916,164)

<b>2. Martin Luther King, Jr. Library Hours and Operations</b>	5.60	333,887	333,887
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***Neighborhood Services CSA  
Access to Information, Library Materials, and Digital Resources Core Service  
Access and Borrower Services Program***

This action continues temporary positions on an ongoing basis by adding 1.0 Librarian PT, 1.0 Library Clerk PT, and 3.6 Library Page PT positions to adequately support previously authorized operating hours at Martin Luther King, Jr. Library in the General Fund. To help address the projected General Fund shortfall, the 2020-2021 Adopted Budget included the reduction of King Library operating hours from 77 to 73 per week. The staffing reduction was implemented during the pandemic, when King Library was closed or had limited operations. However, with the resumption of normal operations, the department has learned that the 2020-2021 reduction eliminated too many positions to allow for a 73-hour weekly schedule. While King Library currently operates 73 hours per week in 2021-2022, the additional costs are offset by using vacancy savings that accrued earlier in the fiscal year. The additional 5.6 positions are necessary to maintain the 73 hours per week on an ongoing basis. (Ongoing costs: \$333,887)

# Library Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Library Security/Public Safety Supervision Staffing</b>	<b>2.00</b>	<b>256,182</b>	<b>210,071</b>

**Neighborhood Services CSA**  
**Access to Information, Library Materials, and Digital Resources Core Service**  
*Library Facilities and Security Program*

This action adds 1.0 Senior Security Officer and 1.0 Security Services Supervisor positions (82% in the General Fund and 18% in the Library Parcel Tax Fund) to support security and incident management needs at the 23 existing branch libraries and at Mount Pleasant Neighborhood Library, and aligns with preliminary recommendations from a security study of library facilities that is expected to be completed in Spring 2022. This action reorganizes existing security staff consisting of 2.0 Senior Security Officers and 0.5 Security Officer (PT) positions who currently report directly to the Library Facilities Program Manager by having the 3.5 positions report to the new Security Services Supervisor position. Additional security staffing are needed to respond to incidents as quickly as possible, to ensure safety of both staff and members of the public. With the addition of staffing, regional coverage of library branches by security staffing will be reorganized in order to provide more efficient coverage and faster response times. Additional staffing will also provide centralized oversight and evaluation duties of security staff and operations, alleviating workload on existing non-security staff who previously absorbed some of these duties. (Ongoing costs: \$279,473)

<b>4. Equity, Diversity and Inclusion Staffing</b>	<b>1.00</b>	<b>174,821</b>	<b>174,821</b>
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**Neighborhood Services CSA**  
**Strategic Support – Neighborhood Services Core Service**  
*Library Management and Administration Program*

This action continues a temporary position on an ongoing basis by adding 1.0 Community Programs Administrator (CPA) position in the General Fund to support the Library Department's Equity and Inclusion Plan. A key component of the City's commitment to addressing systemic racism is advancing racial equity through internal policies, programs and practices and making racial equity work the responsibility of all City employees, including both external customer-facing roles and departments, as well as internal-facing roles and departments and embedding a racial equity lens in all city services. This position will continue to ensure responsiveness to community needs, bridge youth and family educational needs, guide programs and services to ensure they are inclusive, oversee work of Literacy Program Specialists in branches, and link program development to evaluation and data. The CPA will continue to serve the Library by identifying service gaps in underserved communities.

The position will facilitate actions within the department to maintain a racial equity and inclusion framework and a Racial Equity Action Plan; support department leadership and staff through equity-focused strategic planning, policies and practices; assist the department to develop key departmental indicators of racial equity, including indicators tied to community objectives and outcomes and implement a system to track progress and report on these indicators; and integrate community input into decision-making and departmental strategies. (Ongoing costs: \$174,821)



# Library Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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5. Oversight of the Library's Fiscal Operations Staffing	1.00	130,588	45,921
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***Neighborhood Services CSA***

***Strategic Support – Neighborhood Services Core Service;***

***Strategic Support – Other – Neighborhood Services Core Service***

*Library Financial Management and Library Capital Programs*

This action reallocates 1.0 Senior Analyst position to the Fiscal and Budget team for the Library Department from the Capital, Fleet, and Facilities team (shifting 25% of the position from the Library Construction and Conveyance Tax Fund to the General Fund), and adds 1.0 Analyst I/II to the Capital, Fleet, and Facilities team in the Library Construction and Conveyance Tax Fund. This Senior Analyst position will play a key oversight role for fiscal and budgetary operations for the Department. This action will also reallocate 1.0 Analyst position assigned to Contracts and Grants to be managed by the Senior Analyst position, increasing the Senior Analyst's supervisory responsibility to 5.0 positions: 2.0 Analyst, 2.0 Senior Account Clerk, and 1.0 Accounting Technician positions to provide a better span of control within the Fiscal and Budget Team. Management of the Library Department's \$59.1 million and 354.86 positions in 2021-2022 and \$45.5 million in the 2022-2026 Adopted Capital Improvement Program, as well as fiscal and accounting operations, require a higher level of support. The added 1.0 Analyst position will be responsible for oversight of the Branch Library Bond projects, which should be fully expended in the 2023-2024 fiscal year, and other future capital rehabilitation projects, and management of some of the administrative activities formerly assumed by the Senior Analyst. (Ongoing costs: \$142,461)

6. San José Aspires Administrative Support	1.00	100,372	0
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***Neighborhood Services CSA***

***Literacy and Learning, Formal and Lifelong Self-Directed Education Core Service***

*Partners in Reading/Adult Literacy Program*

This action continues 1.0 Library Clerk position, through June 30, 2023, in the American Rescue Plan Fund; shifts 1.0 Literacy Program Specialist position from the Library Parcel Tax Fund to the American Rescue Plan Fund for one year; and adds \$195,500 in one-time non-personal/equipment funding in the American Rescue Plan. Continuing the one-time actions taken in the 2021-2022 Adopted Budget, these resources will support the San José Aspires program, a partnership between the Library Department and the San José Public Library Foundation (SJPLF), which is an education and equity initiative focused on enabling youth in underserved neighborhoods to set goals and chart a path towards a college education. This program provides performance-based micro scholarships to guide and inform students about their college and career choices throughout their years in high school. Non-personal/equipment funding enables SJPLF to leverage 100% donations for students, with \$63,000 to support the platform's buildout, maintenance, and licensing; \$27,500 to support licenses and curriculum for an online resource; and \$105,000 will support SJPLF administrative costs. The Literacy Program Specialist will lead the program, and the Library Clerk will allow for improved clerical support as the program continues to scale. (Ongoing costs: \$0)



## Library Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>7. San José Public Library Foundation Fundraising Support</b></p> <p><i>Neighborhood Services CSA Strategic Support – Neighborhood Services Core Service Library Financial Management Program</i></p> <p>This action continues one-time non-personal/equipment funding in the amount of \$50,000 in the Library Parcel Tax Fund to support the SJPLF's efforts to raise funding for the City Library system's operations and programming. An equivalent increase of \$50,000 (from the base amount of \$50,000) was included in the 2021-2022 Adopted Budget, with SJPLF raising over \$730,000 as of February 2022. SJPLF will raise a minimum of \$250,000 in 2022-2023. (Ongoing costs: \$0)</p>	0.00	50,000	0
<p><b>8. Library Marketing and Communications, Public Engagement Staffing</b></p> <p><i>Neighborhood Services CSA Access to Information, Library Materials, and Digital Resources and Strategic Support – Neighborhood Services Core Services Access and Borrower Services and Library Management and Administration Programs</i></p> <p>This action adds 1.0 Public Information Representative and deletes 1.0 vacant Library Clerk positions in the Library Parcel Tax Fund to support Marketing and Communications needs. Increased needs for diverse and equitable public information and education materials have increased the workload within the Marketing and Communications team, which is currently made up of 1.0 Public Information Representative and 2.0 Library Clerk positions. This reallocation will provide the Department with an appropriate complement of staffing to ensure that programs and campaigns are supported with public information materials. (Ongoing costs: \$44,745)</p>	0.00	34,316	0
<p><b>9. Library Administrative Staffing Reorganization</b></p> <p><i>Neighborhood Services CSA Strategic Support – Neighborhood Services Core Service Library Management and Administration Program</i></p> <p>This action adds 1.0 Analyst (95% in the General Fund and 5% in the Library Parcel Tax Fund) and deletes 1.0 Staff Specialist in the General Fund and 0.19 Library Page positions in the Library Parcel Tax Fund. The addition of the Analyst position will provide the Library with support for the Library's Executive Team, oversight of staff supporting the two commissions led by the Library Department (Library and Education Commission and Youth Commission) and a variety of other programs and efforts throughout the Department. This position will supervise the Administration Team's clerical staff of 1.0 Administrative Assistant and 2.0 Senior Office Specialists, provide coordination and support for the Schools/City Collaborative and aspects of the Education and Digital Literacy Strategy, coordinate information and communications for interdepartmental work teams, and coordinate with external public agencies for ongoing data collection and analysis efforts. (Ongoing costs: \$741)</p>	(0.19)	3,627	4,529

# Library Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment













2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
10. Library Staff Learning and Development Initiatives Staffing	0.00	(11,795)	0
<i>Neighborhood Services CSA Access to Information, Library Materials, and Digital Resources and Strategic Support – Neighborhood Services Core Services Electronic Resources Implementation and Maintenance and Library Human Resources Programs</i>			
<p>This action adds 1.0 Analyst and deletes 1.0 vacant Training Specialist position in the Library Parcel Tax Fund. The existing Training Specialist position coordinates professional development and training opportunities for the Library Department, including direct training and onboarding. Due to increasing professional development and training needs, this position will perform professional analytical work related to management of the departmental professional development and training program, rather than routine coordination. In addition to the responsibilities of the Training Specialist, the Analyst will gather, compile, and analyze training and development data from personnel across the Department to develop and implement plans to remedy identified training gaps. Reallocating this position to an Analyst will allow the Library Department to more effectively evaluate and act on training and development needs. (Ongoing savings: \$2,809)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>26.61</b>	<b>1,988,162</b>	<b>1,456,349</b>

# Library Department

## Performance Summary

### Access to Information, Library Materials, and Digital Resources

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target <sup>3</sup>
 % of customers finding materials or information <sup>1,2</sup>	N/A	52%	N/A	52%
 % of customers able to access basic services through self-service <sup>1,2</sup>	N/A	55%	N/A	60%
 % of residents with a library card used within the last year	16%	15%	16%	16%
 % of searches/requests for information/materials completed within customer time requirements <sup>1,2</sup>	N/A	87%	N/A	87%
 % of customers rating staff assistance as good or excellent <sup>1,2</sup>	N/A	93%	N/A	93%
 % of customers/residents that agree or strongly agree that the variety of library collections and resources are good or excellent				
- Point of Service <sup>1,2,4</sup> (customers)	N/A	50%	N/A	50%
- City-Wide <sup>5</sup> (residents)	44%	N/A	N/A	45%
 % of customers/residents that agree or strongly agree that library services are good or excellent				
- Point of Service <sup>1,2,4</sup> (customers)	N/A	55%	N/A	55%
- City-Wide <sup>5</sup> (residents)	57%	42%	N/A	60%
 % of customers/residents rating facilities as good or excellent				
- in terms of hours				
- Point of Service <sup>1,2,4</sup> (customers)	N/A	46%	N/A	46%
- in terms of condition				
- Point of Service <sup>1,2,4</sup> (customers)	N/A	52%	N/A	52%
- in terms of location				
- Point of Service <sup>1,2,4</sup> (customers)	N/A	55%	N/A	55%
 % customers stating their inquiries were answered correctly <sup>1,2</sup>	N/A	93%	N/A	93%
 % customers stating that the information provided was valuable <sup>1,2</sup>	N/A	93%	N/A	93%
 % of customers rating the availability and accessibility of a variety of electronic materials (e.g. downloadable/online eBooks and music) as good or excellent <sup>1,2</sup>	N/A	84%	N/A	84%
 % of customers rating technology (e.g., computers, internet access, and WiFi) in facility as good or excellent <sup>1,2</sup>	N/A	53%	N/A	53%

<sup>1</sup> 2020-2021 and 2021-2022 Customer Service surveys were not conducted due to ongoing COVID reductions to library services and limited accessibility.

<sup>2</sup> Variations in estimates between 2020-2021 and 2021-2022 reflect transitional or modified service delivery as varying public health regulations impacted service delivery.

<sup>3</sup> 2022-2023 estimated levels have been adjusted to reflect the continued impact of COVID-19 and corresponding service modifications. Several variables including but not limited to: limited building capacity, community hesitancy to return, behavioral shifts to online service, and uncertainty of school schedules, have complicated the projection of 2022-2023 performance outcomes related to the resumption of services and ongoing adjustments to maintain hybrid service models where appropriate.

<sup>4</sup> Point of Service means customer surveys conducted directly at the Library branches. The City-Wide survey no longer collects this information.

<sup>5</sup> Data for this measure is collected through the annual City-Wide Community Survey. The survey is issued late summer, which is after the publication of the budget document; data will not be available in time. However, 2021-2022 community survey data will be reported as part of the City Auditor's Annual Report on City Services for 2021-2022 and as 2021-2022 Actuals in the 2023-2024 Adopted Budget. The next community survey will be conducted in late summer 2022.

# Library Department

## Performance Summary

### Access to Information, Library Materials, and Digital Resources

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast <sup>2</sup>
# of items purchased	228,076	168,000	215,000	200,000
- Physical Items	153,954	131,040	169,000	156,000
- Digital Resources	74,122	36,960	46,000	44,000
# of items checked out	3,829,307	4,800,000	6,799,375	7,700,000
-Physical Items	2,347,474	4,000,000	5,396,398	6,000,000
-Digital Resources	1,481,833	800,000	1,402,977	1,700,000
# of reference questions	56,277	160,000	189,141	200,000
# of visits to Library website	1,996,488	3,000,000	2,070,758	2,841,079
# of residents with library card used in the last year	109,320	84,000	103,304	105,000
Cost per capita to provide access to information, library materials, and digital resources (80% of Library budget)	\$36.61	\$28.00	\$40.97	\$42.91
# of public access computer sessions at library facilities <sup>1</sup>	2,911	330,000	143,810	300,000
# of visitors to main and branch libraries <sup>1</sup>	497,794	2,040,000	1,950,000	3,000,000
# of volunteer hours	25,276	55,800	26,000	30,000
# of volunteers	1,068	1,800	1,000	1,500
# of WiFi sessions at branch library facilities <sup>1</sup>	81,214	255,000	173,866	350,000
# of community events visited by Library staff	26	N/A <sup>3</sup>	90	100

<sup>1</sup> Variations in estimates between 2020-2021 and 2021-2022 reflect transitional or modified service delivery as varying public health regulations impacted service delivery

<sup>2</sup> 2022-2023 estimated levels have been adjusted to reflect the continued impact of COVID-19 and corresponding service modifications. Several variables including but not limited to: limited building capacity, community hesitancy to return, behavioral shifts to online service, and uncertainty of school schedules, have complicated the projection of 2022-2023 performance outcomes related to the resumption of services and ongoing adjustments to maintain hybrid service models where appropriate.




<sup>3</sup> 2021-2022 Forecast is not available for this measure because this is a new measure added in 2022-2023.

# Library Department

## Performance Summary

### Formal and Lifelong Self-Directed Education

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target <sup>2</sup>
 Average cost per participant in library literacy and learning programs	\$81.44	\$22.00	\$32.57	\$28.92
 % of Partners in Reading (PAR) program participants that succeed in achieving self-defined learning goals	79%	40%	75%	80%
 % of library program/class participants whose knowledge or skills have increased or improved	91%	90%	90%	90%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast <sup>2</sup>
# of attendees at Family Learning Centers:	12,497	11,800	14,456	15,880
# of programs at Family Learning Centers:	1,107	N/A <sup>3</sup>	1,366	1,430
# of attendees at Library Programs:				
- Early Education	32,493	84,000	22,000	24,000
- Expanded Learning at Schools	59,361	57,600	77,510	85,360
- College & Career Readiness	7,494	4,920	5,800	6,380
- Adult	30,254	34,800	31,710	34,880
# of K-12 students attending Expanded Learning school site visits by Library Staff	3,014	N/A <sup>3</sup>	2,300	2,530
# of Expanded Learning school site visits conducted by Library Staff	101	N/A <sup>3</sup>	54	60
# of participants in Reading and Learning Challenges	7,524	3,750	14,000	15,400
Cost per capita to promote lifelong learning and educational support (20% of Library budget)	\$0.74	\$7.00	\$1.20	\$1.67

<sup>1</sup> Variations in estimates between 2020-2021 and 2021-2022 reflect transitional or modified service delivery as varying public health regulations impacted service delivery

<sup>2</sup> 2022-2023 Estimated levels have been adjusted to reflect the continued impact of COVID-19 and corresponding service modifications. Several variables including but not limited to: limited building capacity, community hesitancy to return, behavioral shifts to online service, and uncertainty of school schedules, have complicated the projection of 2022-2023 performance outcomes related to the resumption of services and ongoing adjustments to maintain hybrid service models where appropriate.

<sup>3</sup> 2021-2022 Forecast is not available for this measure because this is a new measure added in 2022-2023.

## Library Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accounting Technician	2.00	2.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	5.00	8.00	3.00
City Librarian	1.00	1.00	-
Community Programs Administrator	6.00	7.00	1.00
Deputy Director	2.00	2.00	-
Division Manager	3.00	3.00	-
Information Systems Analyst	0.00	1.00	1.00
Librarian I/II	62.00	62.00	-
Librarian I/II PT	7.80	8.80	1.00
Library Aide PT	19.39	19.39	-
Library Assistant	31.00	31.00	-
Library Clerk	47.00	46.00	(1.00)
Library Clerk PT	27.50	28.50	1.00
Library Page PT	77.17	80.58	3.41
Literacy Program Specialist	15.00	14.00	(1.00)
Network Engineer	5.00	4.00	(1.00)
Network Technician I/II/III	6.00	6.00	-
Network Technician I/II/III PT	0.50	0.50	-
Office Specialist II	1.00	1.00	-
Office Specialist II PT	0.50	0.50	-
Principal Office Specialist	1.00	1.00	-
Program Manager I	1.00	1.00	-
Public Information Representative II	1.00	2.00	1.00
Security Officer PT	0.50	0.50	-
Security Services Supervisor	0.00	1.00	1.00
Senior Account Clerk	3.00	3.00	-
Senior Analyst	1.00	1.00	-
Senior Librarian	17.00	17.00	-
Senior Library Clerk	2.00	2.00	-
Senior Office Specialist	2.00	2.00	-
Senior Public Information Representative	1.00	1.00	-
Senior Security Officer	2.00	3.00	1.00
Staff Specialist	2.00	1.00	(1.00)
Supervising Applications Analyst	1.00	1.00	-
Training Specialist	1.00	0.00	(1.00)
Volunteer Coordinator	1.00	1.00	-
Warehouse Supervisor	1.00	1.00	-
Warehouse Worker I PT	0.50	0.50	-
Warehouse Worker I/II	6.00	6.00	-
<b>Total Positions</b>	<b>364.86</b>	<b>373.27</b>	<b>8.41</b>

# Mayor and City Council

## MISSION

*The San José City Council consists of ten Councilmembers elected by district and a Mayor elected at-large, each for four-year terms. The Mayor and Council are responsible for representing the residents of San José, providing accountability, reviewing public policy and programs, and adopting those policies which best meet the needs of the residents, visitors, and businesses in San José*

Sam T. Liccardo, Mayor

**Charles “Chappie” Jones**  
District 1 (Vice Mayor)

**Devora “Dev” Davis**  
District 6

**Sergio Jimenez**  
District 2

**Maya Esparza**  
District 7

**Raul Peralez**  
District 3

**Sylvia Arenas**  
District 8

**David Cohen**  
District 4

**Pam Foley**  
District 9

**Magdalena Carrasco**  
District 5

**Matt Mahan**  
District 10

# Mayor and City Council

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- The Office of the Mayor provides leadership and guidance to the City Council. Using a variety of tools to engage the public, the Office will continue to ensure that the City's budget reflects the community's spending priorities and major initiatives of the City, including homeless and affordable housing, public safety, battling blight, climate and seismic resilience, equitable economic recovery, and fiscal sustainability.
- The City Council will continue to exercise its power in determining policy through adoption of ordinances, resolutions, and motions, subject to the provisions of the City Charter and the State Constitution.
- Council General will provide central funding resources to the Office of the Mayor and City Council.

### 2022-2023 Key Budget Actions

N/A

### Operating Funds Managed

N/A



# Mayor and City Council

## Department Budget Summary

	2020-2021 Actuals <sup>1</sup> 1	2021-2022 Adopted 2	2022-2023 Forecast <sup>2</sup> 3	2022-2023 Proposed 4	% Change (2 to 4)
Office of the Mayor					
Office of the Mayor (July - December) <sup>3</sup>	4,632,200	5,768,426	2,333,067	2,333,067	(19.1%)
Office of the Mayor (January - June) <sup>3</sup>	0	0	2,333,066	2,333,066	Included Above
City Council					
Council District #1 (July - December) <sup>3</sup>	872,258	1,337,557	469,797	469,797	(29.8%)
Council District #1 (January - June) <sup>3</sup>	0	0	469,797	469,797	Included Above
Council District #2	920,555	1,002,881	948,905	948,905	(5.4%)
Council District #3 (July - December) <sup>3</sup>	904,714	1,014,062	470,050	470,050	(7.3%)
Council District #3 (January - June) <sup>3</sup>	0	0	470,049	470,049	Included Above
Council District #4	1,383,757	1,541,835	920,617	920,617	(40.3%)
Council District #5 (July - December) <sup>3</sup>	834,579	1,390,113	470,050	470,050	(32.4%)
Council District #5 (January - June) <sup>3</sup>	0	0	470,049	470,049	Included Above
Council District #6	731,866	1,426,151	934,521	934,521	(34.5%)
Council District #7 (July - December) <sup>3</sup>	751,902	1,251,738	461,923	461,923	(26.2%)
Council District #7 (January - June) <sup>3</sup>	0	0	461,922	461,922	Included Above
Council District #8	879,609	1,016,941	919,606	919,606	(9.6%)
Council District #9	814,079	1,404,653	949,711	949,711	(32.4%)
Council District #10	819,758	1,124,261	921,960	921,960	(18.0%)
Council General	68,726	59,670	49,670	49,670	(16.8%)
<b>Total</b>	<b>13,614,003</b>	<b>18,338,288</b>	<b>14,054,760</b>	<b>14,054,760</b>	<b>(23.4%)</b>
Operating Expenditures	\$ 13,614,003	\$ 18,338,288	\$ 14,054,760	\$ 14,054,760	(23.4%)
<b>Total</b>	<b>\$ 13,614,003</b>	<b>\$ 18,338,288</b>	<b>\$ 14,054,760</b>	<b>\$ 14,054,760</b>	<b>(23.4%)</b>
General Fund	\$ 13,614,003	\$ 18,338,288	\$ 14,054,760	\$ 14,054,760	(23.4%)
<b>Total</b>	<b>\$ 13,614,003</b>	<b>\$ 18,338,288</b>	<b>\$ 14,054,760</b>	<b>\$ 14,054,760</b>	<b>(23.4%)</b>
<b>Authorized Positions<sup>4</sup></b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>0.0%</b>

<sup>1</sup> The amounts reflected in the 2020-2021 Actuals column for the Office of the Mayor and City Council District budgets exclude one-time staff expenditures of \$521,002 incurred in the Coronavirus Relief Fund for pandemic response.

<sup>2</sup> The amounts reflected in the 2022-2023 Forecast column for the Office of the Mayor and City Council District budgets are detailed below:

**Office of the Mayor (\$4,666,133)**

- Salary and benefits for the Mayor (\$254,206), Mayor's Office classified staff (\$779,839), unclassified staff and non/personal equipment expenses (\$3,607,088).
- Constituent Outreach (\$25,000).

**City Council (\$9,338,957)**

- Salary and benefits for each City Council Member (average \$170,000), and City Council Office classified staff (average \$137,000). Each City Council District also receives a base allocation of \$616,677 for unclassified staff and non/personal equipment expenses.
- Constituent Outreach per Council District (\$10,000).

**Council General (\$49,670)**

- The ongoing Council General allocation pays for central expenses for the Mayor and Council Districts such as photocopiers or other office resources.

<sup>3</sup> Council Districts 1, 3, 5, and 7 budget allocations in the 2022-2023 Proposed Budget reflect City direction related to budgeting during election years. The 2022-2023 budget includes two appropriations for each office subject to an election to maintain separate budget allocations for the outgoing and incoming elected officials.

<sup>4</sup> Does not include unclassified staff for Office of the Mayor and City Council Districts.

## Mayor and City Council

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>27.00</b>	<b>18,338,288</b>	<b>18,338,288</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: City Council 2020-2021 Expenditure Savings		(3,390,000)	(3,390,000)
• Rebudget: Office of the Mayor 2020-2021 Expenditure Savings		(1,165,000)	(1,165,000)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(4,555,000)</b>	<b>(4,555,000)</b>
<hr/> <b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes:		271,472	271,472
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>271,472</b>	<b>271,472</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>27.00</b>	<b>14,054,760</b>	<b>14,054,760</b>
<hr/> <b>Budget Proposals Recommended</b> <hr/>			
• NONE			
<b>Total Budget Proposals Recommended</b>	<b>0.00</b>	<b>0</b>	<b>0</b>
<hr/>			
<b>2022-2023 Proposed Budget Total</b>	<b>27.00</b>	<b>14,054,760</b>	<b>14,054,760</b>

**Mayor and City Council**

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**Department Position Detail**

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Administrative Assistant	2.00	2.00	-
Councilmember	10.00	10.00	-
Executive Assistant	9.00	9.00	-
Mayor	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Secretary To Mayor	1.00	1.00	-
Senior Office Specialist	2.00	2.00	-
Staff Specialist	1.00	1.00	-
<b>Total Positions<sup>1</sup></b>	<b>27.00</b>	<b>27.00</b>	<b>0.00</b>

<sup>1</sup> Does not include Mayor and City Council Unclassified Staff.

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# Parks, Recreation and Neighborhood Services Department

Jon Cicirelli, Director

## MISSION

*Connecting People through Parks, Recreation and Neighborhood  
Services for an Active San José*

**CITY SERVICE AREA**  
*Neighborhood Services*

## CORE SERVICES

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### COMMUNITY FACILITIES DEVELOPMENT

Create uniquely San José places that foster relationships with people and nature and offer a civic presence.

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### COMMUNITY SERVICES

Empower and support residents, schools, and local organizations to make the City more livable, safe and clean.

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### PARKS MAINTENANCE AND OPERATIONS

Ensure the proper maintenance and operation of City parks, trails and open spaces that provide opportunities for residents to connect to nature and lead active, healthy lifestyles.

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### RECREATION SERVICES

Through recreation, promote play and health, strengthen communities and enrich lives.

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**Strategic Support:** Budget and Financial Management Services, Contracting Services, Employee Services, Marketing and Public Information, and Pandemic Response

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# Parks, Recreation and Neighborhood Services Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Community Facilities Development Core Service</i></b>	
<b>Major Capital Improvement Projects Management</b>	Oversees and manages approximately 150 projects in the City's community centers and park system, focusing on large developments, overseeing construction of turnkey parks, and planning efforts to identify and acquire new park land.
<b>Minor Parks Capital Improvement Projects</b>	Dedicated maintenance and design staff focus their project planning, design and implementation efforts on short-term projects with construction values of less than \$100,000.
<b><i>Community Services Core Service</i></b>	
<b>Anti-Graffiti and Anti-Litter</b>	Provides support of litter cleanup and graffiti abatement efforts throughout the City by increasing community engagement and coordinating with neighborhoods, partners, and businesses to address issues of blight.
<b>Illegal Dumping and Homeless Encampment Trash Collection and Abatement</b>	In partnership with neighborhoods, businesses, and non-profit partners, provides neighborhood and environmental beautification and cleanup services by eliminating blight caused by illegal dumping and homeless encampment trash accumulation throughout the City.
<b>Youth Gang Prevention and Intervention</b>	Comprised of a broad coalition of local residents, school officials, community and faith-based organizations, representatives of local law enforcement agencies, and City, County and State government leaders, leverages each group's expertise as part of a coordinated, interagency effort to curb gang-related activity.
<b><i>Parks Maintenance and Operations</i></b>	
<b>Family Camp</b>	Provides campers with reservable wood-framed canvas tents, a dining hall and food services, recreation programs, a swimming area, and a nature center at an all-inclusive, 51.2-acre campground located in the Sierra Nevada wilderness.
<b>Happy Hollow Park &amp; Zoo</b>	Focuses on conservation, education, animal welfare, and fun by providing animal exhibits and interactive, multi-generational attractions that create connections that inspire a strong sense of community.
<b>Municipal Golf Courses</b>	Provides outdoor recreation and community access to golf play at reasonable rates at City owned Municipal Golf Courses - including San José Municipal Golf Course, Los Lagos Golf Course, and Rancho del Pueblo Golf Course.
<b>Neighborhood Parks and Regional Parks</b>	Maintains and operates nearly 200 neighborhood parks and many other civic spaces as well as nine regional parks to provide safe, clean, and green public spaces for the community to live and play.
<b>Park Rangers</b>	Protect, preserve, and enhance the natural and cultural resources of the City's parks, trails, and open spaces.

# Parks, Recreation and Neighborhood Services Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Parks Maintenance and Operations</i></b>	
<b>Parks Administration</b>	Provides the central management of nearly 200 neighborhood parks and many other civic spaces, including nine regional parks; 61 miles of trails; San José Family Camp; Special Parks Use and facility rentals; City-Wide Sports; the Volunteer Management Unit; Community Gardens; and Happy Hollow Park & Zoo.
<b>Sports Fields Maintenance and Reservations</b>	Provides community access to outdoor play and recreation at 83 sports fields in 47 parks; also known as "City-Wide Sports."
<b>Volunteer, Adopt a Park, and Community Gardens</b>	Includes the Volunteer Corporate Connections and promotes community engagement by working directly with the community members and organizations to supplement park maintenance and keep San José clean and beautiful.
<b><i>Recreation Services Core Service</i></b>	
<b>Aquatics</b>	Offers San José residents and surrounding communities access to pools for swim lessons and recreational swim at affordable costs.
<b>Community Center Operations</b>	Offers a multi-service Community Center Hub model in order to improve all residents' health and quality of life through dynamic recreational opportunities and high-quality facilities.
<b>Park Activation/ Placemaking</b>	Repurposes and reimagines underused public space through creative and innovative programming, utilizing the City of San José assets, community inspiration, and resident potential to create public life that promotes health, happiness, and well-being in San José.
<b>Neighborhood Center Partners Program (formerly PRNS Re-Use)</b>	Allows community-based nonprofits, neighborhood associations, school districts, and other government agencies or community service providers to use City-owned facilities in exchange for providing San José residents with low or no-cost services.
<b>RCS Administration</b>	Oversees and manages recreation programs and facilities that are used to promote play and health; strengthen communities and enrich lives throughout San José in an effort to foster healthier lifestyles; improve quality of living; and connect, inform and engage residents.
<b>Senior Services</b>	Strives to decrease social isolation, encourage healthy aging, provide nutritional meals, and offer additional resource connections for older adults through wrap-around services provided at City of San José community centers.
<b>Youth Services</b>	Offers enrichment, healthy recreation, developmental assets, homework assistance, safety, and fun in the provision of afterschool programming to students.

## Parks, Recreation and Neighborhood Services Department

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### Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Strategic Support Core Service</i></b>	
<b>Capital Budget and Project Management</b>	Oversees the advanced planning, master planning, and Parks capital program, including implementing ActivateSJ principles, supporting the development of the capital budget and Capital Improvement Program, and managing grants.
<b>PRNS Financial Management</b>	Manages the budget and all financial transactions for the department; drives the Department's annual budget development.
<b>PRNS Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>PRNS Management and Administration</b>	Provides executive-level, leadership, analytical and administrative support to the department.
<b>PRNS Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.



# Parks, Recreation and Neighborhood Services Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Implement ActivateSJ, a strategic plan that guides the actions and decisions around service delivery and programming through Stewardship, Nature, Equity & Access, Identity, and Public Life.
- Maintain clean and safe parks and trails, providing extra attention to parks with lowest assessment ratings.
- Protect, preserve, and enhance the natural and cultural resources of parks, trails, watersheds, and open spaces through the Park Ranger Program.
- Provide new outdoor experiences and opportunity to interact with nature by maintaining unique facilities such as Happy Hollow Park & Zoo and the Lake Cunningham Action Sports Park.
- Provide residents of all ages access to community health and recreational programs.
- Host placemaking programs including VivaParks and VivaCalleSJ throughout the city.
- Continue cultivating healthy and resilient neighborhoods through Youth Intervention and Community Services Programs.
- Manage the BeautifySJ program to address issues of blight and quality of life in coordination with departments, community-based nonprofits, volunteers, and service providers.
- Continue to partner with community-based nonprofits, service providers, and local governments to coordinate the Age-Friendly City initiative.

### 2022-2023 Key Budget Actions

- Of the \$10.5 million of American Rescue Plan (ARP) Fund resources for Child and Youth Services, referenced in Attachment D to the Transmittal Message, \$5.3 million is allocated in PRNS that includes funding for scholarships for over 6,000 youth to attend summer programming and over 1,300 youth to attend academic year programs, and funding for to address the emerging mental and physical health needs of children and youth.
- Adds \$4.7 million for the BeautifySJ Consolidated Model to continue supporting Illegal Dumping and Homeless Encampment management and abatement, as well as programs such as Dumpster Days and Cash for Trash that remove blight from the City.
- Continues on an ongoing basis the Viva CalleSJ (3 events) and Viva Parks (100 events) placemaking program in the General Fund and one-time funding of \$1.2 million in the ARP Fund to continue support to arts and cultural organizations for placemaking activations.
- Makes permanent the Pest and Turf Management team to maintain turf conditions.
- Adds 2.0 Gardener and 2.5 Maintenance Assistant part-time positions to support Guadalupe River Park landscape, gardening, and maintenance needs.
- Adds 1.0 Assistant Arborist and \$895,000 of ongoing contractual services funding for the Community Forest Management Program. The funding provides for a 12-year pruning cycle of City trees, annual tree removal and replacement planting, and continuing tree inventory efforts.
- Makes permanent the Parks Rehabilitation Strike Team to concentrate on rehabilitating and refurbishing parks, replacing and repairing playgrounds, upgrading irrigation systems, and managing turf conditions at reservable sports fields and open spaces.

### Operating Funds Managed

- Municipal Golf Course Fund
- St. James Park Management District Fund

# Parks, Recreation and Neighborhood Services Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Community Facilities Development	5,257,715	5,930,728	6,523,375	7,064,407
Community Services	16,117,280	25,081,949	25,150,405	27,775,239
Parks Maintenance and Operations	44,107,019	49,775,514	51,270,429	56,363,062
Recreation Services	19,071,801	33,802,757	29,728,382	32,151,135
Strategic Support - Neighborhood Services	56,675,763	34,276,919	20,945,857	21,270,746
Strategic Support - Other - Neighborhood Services	7,660,688	10,508,978	3,585,097	9,548,351
<b>Total</b>	<b>\$148,890,266</b>	<b>\$159,376,845</b>	<b>\$137,203,545</b>	<b>\$154,172,940</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	63,141,264	74,171,089	78,705,790	85,998,629
Overtime	1,835,675	310,574	310,574	410,574
<b>Subtotal Personal Services</b>	<b>\$64,976,939</b>	<b>\$74,481,663</b>	<b>\$79,016,364</b>	<b>\$86,409,203</b>
Non-Personal/Equipment	21,309,848	26,475,479	26,200,007	29,483,309
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$86,286,787</b>	<b>\$100,957,142</b>	<b>\$105,216,371</b>	<b>\$115,892,512</b>
<i>Other Costs*</i>				
City-Wide Expenses	28,288,703	12,150,481	7,869,323	14,085,152
Debt Service/Financing	1,177,821	0	0	0
General Fund Capital	2,207,902	7,507,000	0	0
Gifts	61,785	1,085,004	291,706	291,706
Housing Loans and Grants	0	0	0	0
Other	29,755,355	36,511,148	21,913,559	21,913,559
Other - Capital	0	0	0	0
Overhead Costs	133,989	266,070	212,586	290,011
Workers' Compensation	977,924	900,000	1,700,000	1,700,000
<b>Total Other Costs</b>	<b>\$62,603,479</b>	<b>\$58,419,703</b>	<b>\$31,987,174</b>	<b>\$38,280,428</b>
<b>Total</b>	<b>\$148,890,266</b>	<b>\$159,376,845</b>	<b>\$137,203,545</b>	<b>\$154,172,940</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Parks, Recreation and Neighborhood Services Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	103,742,931	107,837,419	100,062,481	119,266,864
Gift Trust Fund (139)	279,157	1,237,831	469,000	469,000
Community Facilities District No. 16 (Raleigh-Coronado) Fund (344)	0	59,901	59,901	59,901
St. James Park Management District Fund (345)	442,207	708,876	726,905	726,905
Community Facilities District No. 14 (Raleigh-Charlotte) Fund (379)	247,786	439,479	434,352	434,352
Coronavirus Relief Fund (401)	24,189,532	0	0	0
American Rescue Plan Fund (402)	1,676,329	32,299,000	25,617,303	22,932,251
Emergency Reserve Fund (406)	9,285,967	7,051,000	0	0
Community Development Block Grant Fund (441)	192,322	0	0	0
Multi-Source Housing Fund (448)	21,121	275,235	287,887	0
Municipal Golf Course Fund (518)	1,238,082	900,000	450,000	450,000
Airport Maintenance And Operation Fund (523)	0	63,551	76,542	76,542
Capital Funds	7,574,832	8,504,553	9,019,174	9,757,125
<b>Total</b>	<b>\$148,890,266</b>	<b>\$159,376,845</b>	<b>\$137,203,545</b>	<b>\$154,172,940</b>

<b>Positions by Core Service**</b>				
Community Facilities Development	41.30	34.60	35.06	39.06
Community Services	66.48	102.48	108.48	126.48
Parks Maintenance and Operations	340.24	339.46	334.50	366.39
Recreation Services	255.49	254.46	238.67	253.72
Strategic Support - Neighborhood Services	34.27	39.19	31.96	35.21
Strategic Support - Other - Neighborhood Services	4.30	4.58	4.35	4.35
<b>Total</b>	<b>742.08</b>	<b>774.77</b>	<b>753.02</b>	<b>825.21</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Parks, Recreation and Neighborhood Services Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
<b>Dollars by Program*</b>					
<b>Community Facilities Development</b>					
Major Capital Improvement Projects Management	3,388,104	3,250,653	3,686,399	4,097,215	20.25
Minor Parks Capital Improvement Projects	1,869,611	2,680,075	2,836,976	2,967,192	18.81
<b>Sub-Total</b>	<b>5,257,715</b>	<b>5,930,728</b>	<b>6,523,375</b>	<b>7,064,407</b>	<b>39.06</b>
<b>Community Services</b>					
Anti-Graffiti and Anti-Litter	6,571,672	4,241,842	4,031,378	4,041,378	23.50
Illegal Dumping and Homeless Encampment Trash Collection and Abatement Services	0	9,937,554	11,490,600	13,289,546	50.00
Youth Gang Prevention and Intervention	9,545,608	10,902,553	9,628,427	10,444,315	52.98
<b>Sub-Total</b>	<b>16,117,280</b>	<b>25,081,949</b>	<b>25,150,405</b>	<b>27,775,239</b>	<b>126.48</b>
<b>Parks Maintenance and Operations</b>					
Family Camp	507,470	607,202	917,902	917,902	7.83
Happy Hollow Park & Zoo	7,314,758	8,303,065	9,543,254	10,277,133	99.58
Municipal Golf Courses	1,238,082	900,000	450,000	450,000	0.00
Neighborhood Parks and Regional Parks	27,412,681	30,318,920	31,241,559	34,984,321	197.85
Park Rangers	2,621,550	3,191,259	3,316,623	3,319,187	23.02
Parks Administration	2,084,476	2,362,797	2,419,761	2,589,847	9.89
Sports Fields Maintenance and Reservations	2,073,463	3,073,640	2,432,401	2,769,478	21.98
Volunteer, Adopt a Park, and Community Gardens	854,539	1,018,631	948,929	1,055,194	6.24
<b>Sub-Total</b>	<b>44,107,019</b>	<b>49,775,514</b>	<b>51,270,429</b>	<b>56,363,062</b>	<b>366.39</b>
<b>Recreation Services</b>					
Aquatics	13,477	944,559	1,059,047	1,059,047	12.91
Community Center Operations	13,193,751	19,275,084	20,494,733	20,612,052	197.89
Neighborhood Center Partners Program	1,823,492	2,675,771	2,459,430	2,589,400	18.82
Park Activation/Placemaking	530,481	4,883,287	1,516,900	3,692,364	14.10
RCS Administration	1,638,612	1,706,142	1,845,490	1,845,490	7.50
Senior Services	1,871,988	4,273,961	2,352,782	2,352,782	2.50
Youth Services	0	43,953	0	0	0.00
<b>Sub-Total</b>	<b>19,071,801</b>	<b>33,802,757</b>	<b>29,728,382</b>	<b>32,151,135</b>	<b>253.72</b>
<b>Strategic Support - Neighborhood Services</b>					
Capital Budget and Project Management	538,584	1,477,986	653,833	653,833	3.85
PRNS Financial Management	2,964,508	2,847,616	2,956,118	2,994,084	16.40
PRNS Human Resources	912,344	682,329	713,461	715,461	7.73

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Parks, Recreation and Neighborhood Services Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
PRNS Management and Administration	1,397,861	1,718,988	1,559,342	1,844,265	7.23
PRNS Pandemic Response	50,862,466	27,550,000	15,063,103	15,063,103	0.00
<b>Sub-Total</b>	<b>56,675,763</b>	<b>34,276,919</b>	<b>20,945,857</b>	<b>21,270,746</b>	<b>35.21</b>
<b>Strategic Support - Other - Neighborhood Services</b>					
PRNS Capital	3,378,826	7,796,816	1,083,805	1,083,805	4.35
PRNS Gifts	1,080	656,004	349,706	349,706	0.00
PRNS Other Departmental - City-Wide	2,845,526	890,088	239,000	6,124,829	0.00
PRNS Other Operational - Administration	360,135	0	0	0	0.00
PRNS Overhead	97,197	266,070	212,586	290,011	0.00
PRNS Workers' Compensation	977,924	900,000	1,700,000	1,700,000	0.00
<b>Sub-Total</b>	<b>7,660,688</b>	<b>10,508,978</b>	<b>3,585,097</b>	<b>9,548,351</b>	<b>4.35</b>
<b>Total</b>	<b>\$148,890,266</b>	<b>\$159,376,845</b>	<b>\$137,203,545</b>	<b>\$154,172,940</b>	<b>825.21</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Parks, Recreation and Neighborhood Services

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>774.77</b>	<b>100,957,142</b>	<b>87,279,938</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Neighborhood Center Partners Program (1.0 Community Coordinator)	(1.00)	(387,683)	(387,683)
• Rebudget: Police Activities League Facility Support		(211,081)	(211,081)
• Rebudget: Local Sales Tax – Project Hope Program		(105,000)	(105,000)
• Rebudget: Local Sales Tax – Anti-Graffiti & Anti-Litter Programs (BeautifySJ)		(104,597)	(104,597)
• Rebudget: Police Activities League Business Strategy		(50,000)	(50,000)
• Rebudget: Kaiser Healthy Aging Grant		(29,314)	(29,314)
• Rebudget: First Five Early Learning		(27,600)	(27,600)
• Rebudget: Leisure Programming at Welch Park		(27,000)	(27,000)
• Rebudget: Seven Trees Youth Programming		(22,700)	(22,700)
• Rebudget: Encore Fellowship		(10,500)	(10,500)
• Rebudget: Kaiser Mobile Fitness Unit		(9,704)	(9,704)
• Placemaking/San José Abierto (0.50 Analyst I/II PT, 6.00 Events Coordinator I/II, 0.75 Events Coordinator I/II PT, 5.0 Recreation Leader PT Unbenefitted, and 1.0 Recreation Superintendent)	(13.25)	(1,327,308)	0
• Project Hope (2.0 Community Activity Worker, 1.0 Community Coordinator, and 1.0 Recreation Superintendent)	(4.00)	(515,043)	(515,043)
• Police Activities League Facilities Support (1.0 Groundskeeper, 1.0 Groundswoker, 1.0 Recreation Leader PT, and 1.0 Recreation Program Specialist)	(4.00)	(327,553)	(327,553)
• Berryessa Youth Center Afterschool Programming		(130,000)	(130,000)
• Starbird Youth Center Afterschool Programming		(130,000)	(130,000)
• Welch Park and Eastridge Recreation (0.50 Recreation Leader PT and 1.0 Senior Recreation Leader)	(1.50)	(120,773)	(120,773)
• Volunteer Management (1.0 Volunteer Coordinator)	(1.00)	(112,769)	(112,769)
• Overfelt High School Summer Recreation		(100,000)	(100,000)
• Beautify San José Management Consolidation and Operations (1.0 Public Information Representative II)	(1.00)	(107,796)	(8,605)
• City-Owned Electric Leaf Blower Pilot		(33,600)	(33,600)
• Fee Activities (Recreation Swim)		(10,700)	(10,700)
• Parks Rehabilitation Strike and Capital Infrastructure Team (2.0 Groundswoker, 2.0 Maintenance Assistant, 1.0 Office Specialist II, 1.0 Park Maintenance Repair Worker I/II, and 1.0 Senior Maintenance Worker)	(7.00)	0	0
• Happy Hollow Park and Zoo Catering and Special Events Savings		345,562	345,562
• Family Camp Suspension		254,593	254,593
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(32.75)</b>	<b>(3,300,566)</b>	<b>(1,874,067)</b>

# Parks, Recreation and Neighborhood Services

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations:	0.00	5,159,567	2,710,242
- 2.0 Gerontology Specialist to 2.0 Recreation Program Specialist			
- 1.0 Secretary to 1.0 Staff Specialist			
- 1.0 Parks Manager to 1.0 Program Manager			
• COVID-19 Pandemic Response and Community and Economic Recovery	11.00	0	0
(City Council approval on November 30, 2021):			
1.0 Analyst I/II, 2.0 Community Activity Worker,			
1.0 Community Coordinator, 1.0 Community Services Supervisor, and 6.0 Maintenance Worker II			
• Living Wage Adjustment		1,815,564	1,813,451
• Utilities: Gas, Electricity, Water		220,000	225,000
• Contract Services: Janitorial Services (Park Restrooms)		163,804	163,804
• Contract Services: Small Park Maintenance		100,617	100,617
• Training: Parks Administration Support		39,659	39,659
• New Parks and Recreation Facilities Maintenance and Operations Annualization		21,105	21,105
• Vehicle Operations and Maintenance		17,000	22,000
• Contract Services: Senior Health and Wellness		15,330	15,330
• Part-Time Sick Leave Adjustment		3,333	3,333
• Lease: Police Activities League Stadium		2,080	2,080
• Supplies and Materials: Park Rangers		1,736	1,736
• Fund Shift: Parks Capital Infrastructure Team	0.00	0	(31,070)
<b>Technical Adjustments Subtotal:</b>	<b>11.00</b>	<b>7,559,795</b>	<b>5,087,287</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>753.02</b>	<b>105,216,371</b>	<b>90,493,158</b>
<b>Budget Proposals Recommended</b>			
1. Placemaking/Viva CalleSJ and Viva Parks	12.55	2,175,464	2,175,464
2. Beautify San José Consolidated Model Staffing	12.00	1,798,946	4,703,442
3. Pest and Turf Management Team	11.00	1,111,843	1,111,843
4. Community Forest Program	1.00	1,042,344	1,042,344
5. Parks Rehabilitation Strike Team	5.00	604,426	604,426
6. Capital Infrastructure Team Support	4.00	541,032	0
7. Project Hope	4.00	485,888	485,888
8. Alum Rock Park Vegetation Management		458,000	458,000
9. Happy Hollow Park and Zoo Security		450,000	450,000
10. Guadalupe River Park Maintenance	4.50	393,673	393,673
11. Police Activities League (PAL) Stadium Complex and Program Support	4.00	337,077	337,077
12. New Parks and Recreation Facilities Maintenance	2.39	292,184	292,184
13. Happy Hollow Park and Zoo Staffing	3.00	283,879	283,879
14. Racial Equity Staffing	1.00	176,821	176,821
15. Neighborhood Center Partners Program Support	1.00	129,970	129,970
16. Welch Park Recreation Services	1.50	117,319	117,319
17. Community Engagement and Outreach Staffing	1.00	108,102	57,051
18. Volunteer Management Support	1.00	106,265	106,265

## Parks, Recreation and Neighborhood Services

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	<u>Positions</u>	<u>All Funds (\$)</u>	<u>General Fund (\$)</u>
<b>Budget Proposals Recommended</b>			
19. Recruitment and Fiscal Staffing Support	1.25	39,966	39,966
20. Regional Parks Management	0.00	22,942	22,942
21. San José BEST Accountability and Oversight Improvements	2.00	0	0
<b>Total Budget Proposals Recommended</b>	<b>72.19</b>	<b>10,676,141</b>	<b>12,988,554</b>
<b>2022-2023 Proposed Budget Total</b>	<b>825.21</b>	<b>115,892,512</b>	<b>103,481,712</b>



# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Placemaking/Viva CalleSJ and Viva Parks</b>	<b>12.55</b>	<b>2,175,464</b>	<b>2,175,464</b>

**Neighborhood Services CSA**  
**Recreation Services Core Service**  
*Park Activation/Placemaking Program*

Previously funded on a one-time basis, this action recommends ongoing funding in the General Fund for Viva CalleSJ and Viva Parks Placemaking events. The addition of 12.55 positions (1.0 Recreation Superintendent, 6.0 Events Coordinator I/II, 1.0 Analyst I/II, and 4.55 part-time Recreation Leader positions) and \$920,000 for non-personal/equipment provides for 100 Viva Parks activations at varying activity levels and 3 Viva CalleSJ events throughout 2022-2023. This level of service is consistent with 2021-2022, with the exception of one fewer Viva CalleSJ events (three instead of four).

As directed in the Mayor's March Budget Message for 2022-2023, as approved by the City Council, one-time funding of \$1.2 million is recommended to be allocated in the American Rescue Plan (ARP) Fund to support grants to arts organizations to provide services at placemaking events, consistent with the \$1.2 million allocated in 2021-2022. (Ongoing costs: \$2,289,598)

<b>2. Beautify San José Consolidated Model Staffing</b>	<b>12.00</b>	<b>1,798,946</b>	<b>4,703,442</b>
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**Neighborhood Services CSA**  
**Community Services Core Service**  
*Anti-Graffiti and Anti-Litter, and Illegal Dumping and Homeless Encampment Trash Collection and Abatement Programs*

The Beautify San José (BSJ) Consolidated Model in the Parks, Recreation and Neighborhood Services (PRNS) Department provides dedicated and enhanced focus on ridding the City of blight and providing trash collection services to some of our unhoused community. This action allocates \$4.7 million of ongoing General Fund resources for the BSJ Program to continue the 34.25 positions included in the 2021-2022 Adopted Operating Budget (of which 10.0 positions were funded on a temporary basis and not included as a budgeted full-time equivalent position) originally funded in the ARP Fund (\$4.2 million, 32.25 positions) and Multi-Source Housing Fund (\$236,000, 2.0 positions), as well as expanded Dumpster Days (\$315,000) and the Cash for Trash program (\$220,000). The positions shifting to the General Fund include 10.0 Maintenance Worker II, 9.25 Community Coordinator, 6.0 Community Activity Worker, 3.0 Recreation Leader PT, 1.0 Geographic Information Systems Specialist I, 1.0 Staff Specialist, 1.0 Analyst I/II, 1.0 Deputy Director, 1.0 Public Information Representative II, and 1.0 Division Manager positions. Additionally, 2.0 Therapeutic Specialists limit-dated through June 30, 2024 are included in the ARP Fund to coordinate behavioral health and other services for unhoused residents, and respond effectively to their crises, per direction in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. (Ongoing costs: \$4,749,846)

It is important to note that an additional 11.0 limit-dated positions ending June 30, 2023 that were established by City Council action on November 30, 2021 in the ARP Fund for interagency partnerships and the Strike Team will continue to be funded in the ARP Fund in 2022-2023. Further, as described in Attachment D to the Transmittal Memorandum of this budget document, \$7.0 million of new funding and \$3.5 million of savings anticipated to rebudgeted at year-end will provide a total of \$10.5 million of one-time funding for various contractual services, equipment, and supplies. Ongoing non-personal/equipment funding for the Beautify San José Consolidated Model will need to be evaluated during the 2023-2024 budget.

# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Pest and Turf Management Team</b>	<b>11.00</b>	<b>1,111,843</b>	<b>1,111,843</b>

*Neighborhood Services CSA  
Parks Maintenance and Operations Core Service  
Neighborhood Parks and Regional Parks Program*

Previously funded on a one-time basis, this action recommends ongoing funding in the General Fund for 11.0 positions (4.0 Maintenance Assistant, 3.0 Gardener, 3.0 Groundswoker, and 1.0 Senior Maintenance Worker positions) to continue the Pest and Turf Management Team. The Pest and Turf Management Team works to maintain turf conditions through the removal of pests from parks and fields in a safe, humane, and environmentally friendly manner. Most of this team's costs in 2022-2023 will be offset by the liquidation of the Pest and Turf Management Team Reserve in the amount of \$1.0 million established in the 2020-2021 Annual Report and approved by the City Council on October 19, 2021. (Ongoing costs: \$1,210,188)

<b>4. Community Forest Program</b>	<b>1.00</b>	<b>1,042,344</b>	<b>1,042,344</b>
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*Neighborhood Services CSA  
Parks Maintenance and Operations Core Service  
Neighborhood Parks and Regional Parks Program*

This action adds 1.0 Assistant Arborist position and \$895,000 in ongoing non-personal/equipment funding in the General Fund for contractual services for the Community Forest Management Program (CFMP). Funding is provided for pruning of park, trail, and civic facility trees (approximately 30,000) on a 12-year cycle; annual tree removal costs for 1% of tree inventory; tree replacement planting; and continuing tree inventory efforts. The Assistant Arborist position will serve to inspect trees in these areas throughout the City, identifying trees in need of specific remedial service and coordinating closely with the City Arborist and Community Forest Program Manager in the Transportation Department. (Ongoing costs: \$1,055,739)

<b>5. Parks Rehabilitation Strike Team</b>	<b>5.00</b>	<b>604,426</b>	<b>604,426</b>
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*Neighborhood Services CSA  
Parks Maintenance and Operations Core Service  
Neighborhood Parks and Regional Parks, and Parks Administration Programs*

Previously funded on a one-time basis, this action recommends ongoing funding in the General Fund for the Parks Rehabilitation Strike Team. This includes 1.0 Park Maintenance Repair Worker I/II, 2.0 Groundswoker, and 1.0 Senior Maintenance Worker; adding 1.0 Parks Manager and 1.0 Parks Facilities Supervisor; and deleting 1.0 vacant Landscape Maintenance Manager position. This action also includes \$30,000 in one-time non-personal/equipment funding for supplies, materials, and equipment related to Strike Team operations. The Parks Rehabilitation Strike Team will continue to concentrate on rehabilitating and refurbishing parks, replacing and repairing playground equipment, upgrading irrigation systems, and managing turf conditions at reservable sports fields and open spaces. The Parks Facilities Supervisor added in this action will also supervise the Pest and Turf Management Team described above. (Ongoing costs: \$645,708)

# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>6. Capital Infrastructure Team Support</b>	<b>4.00</b>	<b>541,032</b>	<b>0</b>

***Neighborhood Services CSA***

***Community Facilities Development Core Service***

*Minor Parks Capital Improvement Projects, and Major Capital Improvement Projects Management Programs*

This action adds 1.0 Office Specialist II, 1.0 Senior Engineer, and 1.0 Planner II positions to support the Capital Infrastructure Team (CIT), as well as 1.0 Automotive Equipment Specialist position to support Fleet operations. All positions will be funded ongoing by the Parks Central Construction and Conveyance (C&C) Tax Fund and/or the Subdivision Park Trust Fund. The Senior Engineer position will oversee the CIT and delivery of other large capital projects; the Planner II position will support the review and project management of new residential development to ensure compliance; and the Office Specialist II will provide administrative support for the CIT. The CIT is responsible for playground construction and repair, pool and fountain maintenance and repair, backflow certification, heavy equipment operation, and other construction projects as needed by the department. The Automotive Equipment Specialist position will oversee Fleet operations for PRNS, including maintaining records of vehicle purchases, maintenance, and dispositions; and inspecting vehicles for maintenance needs. (Ongoing costs: \$590,218)

<b>7. Project Hope</b>	<b>4.00</b>	<b>485,888</b>	<b>485,888</b>
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***Neighborhood Services CSA***

***Community Services Core Service***

*Youth Gang Prevention and Intervention Program*

Previously funded on a one-time basis each year since 2019-2020, this action recommends ongoing funding for four positions (1.0 Recreation Superintendent, 1.0 Community Coordinator, and 2.0 Community Activity Worker) in the General Fund to support the expansion of Project Hope from six to nine neighborhoods. The Recreation Superintendent position provides day-to-day management of both Project Hope and Youth Intervention Services. The Community Coordinator and Community Activity Worker positions provide oversight for the three additional Project Hope neighborhoods.

Project Hope is a neighborhood empowerment program that teaches residents in underserved communities how to access City and other public agencies' services and resources. Project Hope currently operates at nine sites throughout San Jose: Cadillac/Winchester, Roundtable, Welch Park, Hoffman-Via Monte, Poco Way, Santee, Jeanne Avenue, Foxdale, and Washington. Project Hope began with a pilot program in the Cadillac/Winchester, Roundtable, and Welch Park locations in 2016-2017 and 2017-2018, and has since expanded to the nine total locations above. These locations have been selected using an analysis including an equity lens, taking various data into account such as poverty rates, arrests, frequency of high-priority calls to police, and educational achievement levels.

Engagement with a consultant to assist in the refining of short, intermediate, and long-term goals for Project Hope has begun. Currently, Project Hope's goals include the development of a self-sustaining neighborhood association, improved community empowerment skills, increased community engagement, and awareness of City services. (Ongoing costs: \$530,063)

# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>8. Alum Rock Park Vegetation Management</b></p> <p><i>Neighborhood Services CSA Parks Maintenance and Operations Core Service Neighborhood Parks and Regional Parks Program</i></p> <p>This action adds \$458,000 in one-time non-personal/equipment funding in the General Fund to support the development and implementation of a vegetation management plan at Alum Rock Park. Vegetation management is used to mitigate fire risk. A total of \$300,000 will support consultant services to develop a vegetation management plan for Alum Rock Park, and \$158,000 will be used to purchase a Green Climber vehicle, a remote-control mower and vegetation clearer that is able to operate on high-grade sloped landscapes such as Alum Rock Park. (Ongoing costs: \$0)</p>		<b>458,000</b>	<b>458,000</b>
<p><b>9. Happy Hollow Park and Zoo Security</b></p> <p><i>Neighborhood Services CSA Parks Maintenance and Operations Core Service Happy Hollow Park &amp; Zoo Program</i></p> <p>This action adds \$450,000 in one-time non-personal/equipment funding in the General Fund to continue the existing security contract for service at Happy Hollow Park and Zoo. This will provide one security guard for the day and swing shifts, and two guards overnight, for a total of approximately 12,000 hours of service per year. Without this funding, there would be no dedicated security coverage for Happy Hollow Park and Zoo. Since 2018, a variety of high-profile security events have evinced the need to maintain existing security service at Happy Hollow. Staff will continue to monitor security needs and re-evaluate for future funding needs. (Ongoing costs: \$0)</p>		<b>450,000</b>	<b>450,000</b>
<p><b>10. Guadalupe River Park Maintenance</b></p> <p><i>Neighborhood Services CSA Parks Maintenance and Operations Core Service Neighborhood Parks and Regional Parks Program</i></p> <p>This action adds 2.0 Gardener and 2.5 part-time Maintenance Assistant positions and \$70,000 in non-personal/equipment funding for related vehicles to meet Guadalupe River Park (GRP) landscape, gardening, and maintenance needs. Once added to the existing 4.5 positions, this team of 9.0 positions will be dedicated to Guadalupe River Park. The team will focus on the maintenance of the trails and landscape to help restore their condition. Assisted by the presence of the Environmental Resilience Corps, this staffing level will allow for increased vegetation management, tree raising, weed abatement, and mitigation of vegetation-related fire risks in the 90 acres of Guadalupe River Park (Arena Green, Confluence Point, Discovery Meadow, and Veteran's Memorial), the Guadalupe Gardens (Community Garden, Courtyard Garden, Heritage Rose Garden, Historic Orchard), and the Guadalupe River Trail (Virginia St. to I-880). (Ongoing costs: \$373,099)</p>	<b>4.50</b>	<b>393,673</b>	<b>393,673</b>

# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>11. Police Activities League (PAL) Stadium Complex and Program Support</b></p> <p><i>Neighborhood Services CSA Parks Maintenance and Operations Core Service Sports Fields Maintenance and Reservations Program</i></p> <p>Previously funded on a one-time basis, this action recommends ongoing funding in the General Fund for 1.0 Recreation Program Specialist, 1.0 Recreation Leader part-time unbenefitted, 1.0 Groundskeeper, and 1.0 Groundswoker positions to support the Police Activities League (PAL) complex. The Recreation Program Specialist will work directly with the PAL Board on contract deliverables and will coordinate with the PAL non-profit to deliver programs to better serve the recreation needs of the community. The Recreation Leader position will support PAL complex programming. The Groundskeeper and Groundswoker positions will support groundskeeping activities throughout the complex. (Ongoing costs: \$367,720)</p>	4.00	337,077	337,077
<p><b>12. New Parks and Recreation Facilities Maintenance</b></p> <p><i>Neighborhood Services CSA Community Services, and Parks Maintenance and Operations Core Services Neighborhood Parks and Regional Parks, Park Rangers, and Anti-Graffiti and Anti-Litter Programs</i></p> <p>This action adds 1.0 Groundswoker, 1.35 part-time Maintenance Assistant, and 0.04 part-time Park Ranger positions, and \$137,302 in ongoing non-personal/equipment funding in the General Fund for operating and maintenance costs associated with new facilities coming online in 2022-2023. These facilities include River Oaks Park, Pellier Park, Penitencia Creek Dog Park, RAMAC Turf Replacement, Payne Ave Park, and Newbury Park. This funding was anticipated in the 2023-2027 General Fund Forecast and the liquidation of an Earmarked Reserve set aside in the forecast for this purpose is recommended elsewhere. (Ongoing costs: \$312,608)</p>	2.39	292,184	292,184
<p><b>13. Happy Hollow Park and Zoo Staffing</b></p> <p><i>Neighborhood Services CSA Parks Maintenance and Operations Core Service Happy Hollow Park &amp; Zoo Program</i></p> <p>This action adds 1.0 Office Specialist, 1.0 Park Maintenance Repair Worker II, and 1.0 Zookeeper positions ongoing in the General Fund to support operations at Happy Hollow Park and Zoo. This action responds to aspects of an accreditation report provided by the Association of Zoos and Aquariums (AZA) indicating that Happy Hollow Park and Zoo is in need of additional support for animal welfare and record keeping activities. The Park Maintenance Repair Worker and the Zookeeper positions will focus on animal welfare and provide for the needs of the animals while the Office Specialist will focus on ensuring paper record keeping practices are more effective. This action is fully offset by increased expected revenue due to Happy Hollow Park and Zoo attendance and related fee activities as described in the General Fund Revenue section of this document. (Ongoing costs: \$321,845)</p>	3.00	283,879	283,879

# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>14. Racial Equity Staffing</b>	<b>1.00</b>	<b>176,821</b>	<b>176,821</b>
<p><i>Neighborhood Services CSA</i>  <b>Strategic Support – Neighborhood Services Core Service</b>                      PRNS Management and Administration Program</p> <p>This action adds 1.0 Senior Analyst position in the General Fund limit-dated through June 30, 2023, to accelerate departmental efforts in achieving measurable and sustainable progress to advance racial equity. A key component of the City's commitment to addressing systemic racism is advancing racial equity through internal policies, programs and practices and making racial equity work the responsibility of all City employees, including both external customer-facing roles and departments, as well as internal facing roles and departments. Efforts to embed a racial equity lens in every aspect of City service will continue even after the position ends. The position will facilitate actions within the department to create and maintain a racial equity and inclusion framework and a Racial Equity Action Plan; support department leadership and staff through equity-focused strategic planning, policies and practices; assist the department to develop key departmental indicators of racial equity, including indicators tied to community objectives and outcomes and implement a system to track progress and report on these indicators; and integrate community input into decision-making and departmental strategies. (Ongoing costs: \$0)</p>			
<b>15. Neighborhood Center Partners Program Support</b>	<b>1.00</b>	<b>129,970</b>	<b>129,970</b>
<p><i>Neighborhood Services CSA</i>  <b>Recreation Services Core Service</b>                      Neighborhood Center Partners Program</p> <p>Previously funded on a one-time basis, this action recommends ongoing funding in the General Fund for 1.0 Community Coordinator position to support the Neighborhood Center Partners Program (NCP). This Community Coordinator will conduct community outreach supporting the NCP program by coordinating and promoting site programs and activities, including publishing of rental availability. (Ongoing costs: \$141,787)</p>			
<b>16. Welch Park Recreation Services</b>	<b>1.50</b>	<b>117,319</b>	<b>117,319</b>
<p><i>Neighborhood Services CSA</i>  <b>Recreation Services Core Service</b>                      Community Center Operations Program</p> <p>This action continues 1.5 positions on an ongoing basis by adding 1.0 Senior Recreation Leader and 0.5 part-time Recreation Leader positions in the General Fund to support recreation services at Welch Park. These positions have previously been funded on a one-time basis. The Senior Recreation Leader will coordinate staff and leverage partnerships to implement recreation programs, while the part-time Recreation Leader interacts directly with the public in the facilitation of programs. (Ongoing costs: \$127,712)</p>			



# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>17. Community Engagement and Outreach Staffing</b>	<b>1.00</b>	<b>108,102</b>	<b>57,051</b>

**Neighborhood Services CSA**  
**Strategic Support – Neighborhood Services Core Service**  
*PRNS Management and Administration Program*

This action adds 1.0 Public Information Representative (PIR) I/II, 50% in the General Fund and 50% in the Parks Central C&C Tax Fund, to support public information and education efforts in the Parks and Capital divisions. This position, along with 1.0 Public Information Manager, 3.0 PIRs, and part-time Recreation Leaders, will provide the resources needed to reduce turnaround times to respond quicker to media requests and ensure that community engagement, language access, graphic design, and marketing efforts are executed promptly and ensure that the Department is able to continue presenting a positive and informative public presence. With the addition of the PIR, it is expected that turnaround times for communications will be shortened. (Ongoing costs: \$140,132)

<b>18. Volunteer Management Support</b>	<b>1.00</b>	<b>106,265</b>	<b>106,265</b>
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**Neighborhood Services CSA**  
**Parks Maintenance and Operations Core Service**  
*Volunteer, Adopt a Park, and Community Gardens Program*

Previously funded on a one-time basis, this action recommends ongoing funding in the General Fund for 1.0 Volunteer Coordinator position. This Volunteer Coordinator position will continue to recruit volunteers for a wide variety of ongoing PRNS programs, including park and trail cleanups with a focus on one-day volunteer and Adopt-a-Park events using an equity lens. As an example of this position's impact, from 2019 to 2021, the percentage of one-day volunteer events in communities with lower Healthy Places Index scores rose from 38% to 73%. (Ongoing costs: \$115,928)

<b>19. Recruitment and Fiscal Staffing Support</b>	<b>1.25</b>	<b>39,966</b>	<b>39,966</b>
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**Neighborhood Services CSA**  
**Strategic Support – Neighborhood Services Core Service**  
*PRNS Financial Management and PRNS Human Resources Programs*

This action adds 1.0 Analyst I/II position and 1.0 Account Clerk I/II position, deletes 0.75 vacant part-time Account Clerk I/II position, and adds \$2,000 ongoing for associated non-personal/equipment funding in the General Fund.

The conversion of a part-time Account Clerk position to a full-time Account Clerk position will allow PRNS to process the existing financial clerical workload more efficiently and will allow the Department to attract more qualified candidates in the recruitment process. This Account Clerk position is accompanied by 2.0 filled Senior Account Clerk positions, 1.0 filled Account Clerk II position, and 2.0 Accounting Technician positions.

The Analyst position will allow the Department to fill vacancies more quickly. With a vacancy rate of approximately 15% for the past three years, PRNS has not been able to make significant headway against attrition, retirement, and other separations. This Analyst position will join 2.0 existing Analyst positions within the Department assigned to recruitment efforts. (Ongoing costs: \$47,447)

# Parks, Recreation and Neighborhood Services Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>20. Regional Parks Management</b>	<b>0.00</b>	<b>22,942</b>	<b>22,942</b>
<p><i>Neighborhood Services CSA</i>  <b>Parks Maintenance and Operations Core Service</b>  <i>Neighborhood Parks and Regional Parks and Parks Administration Programs</i></p> <p>This action adds 1.0 Parks Manager and deletes 1.0 vacant Parks Facilities Supervisor position in the General Fund as part of the reorganization of the Regional Parks team within the Parks Division. This Parks Manager will supervise a reorganized team including a Parks Facilities Supervisor overseeing Emma Prusch Farm Park; Outdoor and Nature Education Programs for the Parks Division; and Park Rangers. This reorganization will clarify chains of command for the Regional Parks team, increasing efficiency and providing the public with more effective parks maintenance service. The responsibilities of the deleted Parks Facilities Supervisor in the Special Parks Use Unit (SPU) will be absorbed by existing staff and the SPU team of 4.5 positions will be managed by the Recreation Superintendent, who oversees the Placemaking Program. (Ongoing costs: \$40,206)</p>			
<b>21. San José BEST Accountability and Oversight Improvements</b>	<b>2.00</b>	<b>0</b>	<b>0</b>
<p><i>Neighborhood Services CSA</i>  <b>Community Services Core Service</b>  <i>Youth Gang Prevention and Intervention Program</i></p> <p>This action continues 1.0 Senior Analyst and 1.0 Analyst positions, through June 30, 2023, in the General Fund to support the San José BEST program. In the 2020-2021 Annual Report, adopted by City Council on October 19, 2021, \$330,000 was set aside in the 2022-2023 San Jose BEST Accountability and Oversight Improvements Reserve to continue these two positions into 2022-2023. The Senior Analyst will manage the existing San Jose BEST Team's data sharing, collection, and analysis efforts related to data-sharing partnerships with key stakeholder agencies; and lead the development, implementation, and management of 1) a content management system (CMS); and 2) further efforts to improve performance data collection tools. The Analyst will provide enhancements in day-to-day contract monitoring, grantee technical assistance, and accountability measures as well as assist with the grant application process, contract development, and execution. The reserve established with the 2020-2021 Annual Report is included as part of the 2022-2023 one-time Beginning Fund Balance, as described in the General Fund Revenue Estimates section of this document. (Ongoing costs: \$0)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>72.19</b>	<b>10,676,141</b>	<b>12,988,554</b>





# Parks, Recreation and Neighborhood Services Department

## Performance Summary

### Parks Maintenance and Operations

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Maintenance dollars per developed park acre maintained (includes regional and neighborhood parks, trails, community center and civic grounds, and community gardens)	\$14,527	\$14,963	\$13,923	\$14,963
 % of customer concerns completed within time standards established by PRNS	48%	60%	50%	60%

#### Activity and Workload Highlights








	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of developed neighborhood and regional parks	209	212	212	214
# of developed acres maintained (includes regional and neighborhood parks, trails, community center and civic grounds, and community gardens)	1,794	1,799	1,799	1,806
# of customer concerns	1,727	1,450	1,720	1,700
Volunteer Unit - # of One Day Volunteer Events	179	224	200	250
Volunteer Unit - # of Adopted Parks	68	78	75	86

# Parks, Recreation and Neighborhood Services Department

## Performance Summary

### Community Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of surveyed youth customers (BEST) who successfully completed a BEST funded Program compared to the total number of participants <sup>1</sup>	17%	50%	25%	80%
 % of school conflicts resolved with re-establishment of a safe learning environment within two weeks out of # total	N/A <sup>2</sup>	97%	100%	100%
 % and # of Safe School Campus Initiative customers surveyed rating services good or better	N/A <sup>3</sup>	94%/71	55%/82	92%/75
 % and # of graffiti service requests completed within 72 hours by graffiti eradication vendor (service requests reported by the public)	91%/20,352	75%/27,000	80%/21,000	80%/21,000
 % of Clean Slate Tattoo Removal program participants who complete the Life Skills Sessions classes	81%	94%	85%	85%
 % of encampments receiving on-time trash pickup (all encampments within the City's jurisdiction)	N/A	80%	72%	80%
 % of Illegal Dumping (Priority 2) work orders completed within 5 business days <sup>4</sup>	70%	80%	70%	80%

1 A new online surveying process for BEST grantees began in 2020-2021; however, the number of participants completing the surveys has decreased. Improvements to the survey were developed in 2021-2022. PRNS expects more surveys to be completed in 2021-2022 and 2022-2023.

2 Because of COVID precautions, Safe Schools Campus Initiative (SSCI) staff was not on school campuses through most of 2020-2021 and was not able to address conflicts.

3 Schools were remote for all of 2020-2021, so no incidents were reported and no surveys were conducted.

4 The performance measure “# of debris removals that reduce neighborhood blight (Priority 2 illegal dumping requests)” is located in the Environmental and Utility Services City Service Area section under “Outcome 1: Reliable Utility Infrastructure.”

# Parks, Recreation and Neighborhood Services Department

## Performance Summary

### Community Services

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of BEST youth service program participants	2,448	2,500	2,500	2,500
# of graffiti work orders assigned to graffiti eradication vendor (service requests reported by the public)	20,352	22,000	22,000	30,000
# of Clean Slate Tattoo Removal program participants who complete the Life Skills Sessions classes	21	100	40	60
# of responses to incidents on Safe School Campus Initiative school sites	N/A	478	450	450
# of Anti-Litter Program clean-up events coordinated at # of locations (neighborhood, businesses, and waterways)	312/263	400/300	275/300	400/300
# residents enrolled in Cash for Trash	256	500	450	600
# and tonnage of illegal dumping sites proactively cleaned	N/A <sup>1</sup>	1,500/50	1,250/45	3,500/90
# of neighborhood dumpster days and # of locations	50/46	100/65	85/58	100/65
# of interagency coordinated blight reduction activities (trash, dumping, graffiti)	N/A <sup>1</sup>	80	70	100





1 This activity and workload highlight is new in 2022-2023. Because of this, previous-year actuals are not available.

# Parks, Recreation and Neighborhood Services Department

## Performance Summary

### Recreation Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of customers who are repeat or returning customers (leisure classes)	47%	70%	82%	70%
 % of community center customers rating overall Satisfaction/Services as good or better	89%	88%	74%	88%
 % of youth participants that make healthier decisions as a result of their participation in summer camps and after school programs	75%	80%	76%	80%
 % of customers who state that participation in programs have helped them increase their physical activity level to at least 150 minutes per week	73%	75%	67%	75%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of leisure class participant surveys completed with "2 <sup>nd</sup> time or more" answer selected <sup>1</sup>	10	100	62	100
# of customers who state that participation in programs has helped them increase their physical activity level to at least 150 minutes per week <sup>1</sup>	233	500	350	500
# of youth participants that make healthier decisions as a result of their participation in summer camps and after school programs	836	600	500	900


<sup>1</sup> Because electronic-only surveys have had low response rates, reported numbers are significantly lower than forecasts. As hard-copy surveys are reimplemented more widely over the next fiscal years, response rates are expected to increase.

# Parks, Recreation and Neighborhood Services Department

## Performance Summary

### Strategic Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of grant agreements ready for agency signature before services begin (Safe Summer Initiative Grant (SSIG): June 1, Bringing Everyone's Strengths Together: September 1, Senior Health & Wellness: October 1, BeautifySJ: date varies)	30%	80%	55%	80%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of grant agreements with various agencies (Safe Summer Initiative Grant (SSIG), Bringing Everyone's Strengths Together, Senior Health & Wellness, BeautifySJ)	147	143	150	150
Miles of trails under construction	1.47	0.87	0.87	1.67
Miles of trails open to the public	61.67	62.36	62.36	63.23

## Parks, Recreation and Neighborhood Services Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Account Clerk I/II	2.00	3.00	1.00
Account Clerk I/II PT	1.72	0.97	(0.75)
Accounting Technician	3.00	3.00	-
Administrative Officer	1.00	1.00	-
Amusement Park Supervisor	1.00	1.00	-
Analyst I/II	23.00	27.00	4.00
Analyst I/II PT	1.00	0.50	(0.50)
Animal Health Technician	1.00	1.00	-
Assistant Arborist	0.00	1.00	1.00
Assistant Director	1.00	1.00	-
Assistant Swim Pool Manager PT	0.69	0.69	-
Associate Architect/Landscape Architect	2.00	2.00	-
Associate Structure Landscape Designer	2.00	2.00	-
Automotive Equipment Specialist	0.00	1.00	1.00
Building Management Administrator	1.00	1.00	-
Class Instructor PT	25.50	25.50	-
Community Activity Worker	20.00	24.00	4.00
Community Activity Worker PT	1.50	1.50	-
Community Coordinator	14.00	19.00	5.00
Community Programs Administrator	1.00	1.00	-
Community Services Aide PT	22.05	22.05	-
Community Services Supervisor	3.00	4.00	1.00
Cook FT	1.00	1.00	-
Cook PT	2.00	2.00	-
Deputy Director	4.00	4.00	-
Director, Parks, Recreation and Neighborhood Services	1.00	1.00	-
Division Manager	7.00	7.00	-
Entertainment Coordinator	1.00	1.00	-
Events Coordinator I/II	9.00	9.00	-
Events Coordinator I/II PT	1.25	0.50	(0.75)
Exhibit Builder PT	0.00	0.00	-
Exhibit Designer/Builder	1.00	1.00	-
Food and Beverage Services Supervisor	1.00	1.00	-
Food Service Coordinator	2.00	2.00	-
Food Service Coordinator PT	1.00	1.00	-
Gardener	23.00	28.00	5.00
Gerontology Specialist	5.00	3.00	(2.00)
Geographic Information Systems Specialist I/II	1.00	1.00	-
Golf Course Manager	1.00	1.00	-
Groundskeeper	7.00	7.00	-
Groundswoker	52.00	56.00	4.00
Heavy Equipment Operator	3.00	3.00	-

**Parks, Recreation and Neighborhood Services Department**  
**Department Position Detail**

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Instructor Lifeguard PT	8.46	8.46	-
Kitchen Aide PT	2.20	2.20	-
Landscape Maintenance Manager	1.00	0.00	(1.00)
Lifeguard PT	2.26	2.26	-
Maintenance Assistant	26.00	28.00	2.00
Maintenance Assistant PT	23.48	27.33	3.85
Maintenance Worker I/II	15.00	24.00	9.00
Office Specialist I/II	4.00	5.00	1.00
Park Ranger	11.00	11.00	-
Park Ranger PT	5.89	5.93	0.04
Parks Facilities Supervisor	13.00	13.00	-
Parks Maintenance Repair Worker I/II	19.00	20.00	1.00
Parks Manager	7.00	8.00	1.00
Planner I/II/III	1.00	2.00	1.00
Planner IV	1.00	1.00	-
Program Manager	6.00	7.00	1.00
Public Information Manager	1.00	1.00	-
Public Information Representative I/II	3.00	4.00	1.00
Puppeteer PT	1.50	1.50	-
Recreation Leader PT	149.56	149.11	(0.45)
Recreation Program Specialist	45.00	47.00	2.00
Recreation Specialist	1.00	1.00	-
Recreation Superintendent	6.00	6.00	-
Recreation Supervisor	14.00	14.00	-
Regional Park Aide PT	11.02	11.02	-
Rides and Attractions Safety Coordinator	1.00	1.00	-
Secretary	1.00	0.00	(1.00)
Senior Account Clerk	4.00	4.00	-
Senior Analyst	7.00	9.00	2.00
Senior Architect/Landscape Architect	1.00	1.00	-
Senior Construction Inspector	2.00	2.00	-
Senior Engineer	0.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	-
Senior Events Coordinator	1.00	1.00	-
Senior Geographic Information Systems Specialist	1.00	1.00	-
Senior Maintenance Worker	16.00	17.00	1.00
Senior Office Specialist	3.00	3.00	-
Senior Park Ranger	4.00	4.00	-
Senior Recreation Leader	19.00	19.00	-
Senior Recreation Leader PT	8.67	8.67	-
Senior Recreation Leader Teacher PT	1.92	1.92	-
Senior Therapeutic Treatment Specialist	1.00	1.00	-

**Parks, Recreation and Neighborhood Services Department**  
**Department Position Detail**

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Position	2021-2022 Adopted	2022-2023 Proposed	Change
Senior Zoo Keeper	2.00	2.00	-
Staff Specialist	6.00	7.00	1.00
Staff Technician	0.00	0.00	-
Structure/Landscape Designer	0.00	0.00	-
Supervising Environmental Services Specialist	1.00	1.00	-
Supervising Park Ranger	2.00	2.00	-
Swimming Pool Manager PT	1.50	1.50	-
Therapeutic Specialist	11.00	13.00	2.00
Volunteer Coordinator	2.00	2.00	-
Youth Outreach Specialist	9.00	9.00	-
Youth Outreach Worker I	13.00	13.00	-
Youth Outreach Worker I PT	0.10	0.10	-
Youth Outreach Worker II	6.00	6.00	-
Zoo Curator	1.00	1.00	-
Zoo Education Specialist	1.00	1.00	-
Zoo Educator	3.00	3.00	-
Zoo Keeper	11.00	12.00	1.00
Zoo Keeper PT	2.50	2.50	-
Zoo Manager	1.00	1.00	-
<b>Total Positions</b>	<b>774.77</b>	<b>825.21</b>	<b>50.44</b>



# Planning, Building and Code Enforcement Department

Chris Burton, Director

## MISSION

*Facilitate the preservation and building of a safe, attractive, vibrant and sustainable San José through partnership with and exceptional service to our diverse communities and customers*

## CITY SERVICE AREA

*Community and Economic Development  
Neighborhood Services*

## CORE SERVICES

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### CITYWIDE LAND USE PLANNING

Develop land use plans and policies to guide the future physical growth of the City.

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### DEVELOPMENT PLAN REVIEW AND BUILDING CONSTRUCTION INSPECTION

Manage and review development and construction applications to allow issuance of permits in compliance with applicable codes and policies.

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### CODE ENFORCEMENT

Enforce and promote compliance with local and State codes to ensure a safe, healthy, and attractive community.

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**Strategic Support:** Administration, Clerical Services, Budget Preparation, Fiscal Services, Human Resources, Information Systems, Marketing and Outreach, Pandemic Response, and Safety/Wellness

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# Planning, Building and Code Enforcement Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Citywide Land Use Planning Core Service</i></b>	
<b>Citywide Planning</b>	Guides the physical design and development of San José by maintaining and updating the Envision San José 2040 General Plan; preparing and updating Urban Village Plans, Area Development Policies, and Specific Plans; conducting long-range planning studies and participating with local partners on regional planning; updating City ordinances and policies as they relate to land use and development; and conducting data analysis.
<b>Planning Environmental Review and Historic Preservation</b>	Ensures environmental protection is included in San José's land use planning decision-making process. The Historic Preservation Program seeks to preserve buildings of historical significance in San José.
<b>Planning Administration</b>	Provides administrative support to Planning Development Services for preparation of public hearings and land use entitlement documents.
<b><i>Development Plan Review and Building Construction Inspection Core Service</i></b>	
<b>Building Development Services</b>	Ensures building projects in San José are built to meet City and State standards by providing customer information, supporting small businesses, issuing building permits, conducting plan reviews, and inspecting building projects to ensure compliance with applicable codes and policies.
<b>Planning Development Services</b>	Ensures development within the City is consistent with the City's General Plan by processing land use entitlement applications for consistency with the City's General Plan, regulations and policies; reviewing building permit applications for consistency with the City's requirements and permit approvals; and providing land use and permitting information to the public.
<b>Development Services Administration</b>	Supports the Shared Resources Programs by providing oversight of information technology system development and maintenance support for the department and AMANDA integrated permit and electronic content management systems, imaging documents and processing customer document requests, scheduling building inspections, and assisting customers in person and by phone for appointments.
<b><i>Code Enforcement Core Service</i></b>	
<b>Community Code Enforcement</b>	Ensures the health and safety and quality of life for San José residents and businesses by enforcing the municipal code and land use requirements.
<b>Multiple Housing Code Enforcement</b>	Ensures multi-family buildings are maintained in safe, decent, and sanitary conditions by conducting proactive, routine, and complaint-based inspections under the Multiple Housing Residential Occupancy Permit Program.
<b>Solid Waste Code Enforcement</b>	Regulates and inspects solid waste facilities to ensure that each permitted facility is in full compliance with federal, state, and local regulations governing health and operational standards.

# Planning, Building and Code Enforcement Department

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## Service Delivery Framework

<b>Code Enforcement Administration</b>	Provides management and oversight to the Code Enforcement Division along with administrative and analytical support, budget preparation, billing, and monitoring.
<b>PROGRAM</b>	<b>DESCRIPTION</b>
<b><i>Strategic Support Core Service</i></b>	
<b>PBCE Financial Management</b>	Manages the budget and all financial transactions for the department; assists in annual budget development.
<b>PBCE Management and Administration</b>	Provides administrative oversight for the department, including executive management, employee services, human resources, grant tracking/reconciliation, contract management and analytical support.
<b>PBCE Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Planning, Building and Code Enforcement Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Continue and complete development and environmental review processes for the entitlement of 13 Downtown and 4 Outside Downtown major real estate projects.
- Complete General Plan and zoning code amendments to all affordable housing as a secondary use for assembly uses (commonly referred as Yes in God's Backyard "YIGBY").
- Complete the development of Design standards for Senate Bill 9 housing projects.
- Continue to streamline process improvements to support the City's efforts to fulfill the City's Smart City Vision, which includes the Broadband and Digital Inclusion Strategy.
- Continue to promote the Accessory Dwelling Unit (ADU) Program, including streamlining the permitting process.
- Complete Phase 1 of the Soft Story Retrofit Program creation and implementation.
- Through a partnership with Office of Economic Development and Cultural Affairs, expand the current Certified Access Specialist Program grant program to assist small business owners with needed accessibility upgrades.
- Complete Code Enforcement field inspection services for Emergency complaints within 24 hours and Priority complaints within 72 hours.
- Complete inspections of multiple family residential properties to ensure buildings receive a routine inspection within the designated 3-year, 5-year, or 6-year cycle time as required by the building's tier assessment.
- Procure new Code Enforcement case management software and begin implementation.

### 2022-2023 Key Budget Actions

- Adds 1.0 Principal Permit Specialist and 4.0 Permit Specialists positions to better address permit demand and production times for Building Development Services.
- Adds 1.0 Planning Technician position, funded by the Planning Development Program Fund, to assist in the processing of various permits, intake developer permit applications, and provide fee information and general zoning and land use information.
- Continues 1.0 Analyst I/II position permanently and adds another 1.0 Analyst I/II position to meet the rising demand for ADUs.
- Continues 3.0 Planner I/II/III positions permanently and adds 1.0 Planner I position to support environmental review of special and capital programs.
- Adds one-time non-personal/equipment funding of \$400,000 in the Citywide Planning Program to provide for consultant services or peak staffing resources to complete one urban village plan.
- Adds one-time non-personal/equipment funding of \$575,000 for consultant services to conduct a study of the Coyote Valley Monterey Corridor.
- Continues, on a permanent basis, 1.0 Code Enforcement Inspector position to support the Massage and Cannabis Fee Program inspections and 1.0 Code Enforcement Supervisor position to oversee the Massage, Cannabis, and Vacant/Dangerous Building Fee Programs.

### Operating Funds Managed

- Building Development Fee Program Fund
- Citywide Planning Fee Program Fund
- Planning Development Fee Program Fund

# Planning, Building and Code Enforcement Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Citywide Land Use Planning	6,176,318	8,055,331	6,508,440	8,006,399
Code Enforcement	9,868,420	11,831,496	12,370,157	12,826,757
Development Plan Review and Building Construction Inspection	34,716,822	36,329,416	37,648,643	39,076,367
Strategic Support - Community & Economic Development	3,395,959	2,447,797	2,348,456	2,665,537
Strategic Support - Neighborhood Services	518,109	659,448	686,341	707,888
Strategic Support - Other - Community & Economic Development	8,012,124	6,990,173	7,397,841	8,506,450
Strategic Support - Other - Neighborhood Services	4,942	0	0	0
<b>Total</b>	<b>\$62,692,694</b>	<b>\$66,313,661</b>	<b>\$66,959,878</b>	<b>\$71,789,398</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	49,534,568	54,555,749	56,236,424	58,694,435
Overtime	446,458	181,622	181,622	181,622
<b>Subtotal Personal Services</b>	<b>\$49,981,026</b>	<b>\$54,737,371</b>	<b>\$56,418,046</b>	<b>\$58,876,057</b>
Non-Personal/Equipment	3,613,308	4,798,092	3,645,376	4,908,276
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$53,594,334</b>	<b>\$59,535,463</b>	<b>\$60,063,422</b>	<b>\$63,784,333</b>
<b>Other Costs*</b>				
City-Wide Expenses	2,362,856	942,791	35,000	913,820
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	479,067	107,000	35,833	35,833
Other - Capital	0	0	0	0
Overhead Costs	6,256,437	5,728,407	6,825,623	7,055,412
<b>Total Other Costs</b>	<b>\$9,098,360</b>	<b>\$6,778,198</b>	<b>\$6,896,456</b>	<b>\$8,005,065</b>
<b>Total</b>	<b>\$62,692,694</b>	<b>\$66,313,661</b>	<b>\$66,959,878</b>	<b>\$71,789,398</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Planning, Building and Code Enforcement Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	16,468,795	16,356,679	15,613,302	18,065,134
Building Development Fee Program Fund (237)	33,400,103	36,006,834	38,459,501	39,523,481
Planning Development Fee Program Fund (238)	6,888,346	6,267,258	6,504,595	6,802,482
Citywide Planning Fee Program Fund (239)	2,630,282	4,242,650	3,633,746	4,040,588
Fire Development Fee Program Fund (240)	407,733	246,757	252,769	252,769
Public Works Development Fee Program Fund (241)	555,219	235,001	242,705	242,705
Low And Moderate Income Housing Asset Fund (346)	258,152	283,097	217,280	492,661
Coronavirus Relief Fund (401)	255,518	0	0	0
American Rescue Plan Fund (402)	0	75,000	0	0
Emergency Reserve Fund (406)	478,576	0	0	0
Integrated Waste Management Fund (423)	326,464	268,712	292,379	292,379
Community Development Block Grant Fund (441)	442,193	1,326,465	1,169,518	1,200,167
Storm Sewer Operating Fund (446)	104,959	142,841	154,799	154,799
Multi-Source Housing Fund (448)	0	26,758	33,150	33,150
Rental Stabilization Program Fee Fund (450)	32,469	37,058	40,460	40,460
Inclusionary Fee Fund (451)	0	27,308	24,480	24,480
San José-Santa Clara Treatment Plant Operating Fund (513)	0	0	0	149,866
Airport Maintenance And Operation Fund (523)	81,150	98,543	98,223	98,223
Sewer Service And Use Charge Fund (541)	91,510	145,359	155,226	155,226
Capital Funds	271,225	527,341	67,745	220,828
<b>Total</b>	<b>\$62,692,694</b>	<b>\$66,313,661</b>	<b>\$66,959,878</b>	<b>\$71,789,398</b>
<b>Positions by Core Service**</b>				
Citywide Land Use Planning	36.00	36.49	30.49	33.59
Code Enforcement	70.32	68.11	68.11	71.11
Development Plan Review and Building Construction Inspection	195.29	174.75	174.75	183.75
Strategic Support - Community & Economic Development	10.23	13.23	12.23	14.87
Strategic Support - Neighborhood Services	4.13	4.21	4.21	4.47
Strategic Support - Other - Community & Economic Development	4.53	2.21	2.21	3.21
<b>Total</b>	<b>320.50</b>	<b>299.00</b>	<b>292.00</b>	<b>311.00</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Planning, Building and Code Enforcement Department

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>Code Enforcement</b>					
Code Enforcement Administration	130,337	148,439	443,443	443,443	2.62
Community Code Enforcement	4,091,895	5,685,449	6,379,106	6,773,748	38.04
Multiple Housing Code Enforcement	4,120,413	4,244,033	4,193,677	4,255,235	23.50
Solid Waste Code Enforcement	1,525,775	1,753,575	1,353,931	1,354,331	6.95
<b>Sub-Total</b>	<b>9,868,420</b>	<b>11,831,496</b>	<b>12,370,157</b>	<b>12,826,757</b>	<b>71.11</b>
<b>Development Plan Review and Building Construction Inspection</b>					
Building Development Services	25,972,568	29,570,291	30,591,245	31,776,621	143.61
Development Services Administration	3,413,491	1,932,340	2,003,406	2,003,406	9.14
Planning Development Services	5,330,763	4,826,785	5,053,992	5,296,340	31.00
<b>Sub-Total</b>	<b>34,716,822</b>	<b>36,329,416</b>	<b>37,648,643</b>	<b>39,076,367</b>	<b>183.75</b>
<b>Citywide Land Use Planning</b>					
Citywide Planning	5,580,191	6,797,649	5,952,854	7,202,017	30.48
Planning Administration	426,873	432,613	450,508	450,508	1.32
Planning Environmental Review and Historic Preservation	169,254	825,069	105,078	353,874	1.79
<b>Sub-Total</b>	<b>6,176,318</b>	<b>8,055,331</b>	<b>6,508,440</b>	<b>8,006,399</b>	<b>33.59</b>
<b>Strategic Support - Community &amp; Economic Development</b>					
PBCE Information Technology - Community and Economic Development	167,498	0	0	0	0.00
PBCE Management and Administration - Community and Economic Development	2,207,351	2,372,797	2,348,456	2,665,537	14.87
PBCE Pandemic Response	1,021,110	75,000	0	0	0.00
<b>Sub-Total</b>	<b>3,395,959</b>	<b>2,447,797</b>	<b>2,348,456</b>	<b>2,665,537</b>	<b>14.87</b>
<b>Strategic Support - Neighborhood Services</b>					
PBCE Management and Administration - Neighborhood Services	518,109	659,448	686,341	707,888	4.47
<b>Sub-Total</b>	<b>518,109</b>	<b>659,448</b>	<b>686,341</b>	<b>707,888</b>	<b>4.47</b>
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
PBCE Other Departmental - City-Wide - Community and Economic Development	1,120,528	807,247	350,659	1,050,659	1.21
PBCE Other Departmental - Grants - Community and Economic Development	624,272	454,519	221,559	400,379	2.00
PBCE Other Operational - Administration - Community and Economic Development	72,711	0	0	0	0.00

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Planning, Building and Code Enforcement Department

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## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
PBCE Overhead - Community and Economic Development	6,194,613	5,728,407	6,825,623	7,055,412	0.00
<b>Sub-Total</b>	<b>8,012,124</b>	<b>6,990,173</b>	<b>7,397,841</b>	<b>8,506,450</b>	<b>3.21</b>
<b>Strategic Support - Other - Neighborhood Services</b>					
PBCE Capital - Neighborhood Services	2,018	0	0	0	0.00
PBCE Other Departmental - Grants - Neighborhood Services	2,924	0	0	0	0.00
<b>Sub-Total</b>	<b>4,942</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total</b>	<b>\$62,692,694</b>	<b>\$66,313,661</b>	<b>\$66,959,878</b>	<b>\$71,789,398</b>	<b>311.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Planning, Building and Code Enforcement Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>299.00</b>	<b>59,535,463</b>	<b>15,413,888</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Expedited Housing Development		(400,000)	0
• Rebudget: Policy and Ordinance Development Assistance		(208,000)	(208,000)
• Rebudget: San José Sign Ordinance and Lighting Policy Update		(169,100)	0
• Rebudget: North San José Area Environmental Impact Report		(141,000)	(141,000)
• Rebudget: Green House Gas Reduction Strategy Update		(73,000)	(73,000)
• Rebudget: Cannabis Regulatory Program CEQA Review		(60,000)	(60,000)
• Rebudget: Code Enforcement Inspector Mobile Devices		(57,600)	(57,600)
• Environmental Review Staffing (3.0 Planner I/II/III)	(3.00)	(467,546)	0
• Accessory Dwelling Unit Staffing (1.0 Analyst II)	(1.00)	(158,868)	(151,368)
• Diridon Station Area Development Planning (2.0 Planner I/II/III)	(2.00)	0	0
• T-Mobile Macro-Site Permitting (1.0 Planner IV)	(1.00)	0	0
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(7.00)</b>	<b>(1,735,114)</b>	<b>(690,968)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations: - 1.0 Planner IV to 1.0 Planner III	0.00	2,299,565	773,243
• Fund Shift: Code Enforcement		24	75,323
• Fund Shift: Environmental Planning		0	14,797
• Interdepartmental Shift: Development Services Training (to Information Technology Department)		(31,516)	(3,981)
• Vehicle Maintenance and Operations		(5,000)	(4,000)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>2,263,073</b>	<b>855,382</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>292.00</b>	<b>60,063,422</b>	<b>15,578,302</b>
<b>Budget Proposals Recommended</b>			
1. Permit Center Staffing	5.00	630,626	0
2. Coyote Valley Monterey Corridor Study		575,000	575,000
3. Housing and Environmental Services Project Staffing	3.00	517,029	0
4. Urban Village Planning		400,000	0

# Planning, Building and Code Enforcement Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>Budget Proposals Recommended</b>			
5. Code Enforcement Fee Programs Staffing	2.00	334,084	334,084
6. Accessory Dwelling Unit (ADU) Ally Program Staffing	2.00	312,150	312,150
7. Racial Equity Staffing	1.00	180,000	180,000
8. Planning Development Fee Program CEQA Review Staffing	1.00	140,192	0
9. Building Permit Technology Improvements		137,000	0
10. Code Enforcement Policy and Program Policy Support Staffing	1.00	121,116	121,116
11. Planning Intake Staffing	1.00	100,956	0
12. Building Code and Reference Updates (2022 California Building Code)		100,000	0
13. Fiscal Oversight Staffing	1.00	93,301	26,910
14. Administrative Services Staffing	1.00	82,413	23,752
15. Destination: Home Silicon Valley Staffing	1.00	0	0
16. Citywide Planning Staffing	0.00	(2,956)	0
<b>Total Budget Proposals Recommended</b>	<b>19.00</b>	<b>3,720,911</b>	<b>1,573,012</b>
<b>2022-2023 Proposed Budget Total</b>	<b>311.00</b>	<b>63,784,333</b>	<b>17,151,314</b>

# Planning, Building and Code Enforcement Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Permit Center Staffing</b>	<b>5.00</b>	<b>630,626</b>	<b>0</b>

***Community and Economic Development CSA  
Development Plan Review and Building Construction Inspection Core Service  
Building Development Services Program***

This action adds 4.0 Permit Specialist and 1.0 Principal Permit Specialist positions to the Building Division to meet permit demand and production times, and assist in expected projects such as Mass Timber, Urban Catalyst, Westbank, and Google, as well as increased demand in ongoing programs such as those related with Accessory Dwelling Unit (ADU) and Macro Cell Sites. The ADU program has seen application intake increase dramatically, from 24 in 2015 to 851 in 2021, while in the same time period, permits issued have lagged behind from 17 to 489. There are currently 855 scheduled appointments for over the counter simple permits, over the counter permits, and plan review submissions. Currently, Permit Center staff can process an average of 21 appointments per day, resulting in more than 60-day waiting periods for over the counter permits. In order to address the increased demand in the Permit Center, the department projects that 63 permits must be issued for over the counter simple permits, over the counter permits, and plan review submissions per day. The addition of these positions will increase the number of available appointments per day by 67% (from 21 to 35) and will decrease the wait period of appointments by 46% (from 52 to 28 days) for plan review submissions, 43% (from 42 to 24 days) for over the counter permits, and 50% (from 36 to 18 days) for over the counter simple permits. (Ongoing costs: \$618,126)

<b>2. Coyote Valley Monterey Corridor Study</b>		<b>575,000</b>	<b>575,000</b>
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***Community and Economic Development CSA  
Citywide Land Use Planning Core Service  
Citywide Planning Program***

This action adds one-time non-personal/equipment funding of \$575,000 for the Coyote Valley Monterey Corridor Study. On November 1, 2021, the City Council directed staff to conduct a study of the Monterey Road Corridor through North, Mid, and South Coyote Valley to consider appropriate non-residential uses for properties on the east side of Monterey Road that would be compatible with Coyote Creek and compatible with broader environmental objectives to equitably preserve Coyote Valley for San José's diverse community. On March 8, 2022, City Council approved staff's proposed scope of work, timeline, and estimated costs for completing the study. The study, which is estimated to take approximately two years from the start of the study, will evaluate ways to integrate complementary agricultural uses, such as but not limited to: nature and agriculture-based tourism, agriculture related commercial/retail, restaurants/taprooms/tasting rooms, lodging and event spaces, private recreation uses, wildlife crossings, and solar farming. The total estimated cost of \$575,000 will fund an environmental analysis (\$300,000); economics, land use, and technical consultants (\$225,000); and an outreach consultant that includes technical support for language interpretation/translation services for community meetings (\$50,000). (Ongoing costs: \$0)

# Planning, Building and Code Enforcement Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>3. Housing and Environmental Services Project Staffing</b>	<b>3.00</b>	<b>517,029</b>	<b>0</b>
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**Community and Economic Development CSA**  
**Citywide Land Use Planning Core Service**  
*Citywide Planning and Planning Environmental Review and Historic Preservation Programs*

This action continues three positions on an ongoing basis by adding 1.0 Planner II and 2.0 Planner III positions to support the environmental review of projects for the Housing and Environmental Services Departments. The positions will be responsible for reviewing and preparing federal and state environmental documents on all Housing projects and conducting timely environmental review and support related to the master plan for the Regional Wastewater Facility (RWF), drafting all environmental clearance documents, and facilitating review of additional projects under the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) guidelines. Per CEQA, the City is required to disclose the environmental impacts of all its actions including all Council approvals and many staff-level actions involving development and construction. Furthermore, the City projects that require Federal funding or approval by a Federal agency also require review under NEPA. (Ongoing costs: \$517,029)

<b>4. Urban Village Planning</b>		<b>400,000</b>	<b>0</b>
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**Community and Economic Development CSA**  
**Citywide Land Use Planning Core Service**  
*Citywide Planning Program*

This action adds one-time non-personal/equipment funding of \$400,000, funded by the Citywide Planning Fee Program Fund, to provide for consultant services or peak staffing resources to complete one urban village plan. On November 30, 2021, as part of the Four-Year Review of the General Plan Hearing process the City Council directed staff to return to Council through the budget process with a proposed resource allocation dedicated to the creation of priority urban village plans that have the potential to unlock near-term housing opportunities based on market demand. Previously, the De Anza, Paseo Saratoga, Saratoga Avenue, or South Bascom Urban Village Plans had been identified as areas with high development potential based on feedback from the development community and analysis completed in the 2019 Cost of Development study. Staff is scheduled to return to Council later this year with updates to the Cost of Development study and to provide a deeper understanding of the post pandemic development market. Staff will leverage this work to identify the highest potential urban village to direct the resources toward. (Ongoing costs: \$0)

# Planning, Building and Code Enforcement Department

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## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Code Enforcement Fee Programs Staffing</b>	<b>2.00</b>	<b>334,084</b>	<b>334,084</b>

**Neighborhood Services CSA**  
**Code Enforcement Core Service**  
*Community Code Enforcement Program*

This action continues two temporary positions on an ongoing basis by adding 1.0 Code Enforcement Inspector I/II and 1.0 Code Enforcement Supervisor positions in the Code Enforcement Division to respond to recommendations that were included in the Code Enforcement Management Controls: Improvements to Oversight and Coordination Needed audit that was approved in September 2021. The Code Enforcement Inspector position will perform inspections for the Massage program and will create and maintain a massage business roster with active Business Tax Certificates and certified massage therapists under the California Massage Therapy Council. To mitigate risk associated with the Massage program, a policy was implemented for a partner/buddy system for complaint-based massage inspections and other non-routine high-risk inspections. The Code Enforcement Supervisor position will oversee the Massage Fee Program, Cannabis Fee Program, and the Vacant/Dangerous Building Fee Programs. The position will provide improved focus on the following for these code fee programs: performance measures and outcomes; management of the annual permit fee billing process; oversight of personnel conduct, safety and inspection protocols; and increased coordination with other City departments, ensuring optimum efficiency and effectiveness, and appropriate conduct and oversight. (Ongoing costs: \$329,484)

<b>6. Accessory Dwelling Unit (ADU) Ally Program Staffing</b>	<b>2.00</b>	<b>312,150</b>	<b>312,150</b>
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**Community and Economic Development CSA**  
**Development Plan Review and Building Construction Inspection Core Service**  
*Building Development Services*

This action continues one position on an ongoing basis by adding 1.0 Analyst I/II position and adds another 1.0 Analyst I/II position in the Accessory Dwelling Unit (ADU) ally program in the Building Division to have dedicated staff to support the increase in the ADU program. The ADU program, launched in August 2019, has been and continues to be a priority from the Mayor's Office and City Manager's Office. The Analyst position, previously funded on a one-time basis, will allow for continued community outreach efforts and serve as a continued single point of contact for homeowners wanting to build an ADU, thereby increasing the City's housing stock. The addition of an Analyst position will support the increased demand for the ADU program. (Ongoing costs: \$312,150)

# Planning, Building and Code Enforcement Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>7. Racial Equity Staffing</b>	<b>1.00</b>	<b>180,000</b>	<b>180,000</b>

**Community and Economic Development CSA**  
**Strategic Support – Community and Economic Development Core Service**  
*PBCE Management and Administration – Community and Economic Development Program*

This action adds 1.0 Senior Public Information Representative position, through June 30, 2023, to accelerate departmental efforts to advance racial equity by functioning in a Community Engagement & Inclusion role. A key component of the City's commitment to addressing systemic racism is advancing racial equity through bettering internal policies, programs and practices and making racial equity work the responsibility of all City employees. This position will help permanently improve the processes and tools for communicating with marginalized communities to ensure that they can meaningfully participate in land-use decision-making. This work includes: a) applying the racial equity lens to create equity-focused, multilingual communication strategies and tactics for public engagement on development proposals, urban village plans, and other initiatives; b) training staff on engagement techniques with marginalized communities; c) supporting target audience understanding by leading improvements to relevant portions of the Department website, social platforms, and written materials; c) identifying and building relationships with diverse multilingual media and community partners; and d) coordinating with the Department's Racial Equity Team to tie and track these actions in the PBCE Racial Equity Action Plan. This position will support the Department's efforts to embed a racial equity lens in service delivery and communications, which will continue even after the position ends. (Ongoing costs: \$0)

<b>8. Planning Development Fee Program CEQA Review Staffing</b>	<b>1.00</b>	<b>140,192</b>	<b>0</b>
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**Community and Economic Development CSA**  
**Development Plan Review and Building Construction Inspection Core Service**  
*Planning Development Services Program*

This action adds 1.0 Planner I position, through June 30, 2023, funded by the Planning Development Fee Program Fund, to provide environmental analysis (e.g. noise reports, air quality assessments, and historic resource reports), environmental review by exemptions or other environmental clearance documents, and review of outside agency documents. Under the California Environmental Quality Act (CEQA), the City is legally required to disclose the environmental impacts of all its actions (including all Council approvals and many staff-level actions involving development and construction, as well as policy implementation). Furthermore, City projects that require Federal funding or approval by a Federal agency require review under the National Environmental Policy Act (NEPA). The Planning Division also has the sole authority to issue CEQA clearance on behalf of the City of San José. The number of projects are expected to increase in 2022-2023 and beyond with the recent passage of the Federal infrastructure bill, including the BART extension to Diridon station. (Ongoing costs: \$0)

# Planning, Building and Code Enforcement Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>9. Building Permit Technology Improvements</b>		<b>137,000</b>	<b>0</b>
<p><i><b>Community and Economic Development CSA</b></i>  <i><b>Development Plan Review and Building Construction Inspection Core Service</b></i>  <i>Building Development Services Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$137,000, funded by the Building Development Fee Program Fund, for technology improvements to the Building Permit process in order to achieve better quality, efficiency, and customer service to patrons. The permitting process workflow has transitioned to the digital environment and updates are needed to better serve the community. These updates include auto feed scanners, which convert paperwork (applications and other documents) to an electronic format for storage when provided at the counter during customer interactions; standard mobile devices, since issued devices are reaching the end of their life span and the devices in general have limited storage; and desktops and dual monitors for the first floor work stations as the equipment used at the counter has not been configured to accommodate the electronic media system now being used because of the pandemic/remote work environment. (Ongoing costs: \$0)</p>			
<b>10. Code Enforcement Policy and Program Policy Support Staffing</b>	<b>1.00</b>	<b>121,116</b>	<b>121,116</b>
<p><i><b>Neighborhood Services CSA</b></i>  <i><b>Code Enforcement Core Service</b></i>  <i>Community Code Enforcement and Multiple Housing Code Enforcement Programs</i></p> <p>This action adds 1.0 Senior Analyst position to the Code Enforcement Division to provide additional support for policy work, special projects, and program monitoring and development. The Senior Analyst position will provide fiscal, administrative, and performance-based program management of Multiple Housing and other Special Fee Programs and develop, coordinate, lead, and implement Code Enforcement policy and special code fee projects. (Ongoing costs: \$157,325)</p>			
<b>11. Planning Intake Staffing</b>	<b>1.00</b>	<b>100,956</b>	<b>0</b>
<p><i><b>Community and Economic Development CSA</b></i>  <i><b>Development Plan Review and Building Construction Inspection Core Service</b></i>  <i>Planning Development Services Program</i></p> <p>This action adds 1.0 Planning Technician position, funded by the Planning Development Fee Program Fund, to address the intake needs. Permit applications have increased from 5,892 in FY 2019 to 6,469 in FY 2020, and FY 2021 forecasts show that more than 7,000 permit applications will be received. The Planning Technician position will work with Planners in analyzing and evaluating factual data, acquire familiarity with an understanding of the basic principles and practices of municipal planning, assist in the processing of various permits, intake developer permit applications, and provide fee information and general zoning and land use information. (Ongoing costs: \$121,148)</p>			



# Planning, Building and Code Enforcement Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>12. Building Code and Reference Updates (2022 California Building Code)</b>		<b>100,000</b>	<b>0</b>
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***Community and Economic Development CSA  
Development Plan Review and Building Construction Inspection Core Service  
Building Development Services Program***

This action adds one-time non-personal/equipment funding of \$100,000, funded by the Building Development Fee Program Fund, for the purchase of updated 2022 California Building Codes and References materials for the Building Division. This will allow staff to review and inspect projects submitted and permitted under the 2022 California Building Codes (CBC) requirements effective January 1st, 2023. The 2022 CBC Codes and References will become available in July 2022. (Ongoing costs: \$0)

<b>13. Fiscal Oversight Staffing</b>	<b>1.00</b>	<b>93,301</b>	<b>26,910</b>
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***Community and Economic Development CSA  
Citywide Land Use Planning, Development Plan Review and Building Construction Inspection, and Strategic Support – Community and Economic Development Core Services  
Citywide Planning, Building Development Services, Planning Development Services, and PBCE Management and Administration – Community and Economic Development Programs***

***Neighborhood Services CSA  
Code Enforcement and Strategic Support – Neighborhood Services Core Services  
Multiple Housing Code Enforcement, Solid Waste Code Enforcement, and PBCE Management and Administration – Neighborhood Services Programs***

This action adds 1.0 Senior Accountant position (55% in the Building Development Fee Fund, 11% in the Planning Development Fee Fund, 29% in the General Fund, and 5% in the Citywide Planning Fee Fund) to assist with the compliance of a variety of fiscal policies, regulations, and reporting as it relates to specific fees; cash collection and other development related activities; supervise and lead subordinates with both prioritization and assignment of work as well training on critical and complex accounting tasks; provide supervision of the balancing and control activities associated with the Department's complex general ledger intricacies and demands; and assist with year-end audits and being able to explain financial policies and procedures to both internal and external sources by detailing the complex mechanics of the development services transaction processes. This position will improve overall fiscal management of the City's major development and non-development fee programs. (Ongoing costs: \$179,105)



# Planning, Building and Code Enforcement Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>14. Administrative Services Staffing</b>	<b>1.00</b>	<b>82,413</b>	<b>23,752</b>

***Community and Economic Development CSA***

***Citywide Land Use Planning, Development Plan Review and Building Construction Inspection, and Strategic Support – Community and Economic Development Core Services***

*Citywide Planning, Building Development Services, Planning Development Services, and PBCE Management and Administration – Community and Economic Development Programs*

***Neighborhood Services CSA***

***Code Enforcement and Strategic Support – Neighborhood Services Core Services***

*Multiple Housing Code Enforcement, Solid Waste Code Enforcement, and PBCE Management and Administration – Neighborhood Services Programs*

This action adds 1.0 Analyst II position (55% in the Building Development Fee Fund, 11% in the Planning Development Fee Fund, 29% in the General Fund, and 5% in the Citywide Planning Fee Fund) in the Administrative Services Division to provide significant analytical support by assisting with the development and execution of an annual review of development related fees and charges to improve the hourly rate models; assisting with more complex human resource research, improvements, and daily activities; managing the grant procurement processes of the department; improving the maintenance and development of performance measures as the Department begins a multi-year review and improvement effort; and assisting with equity impact analyses as it relates to departmental community services. (Ongoing costs: \$157,322)

<b>15. Destination: Home Silicon Valley Staffing</b>	<b>1.00</b>	<b>0</b>	<b>0</b>
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***Community and Economic Development CSA***

***Strategic Support – Community and Economic Development Core Service***

*PBCE Other Departmental – Grants – Community and Economic Development Program*

This action continues 1.0 Planner III position, through June 30, 2023, funded by the Destination: Home Silicon Valley (SV) grant. On November 6, 2018, City Council accepted a grant agreement with Destination: Home SV in the amount of \$540,000 to expedite supportive or extremely low-income (ELI) housing developments and affordable housing policy work for three years. A new grant agreement approved by City Council on September 14, 2021 extends the program with Destination: Home SV for an additional three years, through June 30, 2024. The executed grant agreement will be paid in three installments of \$180,000 annually, of which \$178,820 in revenue is included in the 2022-2023 Proposed Budget and represents the second installment of the grant. The Planner position will provide support and assistance in supportive and low-income affordable housing development projects. (Ongoing costs: \$0)

# Planning, Building and Code Enforcement Department

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## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>16. Citywide Planning Staffing</b>	<b>0.00</b>	<b>(2,956)</b>	<b>0</b>
<i>Community and Economic Development CSA</i>			
<i>Citywide Land Use Planning Core Service</i>			
<i>Citywide Planning Program</i>			
<p>This action adds 1.0 Principal Planner position and deletes 1.0 Planner III position in the Citywide Planning Fee Program Fund. Currently one Division Manager oversees the eight teams: Housing Team, Urban Village Team, General Plan and Data Analytics Team, Station Area Planning Team, Climate Smart Team, Ordinance and Policy Team, Citywide Planning Team, and the Urban Design/Special Projects Team. This action will allow the teams and workload to be distributed between the Principal Planner and the Division Manager and provide a better span of control. The Principal Planner will oversee four teams consisting of the General Plan and Data Analytics Team, Station Area Planning Team, Urban Design/Special Projects Team, and Urban Village Team. (Ongoing costs: \$48,110)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>19.00</b>	<b>\$3,720,911</b>	<b>\$1,573,012</b>







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# Planning, Building and Code Enforcement Department

## Performance Summary

### Code Enforcement

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of cases resolved through voluntary compliance, based on complexity of case types	97%	85%	95%	90%
 Cost per resolved case for non-fee based Community Code Enforcement programs <sup>1</sup>	\$1,251	\$825	\$955	\$825
 % of cases resolved within estimated processing standards, based on type and complexity of violations, for non-fee based Community Code Enforcement programs	61%	65%	50%	65%
 % of annual proactive inspections completed on schedule for fee-based Code Enforcement programs:				
- Community Code Enforcement	92%	60% <sup>2</sup>	62% <sup>2</sup>	80%
- Multiple Housing Code Enforcement	16% <sup>2</sup>	50% <sup>2</sup>	51% <sup>2</sup>	70%
 % of residents who feel their neighborhood is in the same or better condition compared to previous year (annual Code Enforcement survey)	67%	70%	70%	70%
 % of customers who feel they received courteous treatment and timely service from their interaction with Code Enforcement staff	54%	70%	60%	70%

<sup>1</sup> The number of cases closed (resolved) dropped significantly in 2020-2021 due to reduced service delivery as a result of the COVID-19 pandemic and ongoing staff vacancies thus leading to an increase in resource cost per case closed.

<sup>2</sup> The 2021-2022 Target and 2021-2022 Estimated reflect service delivery impacts due to the COVID-19 pandemic, as well as forecasted staffing levels (vacancies). Community Code Enforcement has a relatively higher vacancy rate in 2021-2022 that has impacted inspections completed.

# Planning, Building and Code Enforcement Department

## Performance Summary

### Code Enforcement

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Staff hours devoted to outreach/education/ prevention	54 <sup>1</sup>	75	79	75
Total # of Multiple Housing Code Enforcement Program buildings proactively inspected	144 <sup>1</sup>	1,688 <sup>2</sup>	900 <sup>1</sup>	1,700 <sup>2</sup>
Total # of inspections for complaints for Code Enforcement programs (initial, compliance, and reinspections):				
- Community Code Enforcement (non-fee based programs)	N/A <sup>3</sup>	1,500	1,700	1,500
- Multiple Housing Code Enforcement	N/A <sup>3</sup>	1,500	250	250
General Code Compliant Cases:				
- Opened	2,880	3,000	2,700	3,000
- Resolved	2,028	3,000	2,700	3,000
Multiple Housing Complaint Cases:				
- Opened	262	300	380	350
- Resolved	252	300	350	350
% of cases resolved following an enforcement action:				
- Warning or Inspection Notice	34%	45%	45%	45%
- Citation	4%	5%	7%	5%
- Compliance Order	3%	5%	2%	5%
- Appeals Hearing Board/Litigation	0.2%	1%	0.2%	1%

<sup>1</sup> Reflects the continuation of service impacts due to the COVID-19 pandemic, as well as ongoing staff vacancies.

<sup>2</sup> The 2021-2022 and 2022-2023 Forecast assumes all services are fully opened and back to pre-pandemic levels.





<sup>3</sup> New Activity and Workload Highlights starting in 2021-2022.

# Planning, Building and Code Enforcement Department

## Performance Summary

### Development Plan Review & Building Construction Inspection

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of projects that receive consistent feedback from staff throughout the course of project review:				
- Planning Permit Plan Review	N/A <sup>1</sup>	80%	N/A <sup>1</sup>	80%
- Building Permit Plan Review	N/A <sup>1</sup>	80%	N/A <sup>1</sup>	80%
- Building Inspectors Consistent With Building Plan Check	N/A <sup>1</sup>	80%	N/A <sup>1</sup>	80%
- Building Inspectors Consistent Among Multiple Inspectors	N/A <sup>1</sup>	80%	N/A <sup>1</sup>	80%
 Ratio of current year fee revenue to development fee program cost (includes reserve funding)	100%	100%	100%	100%
 Development projects completed within processing time targets:				
Planning Permit Process	41% <sup>2</sup>	85%	48% <sup>2</sup>	85%
Building Plan Check Process	64% <sup>3</sup>	85%	62% <sup>3</sup>	85%
Building Inspection Process				
- within 24 hours <sup>4</sup>	88%	70%	81%	70%
- within 48 hours	94%	90%	85%	90%
 % of process participants rating service "good" or better				
Planning Permit Process	N/A <sup>1</sup>	85%	N/A <sup>1</sup>	85%
Building Plan Check Process	N/A <sup>1</sup>	85%	N/A <sup>1</sup>	85%
Building Inspection Process	N/A <sup>1</sup>	85%	N/A <sup>1</sup>	85%

<sup>1</sup> A Request for Proposal for a consultant for the Development Survey was in progress in 2020-2021 and did not conclude in time for a survey to be completed. It is anticipated that the performance measure data will be available for inclusion in the 2023-2024 Proposed Budget.

<sup>2</sup> Planning activities were impacted due to the COVID-19 pandemic and staff vacancies.

<sup>3</sup> The Expedited Plan Review team have not been operating in person and have seen decreased efficiency in 2020-2021 and 2021-2022 due to plans needing to be routed to the 2<sup>nd</sup> floor Plan Review team instead of on-the-spot expedited review.

<sup>4</sup> The 2020-2021 performance met target levels because there was a lower volume of inspections which resulted in faster completion time. The lower volume of inspections was due to the impacts of COVID-19 pandemic protocols coupled with supply chain issues that affected construction sites. Many were left waiting for materials to arrive and others reduced their inspection days.

# Planning, Building and Code Enforcement Department

## Performance Summary

### Development Plan Review & Building Construction Inspection

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of building permits issued	32,472	40,000	39,000	40,000
# of customers served in Permit Center <sup>1</sup>	0	59,000	1,600	59,000
# of plan checks	6,792 <sup>2</sup>	8,000	8,000	8,000
# of field inspections <sup>3</sup>	142,163	180,000	140,000	180,000
# of planning applications and reviews				
- Major	722	80	60	70
- Minor	444	550	410	500
- Permit Center	4,405	4,000	5,370	5,500
# of environmental clearances				
- Major	185	100	165	135
- Minor	350	250	293	250

<sup>1</sup> The Permit Center in City Hall was closed to customers beginning March 2020 due to the COVID-19 pandemic and has since been re-opened by appointment only, resulting in no customers served in 2020-2021 and a lower-than-normal level of customers served in 2021-2022 with limited customer appointments. The 2022-2023 Forecast reflects projected activity level back to pre-pandemic levels coupled with an influx of activity due to code changes and incoming large projects.

<sup>2</sup> The 2020-2021 Actual reflects the service impacts due to the COVID-19 pandemic.




<sup>3</sup> The 2020-2021 Actual and 2021-2022 Estimate reflect the service impacts due to the COVID-19 pandemic. COVID-19 protocols coupled with supply chain issues affected construction sites and reduced the volume of inspections. In addition, permit issuance has not returned to pre-pandemic levels. The 2022-2023 Forecast reflects a projected increase in activity levels due to code changes and anticipated large projects.

# Planning, Building and Code Enforcement Department

## Performance Summary

### Citywide Land Use Planning

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of special planning efforts completed within targeted cost: Specific/Area Policy Plans:	100%	100%	100%	100%
 % of special planning efforts completed within targeted time: Specific/Area Policy Plans:	100%	100%	100%	100%
 % of planning process participants rating service as “good” or “excellent”	N/A <sup>1</sup>	85%	85%	85%

<sup>1</sup> Data for this measure is collected through a survey conducted by Citywide Planning. The survey was not conducted in 2017-2018, 2018-2019, 2019-2020, and 2020-2021.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of Scheduled/Completed Specific/Area Policy Plans <sup>1</sup>	2 of 4	1 of 4	1 of 4	1 of 4
# of planning policy studies <sup>2</sup>	2	5	6	7
# of General Plan Amendments <sup>3</sup>	14	10	16	18

<sup>1</sup> In 2020-2021, the Diridon Station Area Plan and Berryessa/Bart Urban Village Plan were completed. In 2021-2022, the North 1<sup>st</sup> Street Urban Village was completed. In 2022-2023, the Five Wounds Urban Village Plan updates are anticipated to be completed.

<sup>2</sup> In 2020-2021, new mixed-use Urban Village Zoning Districts and Citywide Design Standards and Guidelines were approved. In 2021-2022 updates to cannabis land use regulations were approved, as well as the Senate Bill 9 (SB9) Emergency ordinance. In addition, staff completed four large policy efforts tied to the Four-Year Review of the General Plan: Coyote Valley, Urban Village policies, Neighborhood Business Districts policies, and Opportunity Housing. Upcoming activity for 2022-2023 include development of YIGBY Policy and Ordinance framework, as well as the proposed Parking and TDM ordinance framework, North San Jose Phase II, Housing Element update, General Plan Safety Element update, align agricultural zoning in Coyote Valley with County’s agricultural zoning districts, and SB9 Development Standards and Policy amendments.

<sup>3</sup> In 2021-2022, there were 6 privately-initiated General Plan Amendments and 10 City-initiated General Plan Amendments for the Four-Year Review. In 2022-2023, there are 9 anticipated privately-initiated General Plan Amendments and nine additional projected General Plan amendments due to Council directed work items and state mandates.

## Planning, Building and Code Enforcement Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant I/II	1.00	1.00	-
Accounting Technician	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	5.00	7.00	2.00
Assistant Director of Planning, Bldg and Code Enforceme	1.00	1.00	-
Assistant to the Director	1.00	1.00	-
Associate Engineer	19.00	19.00	-
Building Inspection Manager	4.00	4.00	-
Building Inspector Combination Certified I/II/III/Sr	63.00	63.00	-
Building Inspector, Supervisor Certified I/II	15.00	15.00	-
Code Enforcement Inspector I/II	45.00	46.00	1.00
Code Enforcement Supervisor	6.00	7.00	1.00
Deputy Director	4.00	4.00	-
Director of Planning, Building and Code Enforcement	1.00	1.00	-
Division Manager	9.00	9.00	-
Environmental Inspector I/II	3.00	3.00	-
Permit Specialist	1.00	5.00	4.00
Planner I/II/III	35.00	35.00	-
Planner IV	14.00	12.00	(2.00)
Planning Technician	4.00	5.00	1.00
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	3.00	3.00	-
Principal Permit Specialist	6.00	7.00	1.00
Principal Planner	2.00	3.00	1.00
Program Manager	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative I/II	1.00	1.00	-
Senior Accountant	0.00	1.00	1.00
Senior Account Clerk	1.00	1.00	-
Senior Analyst	2.00	3.00	1.00
Senior Engineer	7.00	7.00	-
Senior Office Specialist	11.00	11.00	-
Senior Permit Specialist	16.00	16.00	-
Senior Public Information Representative	0.00	1.00	1.00
Senior Supervisor, Administration	2.00	2.00	-
Staff Specialist	8.00	8.00	-
Supervising Environmental Services Specialist	1.00	1.00	-
<b>Total Positions</b>	<b>299.00</b>	<b>311.00</b>	<b>12.00</b>



# Police Department

**Anthony Mata, Police Chief**

## MISSION

***Create safe places to live, work and learn through community partnerships***

## CITY SERVICE AREA

***Public Safety***

## CORE SERVICES

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### CRIME PREVENTION AND COMMUNITY EDUCATION

Provide programs and services through community education and partnerships to reduce criminal activity and enhance public safety.

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### INVESTIGATIVE SERVICES

Provide for the objective examination of events through the collection of evidence, interviewing of witnesses, the interrogation of suspects, and other activities, to arrive at a resolution or successful prosecution.

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### REGULATORY SERVICES

Provide for the mandated regulation of businesses and activities and the issuance of those attendant mandated permits that are in the public interest.

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### RESPOND TO CALLS FOR SERVICE AND PATROL SUPPORT

Provide for 24-hour emergency and non-emergency police calls, which include but are not limited to crimes against persons and property, disturbances, traffic accidents, disasters, and medical emergencies,

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**Strategic Support:** Department Management, Public Information, Fiscal Integrity, Systems Availability, Recruiting/Training, Facilities and Vehicle Management, Wellness of the Workforce, Safety, and Pandemic Response

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# Police Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Crime Prevention and Community Education Core Service</i></b>	
<b>Crime Prevention</b>	Provides community-oriented policing, community education programs, and problem-solving support for the Police Department and the community.
<b>School Liaison / Truancy Abatement</b>	Develops and maintains positive communications and relationships between the Police Department and the school districts within the city; supports truancy abatement services.
<b>School Safety</b>	Provides for the safety of school age children as they travel to and from school.
<b><i>Investigative Services Core Service</i></b>	
<b>Assaults</b>	Investigates assault cases, hate crimes, criminal threats, and brandishing weapons cases.
<b>Court Liaison</b>	Liaisons with the District Attorney's Office, seeks and processes criminal citations, and coordinates witnesses.
<b>Crime Analysis</b>	Identifies crime trends and crime patterns through analysis of crime data.
<b>Family Violence</b>	Uses a collaborative approach to provide a secure, comfortable and convenient location for victims of family violence in order to facilitate the investigation of their cases and seek the services necessary to ensure their continued safety and well-being.
<b>Financial Crimes / Burglary</b>	Provides police services to the community by providing investigations of economic crimes.
<b>Gang Investigations</b>	Investigates gang-related crimes committed by members of criminal street gangs.
<b>Homicide / Crime Scene</b>	Provides for the investigation of all homicides, suspicious deaths, child deaths, in-custody deaths, and officer involved fatal incidents.
<b>Internal Affairs</b>	Responsible for receiving, documenting, and investigating all citizen complaints, as well as Department-initiated investigations involving Department members.
<b>Investigations Administration</b>	Provides leadership and management for investigative services.
<b>Juvenile / Missing Persons</b>	Responsible for investigating a wide variety of cases involving juvenile offenders and for locating persons who are formally reported as missing from within the city.
<b>Robbery</b>	Conducts investigations of robberies, extortions, kidnappings, grand theft "purse snatch" cases, and other robbery-related crimes.

# Police Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Investigative Services Core Service</i></b>	
<b>Sexual Assaults</b>	Investigates sex offenses reported in the city.
<b>Special Investigations</b>	Collects, analyzes, and disseminates information on the criminal activities of organized crime groups, emerging criminal groups, public disorder and terrorist groups, and threats to public officials or private citizens.
<b><i>Regulatory Services Core Service</i></b>	
<b>Cannabis Regulation</b>	Maintains regulatory oversight for cannabis collectives including site inspections, background investigations on collective's employees, investigation of Municipal Code violations, and conducting analysis of criminal activity related to cannabis operations.
<b>Gaming Control</b>	Maintains regulatory oversight for cardrooms including site inspections, background investigations on cardroom's employees, investigation of Municipal Code violations, and conducting analysis of criminal activity relating to cardroom operations.
<b>Permits</b>	Maintains regulatory oversight for business permits such as taxi companies, tow companies, massage parlors, entertainment venues, gaming establishments, bingo parlors, and peddlers in accordance with the Municipal Code.
<b><i>Respond to Calls for Service and Patrol Support Core Service</i></b>	
<b>9-1-1 Call Taking &amp; Police Dispatch</b>	Serve as the vital link between public safety and those who need assistance by answering and dispatching emergency and non-emergency calls in a timely, precise, and skilled manner.
<b>Air Support</b>	Provides aerial support for police ground units on matters relating to public and officer safety.
<b>Airport Division</b>	Provides basic police services as well as coordinates with partners to enforce the Airport Security Plan and ensure compliance with all FAA and TSA security directives, existing regulations, and emergency amendments at Norman Y. Mineta San José International Airport.
<b>Downtown Services</b>	Manages policing activities for events associated with the Downtown Entertainment Zone, including regulatory enforcement of the City's Entertainment and Conditional Use Permits at nightclubs and bars, enforcement of Alcoholic Beverage Control violations, cruise management traffic diversion, and patrol checks at parking garages in the Entertainment Zone.
<b>Field Operations Administration</b>	Provides leadership and management for field operations.
<b>Field Patrol</b>	Performs continuous patrol and response to calls for service to ensure immediate public safety.

# Police Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Respond to Calls for Service and Patrol Support Core Service</i></b>	
<b>Metro</b>	Performs a variety of functions, including street level narcotics enforcement, prostitution enforcement, tactical support for the MERGE Unit, augmenting the VCET Unit during upticks in violent gang crime, and various special assignments as needed.
<b>Reserves / Volunteers</b>	Manages volunteers who assist the Department for relief, special functions and community events.
<b>Special Operations</b>	Responds to high-risk incidents, including hostage/barricade situations, with specially trained and equipped staff.
<b>Traffic Enforcement</b>	Enforces traffic laws in order to reduce traffic collisions, their resulting injuries, and facilitates the safe and expedient flow of vehicular and pedestrian traffic.
<b>Violent Crimes Enforcement</b>	With a highly skilled and trained team, provides enforcement of crimes associated with violence related to criminal gang activity in an effort to reduce and prevent youth crime and violence.
<b><i>Strategic Support Core Service</i></b>	
<b>Police Financial Management</b>	Manages the budget and all financial transactions for the department; assists in annual budget development.
<b>Police Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Police Information Technology</b>	Provides information technology services, planning, system development and maintenance for the department in coordination with the Information Technology Department.
<b>Police Department Management and Administration</b>	Provides executive-level, analytical and administrative support to the department.
<b>Police Records</b>	Manages and maintains local, state and federal databases in order to assist in the identification, apprehension and prosecution of criminal offenders, and to ensure officer and public safety.
<b>Police Research and Development</b>	Performs research and preparation of complex reports and projects involving inter-departmental issues and intergovernmental topics as well as coordinates release of information in accordance with the California Public Records Act.
<b>Police Training and Academy</b>	Delivers constantly updated training programs that support the Department's commitment to excellence, reflecting the highest professional standards in managerial, operational, and personal performance.
<b>Police Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

# Police Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Maintain a vibrant, safe community by delivering high quality police services.
- Continue to provide effective and timely response to calls for service.
- Improve the positive relationship the community has with the Police Department, which is critical in patrolling the City and investigating crimes and enables quick resolution of the most serious crimes.
- Strive to reduce crime rates, conduct investigations effectively, and continue efforts to deter violence.
- Work collaboratively with the community to reimagine public safety, finding innovative and effective strategies for problem solving.

### 2022-2023 Key Budget Actions

- Adds one-time funding of \$7.5 million for the Sworn Hire Ahead Program in 2022-2023 to timely fill vacancies with street-ready officers, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. The Sworn Hire Ahead Program is not funded beyond 2022-2023.
- Adds 16.0 Police Officer positions for the foot patrol program across the City's four police divisions (Central/Downtown, Foothill, Southern, and Western), as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. Previously, this program was funded through one-time overtime funding.
- Adds 1.0 Senior Analyst position, continues 2.0 Analyst II positions permanently, and continues 2.0 Analyst II positions through June 30, 2023 to provide additional capacity to process and respond to California Public Records Act requests.
- Adds one-time funding of \$895,000 for recruiting and backgrounding sworn and non-sworn vacancies.
- Adds 4.0 Police Officer positions to support the Mobile Crisis Assessment Team (MCAT) in responding to community members experiencing mental health crises, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. Previously, this program was funded through grant funding.
- Makes permanent 5.0 Community Service Officer positions previously funded on a one-time basis for non-emergency police functions and investigative support.
- Adds one-time overtime funding of \$600,000 as a match to the anticipated partnership with the Santa Clara Valley Water District for police trail patrol along Coyote Creek and Guadalupe River.
- Adds one-time overtime funding of \$324,000 and ongoing overtime funding of \$50,000 to provide National Incident Management System and Incident Command System training to all lieutenants across the department, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023.
- Adds one-time overtime funding of \$300,000 to support efforts to rearrest criminal defendants, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023.
- Adds 1.0 Senior Analyst position, through June 20, 2023, to accelerate departmental efforts in achieving measurable and sustainable progress to advance racial equity and reimagining policing efforts.
- Adds 1.0 Police Forensic Analyst position to support investigative case work in the Family Violence Unit of the Bureau of Investigations.

### Operating Funds Managed

- Edward Byrne Memorial Justice Assistance Grant
- Federal Drug Forfeiture Fund
- Supplemental Law Enforcement Services Fund
- State Drug Forfeiture Fund

# Police Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Crime Prevention and Community Education	2,966,524	7,187,078	7,474,841	7,474,841
Investigative Services	87,058,481	94,610,978	92,784,975	93,656,452
Regulatory Services	4,306,791	5,000,203	4,982,608	4,982,608
Respond To Calls For Service and Patrol Support	301,190,860	315,925,869	307,491,374	321,108,772
Strategic Support - Other - Public Safety	16,447,193	15,014,938	9,491,029	9,591,029
Strategic Support - Public Safety	68,204,340	60,333,545	54,347,174	56,901,924
<b>Total</b>	<b>\$480,174,189</b>	<b>\$498,072,611</b>	<b>\$476,572,001</b>	<b>\$493,715,626</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	389,569,331	426,490,132	412,849,681	424,700,566
Overtime	44,565,264	23,974,145	22,040,002	24,889,002
<b>Subtotal Personal Services</b>	<b>\$434,134,595</b>	<b>\$450,464,277</b>	<b>\$434,889,683</b>	<b>\$449,589,568</b>
Non-Personal/Equipment	30,075,292	32,238,914	32,392,378	34,629,118
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$464,209,887</b>	<b>\$482,703,191</b>	<b>\$467,282,061</b>	<b>\$484,218,686</b>
<i>Other Costs*</i>				
City-Wide Expenses	5,218,781	4,434,964	7,500	214,500
General Fund Capital	0	0	0	0
Gifts	3,311	0	2,000	2,000
Housing Loans and Grants	0	0	0	0
Other	2,826,963	3,166,395	320,000	320,000
Other - Capital	0	0	0	0
Overhead Costs	0	18,061	10,440	10,440
Workers' Compensation	7,915,247	7,750,000	8,950,000	8,950,000
<b>Total Other Costs</b>	<b>\$15,964,302</b>	<b>\$15,369,420</b>	<b>\$9,289,940</b>	<b>\$9,496,940</b>
<b>Total</b>	<b>\$480,174,189</b>	<b>\$498,072,611</b>	<b>\$476,572,001</b>	<b>\$493,715,626</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Police Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	475,328,681	493,331,652	475,623,614	492,767,239
Gift Trust Fund (139)	3,311	0	2,000	2,000
Coronavirus Relief Fund (401)	1,200,371	0	0	0
Emergency Reserve Fund (406)	260	0	0	0
Supplemental Law Enforcement Services Fund (414)	2,693,272	2,864,633	0	0
State Drug Forfeiture Fund (417)	406,474	150,000	0	0
Federal Drug Forfeiture Fund (419)	215,000	0	0	0
Edward Byrne Memorial Justice Assistance Grant Trust Fund (474)	138,825	963,191	0	0
Airport Maintenance And Operation Fund (523)	102,253	135,506	121,067	121,067
General Purpose Parking Fund (533)	0	150,000	320,000	320,000
Capital Funds	85,742	477,629	505,320	505,320
<b>Total</b>	<b>\$480,174,189</b>	<b>\$498,072,611</b>	<b>\$476,572,001</b>	<b>\$493,715,626</b>
<b>Positions by Core Service**</b>				
Crime Prevention and Community Education	69.67	69.67	68.67	68.67
Investigative Services	313.50	313.50	315.50	316.50
Regulatory Services	23.00	23.00	23.00	23.00
Respond To Calls For Service and Patrol Support	1,094.50	1,093.50	1,088.50	1,113.50
Strategic Support - Public Safety	214.50	217.50	212.50	218.50
<b>Total</b>	<b>1,715.17</b>	<b>1,717.17</b>	<b>1,708.17</b>	<b>1,740.17</b>

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Police Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Crime Prevention and Community Education

Crime Prevention	1,602,079	2,020,627	2,066,635	2,066,635	13.00
Police Activities League	0	7,888	0	0	0.00
School Liaison/Truancy Abatement	528,641	2,381,701	2,106,124	2,106,124	6.00
School Safety	835,804	2,776,862	3,302,082	3,302,082	49.67
<b>Sub-Total</b>	<b>2,966,524</b>	<b>7,187,078</b>	<b>7,474,841</b>	<b>7,474,841</b>	<b>68.67</b>

#### Investigative Services

Assaults	3,701,590	4,221,196	3,962,689	3,962,689	15.00
Court Liaison	1,734,828	2,017,775	1,971,760	1,971,760	12.00
Crime Analysis	2,032,092	2,557,709	2,753,998	2,753,998	17.00
Family Violence	5,157,468	6,481,251	5,920,218	6,153,695	22.00
Financial Crimes/Burglary	4,169,591	6,006,940	5,603,740	5,603,740	21.00
Gang Investigations	5,030,703	6,140,736	5,911,654	5,911,654	21.00
Homicide/Crime Scene	12,721,828	10,889,544	11,012,217	11,012,217	34.00
Internal Affairs	6,546,915	6,143,175	6,049,898	6,049,898	18.00
Investigations Administration	8,914,587	10,762,043	11,002,616	11,003,616	27.00
Juvenile/Missing Persons	1,346,961	1,401,119	1,453,119	1,453,119	5.50
Robbery	4,110,121	4,356,590	4,279,624	4,279,624	14.00
Sexual Assaults	15,717,789	17,394,595	16,958,309	17,178,309	57.00
Special Investigations	15,874,008	16,238,305	15,905,133	16,322,133	53.00
<b>Sub-Total</b>	<b>87,058,481</b>	<b>94,610,978</b>	<b>92,784,975</b>	<b>93,656,452</b>	<b>316.50</b>

#### Regulatory Services

Cannabis Regulation	1,304,438	1,428,333	1,444,536	1,444,536	6.00
Gaming	1,351,460	1,590,497	1,628,506	1,628,506	7.00
Permits	1,650,893	1,981,373	1,909,566	1,909,566	10.00
<b>Sub-Total</b>	<b>4,306,791</b>	<b>5,000,203</b>	<b>4,982,608</b>	<b>4,982,608</b>	<b>23.00</b>

#### Respond To Calls For Service and Patrol Support

9-1-1 Call Taking & Police Dispatch	26,869,652	29,031,002	30,451,032	30,451,032	165.50
Air Support	2,876,368	2,759,219	2,677,287	2,677,287	7.00
Airport Division	8,276,165	9,009,725	9,034,978	9,034,978	11.00
Downtown Services	971,169	3,041,747	2,791,345	2,791,345	7.00
Field Operations Administration	4,907,569	3,864,310	4,509,981	5,332,380	22.00
Field Patrol	220,897,512	225,755,978	216,767,872	228,662,871	767.00
Metro	7,448,561	9,376,351	8,739,484	8,739,484	29.00
Police - Reserves Unit	1,094,569	1,199,997	1,266,539	1,266,539	5.00

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# Police Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Special Operations	17,140,269	17,503,782	17,385,291	18,285,291	54.00
Traffic Enforcement	5,528,487	9,733,165	8,899,717	8,899,717	30.00
Violent Crimes Enforcement	5,180,539	4,650,593	4,967,848	4,967,848	16.00
<b>Sub-Total</b>	<b>301,190,860</b>	<b>315,925,869</b>	<b>307,491,374</b>	<b>321,108,772</b>	<b>1,113.50</b>
<b>Strategic Support - Other - Public Safety</b>					
Police Capital	70,499	0	0	0	0.00
Police Gifts	3,311	0	2,000	2,000	0.00
Police Other Departmental - City-Wide	825,653	993,085	463,085	563,085	0.00
Police Other Departmental - Grants	5,753,968	6,253,792	65,504	65,504	0.00
Police Other Operational - Administration	1,878,515	0	0	0	0.00
Police Overhead	0	18,061	10,440	10,440	0.00
Police Workers' Compensation	7,915,247	7,750,000	8,950,000	8,950,000	0.00
<b>Sub-Total</b>	<b>16,447,193</b>	<b>15,014,938</b>	<b>9,491,029</b>	<b>9,591,029</b>	<b>0.00</b>
<b>Strategic Support - Public Safety</b>					
Police Department Management and Administration	7,140,413	7,306,123	7,638,052	7,816,549	12.00
Police Financial Management	2,671,466	2,776,515	2,750,362	2,750,362	16.00
Police Human Resources	9,598,004	8,282,445	7,837,855	8,732,855	28.00
Police Information Technology	10,532,115	10,958,144	8,414,050	8,640,050	23.00
Police Pandemic Response	3,204,918	0	0	0	0.00
Police Records	10,009,629	10,013,843	10,548,930	10,548,930	80.50
Police Research and Development	4,241,294	3,759,189	3,414,591	4,345,844	19.00
Police Training and Academy	20,806,501	17,237,286	13,743,334	14,067,334	40.00
<b>Sub-Total</b>	<b>68,204,340</b>	<b>60,333,545</b>	<b>54,347,174</b>	<b>56,901,924</b>	<b>218.50</b>
<b>Total</b>	<b>\$480,174,189</b>	<b>\$498,072,611</b>	<b>\$476,572,001</b>	<b>\$493,715,626</b>	<b>1,740.17</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Police Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>1,717.17</b>	<b>482,703,191</b>	<b>481,146,688</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Mobile Data Computer Replacement		(608,000)	(608,000)
• Rebudget: Sexual Assault Workplan		(436,000)	(436,000)
• Rebudget: Police Redistricting		(350,000)	(350,000)
• Rebudget: Intergraph Maintenance Upgrade		(300,000)	(300,000)
• Rebudget: 2020 Justice Assistance Grant		(290,569)	0
• Rebudget: 2018 Justice Assistance Grant		(282,401)	0
• Rebudget: 2017 Justice Assistance Grant		(238,459)	0
• Rebudget: Local Sales Tax - Police and Fire Department Computer Aided Dispatch		(215,000)	(215,000)
• Rebudget: eCite Software Upgrade		(150,000)	0
• Rebudget: 9-1-1/3-1-1 Call Center		(85,000)	(85,000)
• Rebudget: Stream Stewardship Law Enforcement Program		(80,673)	(80,673)
• Rebudget: Permitting Software		(75,000)	(75,000)
• Rebudget: Vehicle Replacement		(53,000)	(53,000)
• Rebudget: Foot Patrols in High Need Neighborhoods		(20,500)	(20,500)
• Rebudget: Radar Trailer		(20,000)	(20,000)
• Police Hire Ahead Program		(7,000,000)	(7,000,000)
• Foot Patrol in Downtown and High Needs Neighborhoods		(750,000)	(750,000)
• Community Service Officer Staffing (5.0 Community Service Officer II)	(5.00)	(705,790)	(705,790)
• Police Public Records Team Staffing (4.0 Analyst I/II)	(4.00)	(559,048)	(559,048)
• Traffic Safety and Illegal Sideshows		(500,000)	(500,000)
• Police Backgrounding Services		(300,000)	(300,000)
• Domestic Violence - High Risk Response Team		(120,000)	(120,000)
• Child Forensic Interviewer		(38,000)	(38,000)
• Fireworks Enforcement		(35,000)	(35,000)
• Nextdoor Solutions to Domestic Violence		(30,000)	(30,000)
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(9.00)</b>	<b>(13,242,440)</b>	<b>(12,281,011)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocations:		(7,503,025)	(7,520,771)
- 1.0 Office Specialist to 1.0 Police Data Specialist II			
- 1.0 Program Manager to 1.0 Latent Fingerprint Examiner Supervisor			
- 2.0 Crime and Intelligence Analyst to 2.0 Police Data Specialist II			
- 1.0 Public Information Representative II to 1.0 Senior Public Information Representative			
• Vacancy Factor		2,093,299	2,090,172
• Vehicle Operations and Maintenance		1,273,000	1,273,000
• Contract Services: FirstNet Cellular Service		770,500	770,500
• Training: Emergency Vehicle Operations		583,250	583,250
• Living Wage Adjustment		298,545	298,545

# Police Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Utilities: Gas, Electricity, Water		197,000	197,000
• Contract Services: County of Santa Clara/District Attorney's Office Crime Lab		139,199	139,199
• Contract Services: Cellular Data Subpoenas		40,000	40,000
• Software/Information Systems: Intergraph Software		28,031	28,031
• Software/Information Systems: Body Worn Camera Program		25,000	25,000
• Software/Information Systems: California Radio Interoperable System (CRIS) Channel Access		23,464	23,464
• Software/Information Systems: Netmotion Mobility		23,000	23,000
• Contract Services: City of Glendale/Verdugo Regional Crime Lab		18,500	18,500
• Night Shift Differential Adjustment		12,027	12,027
• Contract Services: County of Santa Clara/Criminal Justice Information Control (CJIC)		11,000	11,000
• Community-Based Organization: YWCA Solutions to Domestic Violence		2,860	2,860
• Community-Based Organization: Truancy Abatement and Burglary Suppression		1,482	1,482
• Community-Based Organization: San Jose Police Chaplaincy Program		649	649
• Community-Based Organization: Crisis Intervention for Youth		429	429
• Contract Services: Valley Transportation Authority Berryessa Station		(209,760)	(209,760)
• Vehicle Replacements: Police Fleet		(7,140)	(7,140)
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>(2,178,690)</b>	<b>(2,199,563)</b>
 <b>2022-2023 Forecast Base Budget</b>	 <b>1,708.17</b>	 <b>467,282,061</b>	 <b>466,666,114</b>
 <b>Budget Proposals Recommended</b>			
1. Police Sworn Hire Ahead Program		7,500,000	7,500,000
2. Foot Patrols in Downtown and High Needs Neighborhoods	16.00	3,680,436	3,680,436
3. Police Public Records Team Staffing	5.00	931,253	931,253
4. Recruiting and Backgrounding		895,000	895,000
5. Mobile Crisis Assessment Team	4.00	822,399	822,399
6. Community Service Officer Staffing	5.00	614,563	614,563
7. Coyote Creek and Guadalupe River Trail Patrol		600,000	600,000
8. National Incident Management System and Incident Command System Training		324,000	324,000
9. Re-Arresting Criminal Defendants		300,000	300,000
10. Automated License Plate Recognition Camera System		250,000	250,000
11. FirstNet Equipment Refresh		226,000	226,000
12. Racial Equity Staffing	1.00	178,497	178,497
13. Domestic Violence High Risk Response Team		125,000	125,000
14. Improving Criminal Justice Program		120,000	120,000
15. Bureau of Investigations - Family Violence Unit Staffing	1.00	109,477	109,477
16. Traffic Safety and Illegal Sideshows		100,000	100,000

# Police Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Budget Proposals Recommended</b>			
17. Children's Advocacy Center (CAC) Forensic Interview Staffing		100,000	100,000
18. Automated License Plate Reader Database Access		60,000	60,000
<b>Total Budget Proposals Recommended</b>	<b>32.00</b>	<b>16,936,625</b>	<b>16,936,625</b>
<hr/>			
<b>2022-2023 Proposed Budget Total</b>	<b>1,740.17</b>	<b>484,218,686</b>	<b>483,602,739</b>

# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Police Sworn Hire Ahead Program</b>  <i>Public Safety CSA</i> <b>Respond to Calls for Service and Patrol Core Service</b> <i>Field Patrol Program</i>		<b>7,500,000</b>	<b>7,500,000</b>
<p>This action adds one-time funding of \$7.5 million to fund the Sworn Hire Ahead Program, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. The Sworn Hire Ahead Program aims to fill vacant positions with street-ready officers within an average of 90 days and uses dedicated funding to overstaff the Department above authorized sworn staffing levels to get a head start on training recruits, so they are street-ready when sworn vacancies occur. It takes approximately 12-14 months for a recruit to complete the academy and field training necessary to be considered street-ready. (Ongoing costs: \$0)</p>			
<b>2. Foot Patrols in Downtown and High Needs Neighborhoods</b>  <i>Public Safety CSA</i> <b>Respond to Calls for Service and Patrol Core Service</b> <i>Field Patrol Program</i>	<b>16.00</b>	<b>3,680,436</b>	<b>3,680,436</b>

This action adds 16.0 Police Officer positions ongoing, one-time overtime funding of \$900,000, and non-personal/equipment funding (\$818,192 one-time and \$67,536 ongoing) to support the foot patrol program across the City's four police divisions (Central/Downtown, Foothill, Southern, and Western) - using a data-driven approach to prioritize walking beats for high crime areas within each division - as directed by City Council's approval of the Mayor's March Budget Message for Fiscal Year 2022-2023. The walking beat program is designed to directly impact communities beyond the typical enforcement model used by police. The goal is to build strong neighborhood relationships through consistent and personal interaction with communities in their neighborhoods. Once hired, the 16.0 Police Officer positions will be assigned equally (4.0 positions each) across the four divisions. This staffing structure allows for the coverage of a ten-hour shift, seven days per week, in each of the four divisions. Due to the hiring/training process, which can take 12-14 months, the department will need to staff most of the 2022-2023 fiscal year foot patrol program using voluntary overtime. Non-personal/equipment funding includes a one-time allocation of \$632,000 for the purchase of eight new patrol vehicles, one-time allocation of \$186,192 for standard issue equipment for new recruits, and ongoing funding of \$67,536 for other supplies and equipment. (Ongoing costs: \$2,683,837)

# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Police Public Records Team Staffing	5.00	931,253	931,253

#### **Public Safety CSA**

#### **Strategic Support – Public Safety Core Service**

#### *Police Research and Development Program*

To address the increasing workload associated with recent amendments to the California Public Records Act (CPRA) and volume of records requested, this action adds 1.0 Senior Analyst position ongoing, continues two temporary positions by adding 2.0 Analyst I/II positions permanently, adds 2.0 Analyst I/II positions through June 30, 2023, adds one-time personal services funding of \$250,000 to continue funding for rehire retirees, and adds non-personal/equipment funding of \$3,000. This action increases the amount of ongoing staffing supporting public records requests from 7.0 to 10.0 full-time equivalent (FTE) positions and provides a total of 12.0 FTE focused on responding to public records requests. Multiple State legislative changes to CPRA requirements have impacted the department's workload: Senate Bill 1421 (SB1421), effective January 1, 2019, related to peace officer personnel records and other records; Assembly Bill 748, effective July 1, 2019, requiring all video and audio depicting an officer involved shooting or use of force causing great bodily injury be released within 45 days; and Senate Bill 16, effective January 1, 2022, requiring the release of additional categories related to incidents involving officer misconduct. The Analyst positions will be responsible for the processing of both general CPRA requests and those specific to SB1421. Duties related to CPRA requests include communicating with requestors, researching resources and compiling responsive records, detailed review of responsive records for redactions, crafting professional responses, file management, and adhering to retention guidelines. The additional funding for rehire retirees will allow the department to return current staff temporarily assigned to CPRA workloads to their normal duties. The Senior Analyst position provides needed span of control to ensure proper oversight of both SB1421 and other PRA requests. (Ongoing costs: \$469,767)

4. Recruiting and Backgrounding		895,000	895,000
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#### **Public Safety CSA**

#### **Strategic Support – Public Safety Core Service**

#### *Police Human Resources Program*

This action adds one-time personal services funding of \$625,000 and non-personal/equipment funding of \$270,000 for recruiting and backgrounding candidates for the upcoming Police Officer Recruit Academies as well as civilian candidates for non-sworn vacancies, such as Public Safety Communication Specialists and Public Safety Dispatchers in the 9-1-1 Emergency Communications Center, and Crime and Intelligence Analysts. Non-personal/equipment funding will be used to attend job fairs and recruiting events (\$100,000) and to continue the use of a consultant to conduct a comprehensive recruitment marketing plan that includes various targeted radio, print, and social media marketing (\$100,000). Additional non-personal/equipment funding of \$70,000 will be used to procure a cloud-based software system designed to assist with pre-employment background investigations. The software allows Background Investigators to manage pre-employment background investigations online in one central location, with little to no paper handling, saving the Police Department significant time and money and allowing applicants to be hired more quickly. Background Investigators process approximately 1,300 background investigations a year. Personal Services funding of \$625,000 will augment the existing backgrounding positions in the Department's Base Budget, bringing total backgrounding resources in 2022-2023 to approximately \$1.6 million. (Ongoing costs: \$0)

# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Mobile Crisis Assessment Team</b>	<b>4.00</b>	<b>822,399</b>	<b>822,399</b>

**Public Safety CSA**  
**Respond to Calls for Service and Patrol Core Service**  
*Field Operations Administration Program*

This action adds 4.0 Police Officer positions and non-personal/equipment funding (\$362,548 one-time and \$16,884 ongoing) to support the Mobile Crisis Assessment Team (MCAT), as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. The purpose of MCAT is to have a team of dedicated officers available for immediate response to community members experiencing a mental health crisis. The MCAT Unit is part of the Department's overall efforts to reimagine safety across the community by providing alternative service and delivery models. Often, people experiencing mental health crises do not receive a mental health response. MCAT officers employ a cross-system approach, involving public and private programs to improve how police respond to individuals in a mental health crisis, moving them away from the justice system and connecting them to the appropriate care. MCAT operates a co-response model that, for some deployments, includes the pairing of specially trained officers with licensed Santa Clara County mental health clinicians. The team responds to non-urgent follow up requests and when appropriate and safe, to in-progress calls for community members experiencing a mental health crisis. Currently, the MCAT Unit has two Sergeants and five Police Officers assigned on a temporary basis, funded through grant funds. Once funding has expired, the Unit will no longer function as a unit and regular patrol officers would respond to these calls for service. Adding four permanent officers to the Unit will allow the department to staff two teams (one sergeant and two officers per team) that are deployed on a ten-hour shift. Two teams allow for coverage seven days a week with one team covering the first half and the other the second half. Non-personal/equipment funding includes a one-time allocation of \$316,000 for the purchase of four new vehicles, one-time allocation of \$46,548 for standard issue equipment, and ongoing funding of \$16,884 for supplies and equipment. (Ongoing costs: \$670,959)

<b>6. Community Service Officer Staffing</b>	<b>5.00</b>	<b>614,563</b>	<b>614,563</b>
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**Public Safety CSA**  
**Respond to Calls for Service and Patrol Support Core Service**  
*Field Patrol Program*

This action restores 5.0 Community Service Officer (CSO) positions to support the CSO Program. As part of the 2020-2021 Adopted Budget, 10.0 vacant permanent CSO positions (8.0 CSO and 2.0 Senior CSO) were eliminated and 5.0 CSO positions were added through June 30, 2022 as directed by the City Council-approved Mayor's June Budget Message for Fiscal Year 2020-2021. This action restores the 5.0 CSO positions on an ongoing basis. The CSO position performs non-hazardous police functions, conducts crime and burglary investigations, and delivers non-emergency police services in support of patrol. In addition, the CSOs write reports in the field, interview witnesses, conduct follow-up investigations, collect evidence, photograph, fingerprint at crime scenes, and perform various other tasks. (Ongoing costs: \$723,010)



# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
7. Coyote Creek and Guadalupe River Trail Patrol		600,000	600,000

**Public Safety CSA**

**Respond to Calls for Service and Patrol Core Service**

*Special Operations Program*

This action adds one-time overtime funding of \$600,000 to support the Coyote Creek and Guadalupe River Trail Patrol program in partnership with the Santa Clara Valley Water District (SCVWD). On December 15, 2021, SCVWD and the City of San José executed an agreement for the Coyote Creek Trail Patrol Program, whereby each party contributes \$400,000, for a total of \$800,000, to provide a focused law enforcement presence by the San José Police Department at a newly opened section of trail running along Coyote Creek between William Street and Tully Road. The agreement formally ends on December 31, 2022, or until the \$400,000 not-to-exceed amount paid by SCVWD is fully expended, whichever happens earlier. This funding will allow the potential extension of the program for the Coyote Creek segment through June 30, 2023 (\$200,000) and potential expansion of the program to include a segment of the Guadalupe River and the adjacent Guadalupe Gardens area from July 1, 2022 to June 30, 2023 (\$400,000). The continuation and full expansion of this program is pending a modified agreement with SCVWD. (Ongoing costs: \$0)

8. National Incident Management System and Incident Command System Training		324,000	324,000
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**Public Safety CSA**

**Strategic Support – Public Safety Core Service**

*Police Training and Academy Program*

This action adds one-time overtime funding of \$324,000 and ongoing overtime funding of \$50,000 to provide National Incident Management System (NIMS) and Incident Command System (ICS) training to all lieutenants across the department, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. At the June 16, 2020 City Council meeting, the City Council approved a memorandum from Councilmembers Peralez and Carrasco that directed the Independent Police Auditor to produce an independent after-action incident report from protest events that occurred from May 29 to June 7, 2020. The Independent Police Auditor contracted with the OIR Group to complete this report, Independent After Action Regarding the Events of May 29 – June 7, 2020, where they made multiple policy and training recommendations. Recommendation #2 indicated that the Department should ensure that all lieutenants are well-versed in the fundamentals of the Incident Command System and would be capable of serving as the Incident Commander for a given operation if necessary. This funding will allow the department enough overtime budget for all lieutenants to complete the recommended training as well as ongoing funding to support the training of new lieutenants. (Ongoing costs: \$50,000)



# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
9. Re-Arresting Criminal Defendants		300,000	300,000

**Public Safety CSA**  
**Respond to Calls for Service and Patrol Core Service**  
*Special Operations Program*

This action adds one-time overtime funding of \$300,000 to support efforts to re-arrest criminal defendants, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. The San José Police Department has indicated a trend of the release of recent felony arrestees, on assault, burglary, robbery, and other charges, within hours of booking or arraignment. San José Police Department surveyed its arrest records from April 1, 2020 to June 30, 2021 and found thirty arrestees who had incurred at least ten arrests in that duration – nearly all after a pretrial release. This funding will provide resources to the department to re-arrest criminal defendants who have failed to appear on their warrants and have the most serious and violent felony charges or have been previously convicted for the most serious and violent felonies; and for the drafting of "high bail" affidavits for uniquely dangerous arrestees. (Ongoing costs: \$0)

10. Automated License Plate Recognition Camera System		250,000	250,000
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**Public Safety CSA**  
**Investigative Services Core Service**  
*Special Investigations Program*

This action adds non-personal/equipment funding of \$250,000 to continue the Automated License Plate Recognition (ALPR) program. At its meeting on November 30, 2021, the City Council approved a one-time allocation of \$250,000 from the American Rescue Plan Fund to implement an ALPR camera system in San José. The primary purpose of this one-time allocation was to impact the escalating organized retail crime. This funding will support the citywide ALPR system including the lease of approximately 90 cameras and all associated hardware as well as, storage and management software, installation, training, maintenance, support, and warranty. As industry best practice is to acquire ALPR systems through a lease to ensure that cameras are kept up-to-date, repaired, and relocated by the vendor, ongoing funding is required to maintain service levels in 2022-2023 and beyond. (Ongoing costs: \$250,000)

# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>11. FirstNet Equipment Refresh</b>		<b>226,000</b>	<b>226,000</b>

**Public Safety CSA**  
**Strategic Support – Public Safety Core Service**  
*Police Information Technology Program*

This action adds one-time non-personal/equipment funding of \$226,000 for an equipment refresh of 1,300 FirstNet cell phones that need to be replaced in the coming year. In March 2020, the department rolled out the initial deployment of FirstNet phones to all sworn officers. The City has committed to an "all-in" approach to deploying FirstNet devices throughout Public Safety and extended primary departments. The cell phones have an expected life cycle of three years which would mark the due date for replacement as March 2023. The current cell phone fleet is seeing a high failure rate of approximately 2-3 cell phones per week, making it imperative that the replacement of this equipment remain on the three-year schedule. The Department relies on mission critical communications during incident and the use of specialized applications on the cell phones to provide essential services. FirstNet cell phones are used for evidence collection (Axon Capture), viewing body worn camera (Axon) footage for report writing, and in the coming months will be used to access the electronic citation application once rolled out. Additionally, a select group of command staff will install a Computer Aided Dispatch (CAD) application that will provide situational awareness for day-to-day and large-scale incidents in real time. (Ongoing costs: \$0)

<b>12. Racial Equity Staffing</b>	<b>1.00</b>	<b>178,497</b>	<b>178,497</b>
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**Public Safety CSA**  
**Strategic Support – Public Safety Core Service**  
*Police Department Management and Administration Program*

This action adds 1.0 Senior Analyst position, through June 30, 2023, and a one-time allocation of non-personal/equipment funding (\$1,000) in the General Fund to accelerate departmental efforts in achieving measurable and sustainable progress to advance racial equity and reimaging policing efforts. A key component of the City's commitment to addressing systemic racism is advancing racial equity through internal policies, programs and practices and making racial equity work the responsibility of all City employees, including both external customer-facing roles and departments, as well as internal-facing roles and departments. Efforts to embed a racial equity lens in every aspect of city services will continue even after the position ends. The position will facilitate actions within the department to create and maintain a racial equity and inclusion framework and a Racial Equity Action Plan; support department leadership and staff through equity-focused strategic planning, policies and practices; assist the department to develop key departmental indicators of racial equity, including indicators tied to community objectives and outcomes and implement a system to track progress and report on these indicators; and integrate community input into decision-making and departmental strategies. This position work would also include coordinating the provision of racial equity training and creating a diversity outreach plan to ensure racial equity in hiring and recruiting efforts. (Ongoing costs: \$0)

# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>13. Domestic Violence High Risk Response Team</b>		<b>125,000</b>	<b>125,000</b>

**Public Safety CSA**  
**Investigative Services Core Service**  
*Family Violence Program*

This action adds non-personal/equipment funding of \$125,000 to continue the support of the Domestic Violence - High Risk Response Team (DVHRRT) program focused on improving service delivery to survivors of domestic violence. The DV-HRRT program began as a pilot program in 2018-2019 and has been funded on a one-time basis. The program is a partnership between the San José Police Department and the YWCA Golden Gate Silicon Valley (YWCA). The funding for this program allows the YWCA to staff advocates who are specially trained and available to respond in-person throughout the city to meet with survivors of Intimate Partner Violence (IPV) and patrol officers immediately following a "High Lethality" IPV incident. Having advocates available to meet face-to-face with survivors in these "High Lethality" situations allows the survivors to receive crisis support immediately from advocates at a time when they may need it most. The 2021 DV-HRRT Evaluation Report indicated that from the period of June 1, 2019 through May 24, 2021, 110 people received services by the DV-HRRT. (Ongoing costs: \$125,000)

<b>14. Improving Criminal Justice Program</b>		<b>120,000</b>	<b>120,000</b>
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**Public Safety CSA**  
**Investigative Services Core Service**  
*Sexual Assaults Program*

This action adds one-time non-personal/equipment funding of \$120,000 to continue the Improving Criminal Justice Program. On March 22, 2018, the San José Police Department received grant funding in the amount of \$810,272 from the Department of Justice (DOJ), Office of Violence Against Women, to improve responses to crimes related to domestic violence and sexual assaults. The funding was sub-awarded by the department to YWCA of Golden Gate Silicon Valley to support one Domestic Violence Advocate and One Sexual Assault Advocate to provide crisis intervention and follow-up services to victims of sexual assault and victims of sex trafficking. The grant is set to expire in September 2022 and it has not been renewed by the DOJ. This funding will continue to support the program through the end of 2022-2023. (Ongoing costs: \$0)

## Police Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>15. Bureau of Investigations – Family Violence Unit Staffing</b></p> <p><i>Public Safety CSA</i>  <i>Investigative Services Core Service</i>  <i>Family Violence and Investigations Administration Programs</i></p> <p>This action adds 1.0 Police Forensic Analyst position and non-personal/equipment funding of \$1,000 to support the Bureau of Investigations. The position will be assigned to the Family Violence Unit. Forensic analysts support investigators by analyzing video evidence, processing cell phones to include mapping and coordinating of geo-spatial details, preparing timeline video presentations for the Office of the Chief and court testimony, preparing statistical information, analyzing cell phone search warrant returns and call detail records, and act as a resource for sworn staff so additional cases can be investigated. The Forensic Analyst role has become a critical component of the Bureau of Investigations and without their expertise many investigations would be delayed and/or go unsolved. Of the five units, only two, the Special Victims Unit (1.0 position) and Homicide Unit (2.0 positions), have Police Forensic Analyst staffing to support this work. Adding this position will increase investigative efficiency and capacity which in turn will improve the expediency at which cases are solved. (Ongoing costs: \$145,635)</p>	1.00	109,477	109,477
<p><b>16. Traffic Safety and Illegal Sideshows</b></p> <p><i>Public Safety CSA</i>  <i>Responds to Calls for Service and Patrol Support Core Service</i>  <i>Field Patrol Program</i></p> <p>This action adds one-time overtime funding of \$100,000 to continue to support the investigation and violation enforcement of illegal street racing and sideshows. The funding provides overtime resources for special enforcement details consisting of two teams of one sergeant and six officers once a week for 9 weeks. In 2021-2022, the program was funded on a one-time basis and has so far (data through March 7, 2022) resulted in 11 arrests, 452 citations, and 14 towed vehicles. While illegal street racing and sideshows spiked last year, activity levels have since fallen and are anticipated to remain at a lower level in 2022-2023. (Ongoing costs: \$0)</p>		100,000	100,000
<p><b>17. Children’s Advocacy Center (CAC) Forensic Interview Staffing</b></p> <p><i>Public Safety CSA</i>  <i>Investigative Services Core Service</i>  <i>Sexual Assaults Program</i></p> <p>This action adds one-time personal services funding of \$100,000 to support the hiring of a temporary child forensic interviewer for the Children’s Advocacy Center (CAC). The CAC supports families and children who are victims of sexual assault, human trafficking, and domestic violence/child abuse. Currently, there is one part-time forensic interviewer, but current workloads, as well as anticipated increase in sexual assault reporting as COVID-19 restrictions are lifted, support the addition of a second position. The additional child forensic interviewer will help the department with mandatory peer reviews of interviews performed by detectives and will continue to enhance the service to children experiencing abuse. (Ongoing costs: \$0)</p>		100,000	100,000

# Police Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment





<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>18. Automated License Plate Reader Database Access</b>		<b>60,000</b>	<b>60,000</b>
<i>Public Safety CSA</i>			
<i>Investigative Services Core Service</i>			
<i>Special Investigations Program</i>			
<p>This action adds non-personal/equipment funding of \$60,000 to provide the department access to the Commercial Automated License Plate Recognition (ALPR) Database. The database is a national repository of collected commercial ALPR data that is used by the department to increase the ability to locate, identify, detain and arrest felony offenders. In 2021, SJPB Bureau of Investigations benefited from limited access to the Commercial ALPR Database through a partnership with allied police agencies. An audit was done to evaluate case successes using the Commercial Data LPR platform from Vigilant Solutions during that time. The tool proved to be indispensable in solving serious and violent cases. Vigilant Solutions transformed massive amounts of license plate data into actionable intelligence and was material in the arrest and prosecution of numerous robbery and homicide suspects. This funding will provide unlimited access to the national database. (Ongoing costs: \$60,000)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>32.00</b>	<b>\$16,936,625</b>	<b>\$16,936,625</b>

# Police Department

## Performance Summary

### Crime Prevention and Community Education

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 San José's crime rate (per 100,000 inhabitants) – by % and # - as compared to the national crime rate (Index Crimes)	2,689.9/ 2,346.0 <sup>1</sup> 14.7%	0%	N/A	0%
 San José's crime rate (per 100,000 inhabitants) – by % and # - as compared to the California crime rate (CCI)	2,689.9/ 2,581.0 <sup>1</sup> 4.2%	0%	N/A	0%
 San José's crime rate (per 100,000 inhabitants) – by % and # - as compared to 12 similar cities (CCI)	2,689.9/ 3,959.2 <sup>1</sup> -32.0%	0%	N/A	0%
 % of requested crime prevention presentations scheduled within 30 days	99%	99%	99%	99%

<sup>1</sup> Data represents reported statistics for calendar year 2020.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of patrol hours spent on proactive community policing	12,966	10,000	12,676	12,500
# of community presentations (excluding schools)	245	200	240	250
# of participants at community presentations (excluding schools)	5,726	5,000	6,768	6,800
# of school presentations	330	500	272 <sup>1</sup>	350 <sup>1</sup>
# of participants at school presentations	13,522	20,000	8,888 <sup>1</sup>	14,000 <sup>1</sup>



<sup>1</sup> The 2021-2022 Estimated and 2022-2023 Forecast are anticipating lower school presentation activity levels than previous reporting periods. The COVID-19 pandemic is still impacting opportunities for community engagement and the Department is anticipating that this may continue into 2022-2023.

# Police Department

## Performance Summary

### Investigative Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of cases assigned that result in criminal filings or are otherwise successfully resolved	43.6%	45%	36.6%	45%
 % of change (increase or decrease) for # of cases assigned compared to the previous year	-2.6%	0%	-1.7%	0%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of cases received	57,407	58,000	56,330	55,000
# of cases assigned <sup>1</sup>	30,090	35,000	29,574	30,000
# of cases that result in criminal filings	13,130	15,000	10,832	11,000
# of outstanding cases (cases currently open)	4,819	4,000	5,502	5,500
# of cases operationally closed due to lack of investigative resources	14,995	15,000	14,510	14,500
# of cases operationally closed <sup>2</sup>	61,865	57,000	56,852	56,750

<sup>1</sup> Number of cases assigned reflects the number of cases received that have a solvability factor and can be assigned if resources allow. This number differs from the number of cases received as some cases have insufficient information or leads to warrant assignment for further investigation.





<sup>2</sup> Number of cases operationally closed reflects cases that were resolved (solved, cleared, or closed) within the fiscal year regardless of when they were assigned. As a result, this number may include cases initially assigned in a prior fiscal year.

# Police Department

## Performance Summary

### Regulatory Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of cardroom licenses, key employee licenses and card room work permits revoked or denied as compared to total licenses/work permits issued	0.62%	0.8%	1.6%	1.6%
 % of cardroom license revocations and denials overturned on appeal to total licenses or work permits revoked or denied	0%	0%	0%	0%
 % of cardroom employee work permit applications receiving written decision within the ordinance mandated 20 working days	100%	100%	100%	100%
 Ratio of budgeted costs to estimated Revenues <sup>1</sup>	1.24:1	1.80:1	1.80:1	2.00:1

<sup>1</sup> Includes non-recoverable enforcement costs.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of gaming permit applications processed	856	710	740	740
# of cardroom/key employee license applications	21	40	16	16
# of denials and revocations – cardrooms only	1	5	4	4
# of denials overturned – cardrooms only	0	0	0	0
# of taxi cabs permitted	107	100	206	100
# of gaming permits issued	576	600	760	760












# Police Department

## Performance Summary

### Respond to Calls for Service and Patrol Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of 9-1-1 calls that are answered within 15 seconds	91.47%	95%	85%	95%
 Average time in which emergency calls, including 9-1-1 calls, are answered (in seconds) <sup>1</sup>	6.11	6.50	7.80	6.50
 Average time in which non-emergency calls, including 3-1-1 calls are answered (in seconds)	100.31	25.00	145.90	25.00
 Average time in which Telephone Reporting Automation Center (TRAC) calls are answered (in minutes)	2.39	6.00	3.50	6.00
 Average response time (City-wide) - (in minutes) Priority One (present or imminent danger to life or major damage/loss of property)	7.12	6.00	6.91	6.00
-Average call processing time	1.22	1.50	1.27	1.50
-Average call queuing time	0.61	0.50	0.59	0.50
-Average call driving-to-arrival time	5.29	4.00	5.05	4.00
 Average response time (City-wide) - (in minutes) Priority Two (injury or property damage or potential for either to occur)	22.83	11.00	23.76	11.00
-Average call processing time	1.51	1.50	1.58	1.50
-Average call queuing time	11.57	3.50	12.40	3.50
-Average call driving-to-arrival time	9.75	6.00	9.78	6.00
 Annual cost of Police to respond to calls for service (in millions)	\$140.10	\$151.70	\$158.40	\$164.50
 Annual cost per call for Police service	\$131.22	\$132.97	\$138.90	\$144.24
 Ratio of fatal collisions to total number of traffic collisions	1:172	1:180	1:151	1:180

<sup>1</sup> Includes 9-1-1, 7-digit, wireless, California Highway Patrol (CHP) transfers and BART (June 2020).

# Police Department

## Performance Summary

### Respond to Calls for Service and Patrol Support

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of emergency calls received <sup>1</sup>	612,453	640,000	660,552	670,000
# of wireless 9-1-1 calls received	466,548	475,000	518,522	525,000
# of non-emergency calls received <sup>2</sup>	468,342	525,000	488,298	494,000
# of reports received by alternative means	24,234	26,000	27,236	28,000
# of officer-initiated calls received	70,845	75,000	77,618	79,000
# of hours of off-duty uniformed work at special events (includes security and traffic control)	22,093	26,000	35,862	35,000
# of special events coordinated by Secondary Employment Unit <sup>3</sup>	1,040	450	1,200	1,200
# of officer work permits processed for Secondary Employment <sup>4</sup>	452	450	1,362	1,200
Cost of providing Secondary Employment capability <sup>5</sup>	\$731,843	\$828,838	\$833,650	\$833,650
# of total traffic collisions	8,410	6,300	9,974	9,500
# of injury traffic collisions	2,655	2,200	3,450	3,400
# of fatal traffic collisions	49	35	66	50
# of neighborhood traffic enforcement requests received	1,403	1,600	1,494	1,500
# of DUI arrests (Traffic Enforcement generated)	6	10	6	8
# of moving violation citations issued by Traffic Enforcement Unit personnel (both hazardous and non-hazardous)	7,349	9,000	14,376	12,000

<sup>1</sup> Includes 9-1-1, 7 digit, wireless, California Highway Patrol (CHP) transfers and BART (June 2020).

<sup>2</sup> Includes 7-digit non-emergency, and Telephone Report Automated Center (TRAC) calls.

<sup>3</sup> The COVID-19 pandemic has impacted the opportunity for special events to occur, but in 2021-2022, there have been less restrictions regarding public gatherings and the 2021-2022 Estimated reflects an increase in special events. The 2022-2023 Forecast reflects the continuation of increased special events.

<sup>4</sup> Data reporting has been modified to capture the amount of work permits issued rather than the number of officers that hold a work permit. This has substantially increased figures for the 2021-2022 Estimated and 2022-2023 Forecast than what has been historically reported. The 2023-2024 Proposed Operating Budget will be the first year of reporting actual data (2021-2022) with this new methodology.

<sup>5</sup> Cost includes secondary employment administrative costs and excludes costs paid directly to off-duty Officers by secondary employers and event promoters.

## Police Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Account Clerk I/II	1.00	1.00	-
Accountant I/II	0.00	0.00	-
Accounting Technician	2.00	2.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	24.00	24.00	-
Assistant Chief of Police	1.00	1.00	-
Assistant Communications Manager	1.00	1.00	-
Background Investigator	5.00	5.00	-
Chief of Police	1.00	1.00	-
Community Service Officer I/II	61.00	61.00	-
Crime and Intelligence Analyst	14.00	12.00	(2.00)
Crime and Intelligence Data Administrator	1.00	1.00	-
Crime and Intelligence Data Technician	3.00	3.00	-
Crime Prevention Specialist	12.00	12.00	-
Crime Prevention Supervisor	1.00	1.00	-
Crisis Intervention Training Manager	1.00	1.00	-
Department Information Technology Manager	3.00	3.00	-
Deputy Chief of Police	4.00	4.00	-
Deputy Director U	2.00	2.00	-
Digital Media Technician	1.00	1.00	-
Division Manager	5.00	5.00	-
Information Systems Analyst	3.00	3.00	-
Latent Fingerprint Examiner II	1.00	1.00	-
Latent Fingerprint Examiner III	5.00	5.00	-
Latent Fingerprint Examiner Supervisor	0.00	1.00	1.00
Maintenance Worker II	1.00	1.00	-
Messenger Clerk	1.00	1.00	-
Network Engineer	4.00	4.00	-
Network Technician I/II/III	3.00	3.00	-
Office Specialist I/II	12.00	11.00	(1.00)
Office Specialist II PT	0.50	0.50	-
Police Captain	9.00	9.00	-
Police Communications Manager	1.00	1.00	-
Police Data Specialist I/II	64.00	67.00	3.00
Police Data Specialist PT	1.50	1.50	-
Police Forensic Analyst I/II	6.00	7.00	1.00
Police Lieutenant	41.00	41.00	-
Police Officer	907.00	927.00	20.00
Police Property Specialist I/II	19.00	19.00	-
Police Property Supervisor	2.00	2.00	-
Police Sergeant	190.00	190.00	-
Principal Office Specialist	9.00	9.00	-
Program Manager	3.00	2.00	(1.00)
Public Information Representative I/II	1.00	0.00	(1.00)
Public Safety Communication Specialist	58.00	58.00	-

## Police Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Public Safety Communication Specialist PT	1.50	1.50	-
Public Safety Radio Dispatcher	79.00	79.00	-
Public Safety Radio Dispatcher PT	2.00	2.00	-
School Crossing Guard PT	44.67	44.67	-
School Safety Supervisor	4.00	4.00	-
Senior Account Clerk	3.00	3.00	-
Senior Analyst	7.00	9.00	2.00
Senior Auditor	3.00	3.00	-
Senior Crime and Intelligence Analyst	2.00	2.00	-
Senior Community Service Officer	6.00	6.00	-
Senior Office Specialist	17.00	17.00	-
Senior Police Data Specialist	11.00	11.00	-
Senior Public Information Representative	0.00	1.00	1.00
Senior Public Safety Dispatcher	14.00	14.00	-
Senior Systems Applications Programmer	2.00	2.00	-
Staff Specialist	16.00	16.00	-
Supervising Applications Analyst	2.00	2.00	-
Supervising Auditor	1.00	1.00	-
Supervising Community Services Officer	1.00	1.00	-
Supervising Police Data Specialist	4.00	4.00	-
Supervising Public Safety Dispatcher	6.00	6.00	-
Supply Clerk	1.00	1.00	-
Systems Applications Programmer I/II	1.00	1.00	-
Training Specialist	2.00	2.00	-
<b>Total Positions</b>	<b>1,717.17</b>	<b>1,740.17</b>	<b>23.00</b>

**Note: Of the 1,740.17 positions in the Police Department in 2022-2023, 1,173.00 are sworn positions and 567.17 are civilian positions.**

# Public Works Department

Matthew Cano, Director

## MISSION

*To provide excellent service in building a smart and sustainable community, maintaining and managing city assets, and serving the animal care needs of the community*

## CITY SERVICE AREA

*Community & Economic Development  
Neighborhood Services  
Strategic Support*

## CORE SERVICES

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### ANIMAL CARE AND SERVICES

Promote and protect the health, safety and welfare of animals and people in the City of San José.

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### FACILITIES MANAGEMENT

Provide safe, efficient, comfortable, attractive, and functional buildings and facilities.

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### FLEET AND EQUIPMENT SERVICES

Manage operations which provide a safe and reliable fleet of vehicles and equipment.

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### PLAN, DESIGN, AND CONSTRUCT PUBLIC FACILITIES AND INFRASTRUCTURE

Plan, design, and construct public facilities and infrastructure, Materials Testing Laboratory, and Surveying Services.

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### REGULATE/FACILITATE PRIVATE DEVELOPMENT

Review private development to ensure that new development contributes to the safety and welfare of the residents as well as the City's economic development.

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**Strategic Support:** Infrastructure and Mapping, Financial and Contractual Administration, Technology Services, Equality Assurance, Human Resources, and Pandemic Response

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# Public Works Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Animal Care and Services Core Service</i></b>	
<b>Animal Licensing and Customer Services</b>	Provides licensing, adoption and customer service support, such as spay and neuter, quarantine, and owner surrender for customers at the Animal Services Center.
<b>Animal Services Field Operations</b>	Provides field services to ensure the health, safety and welfare of animals and people in the City.
<b><i>Facilities Management Core Service</i></b>	
<b>City Facilities Repairs and Minor Capital Improvements</b>	Addresses City facility needs, including tracking and conducting repairs and minor capital improvements, managing improvement and remodel projects, performing building system repairs and improvements, and maintaining the work order database.
<b>Energy and Water Conservation</b>	Provides support to ensure the latest energy and water conservation technologies and methodologies are incorporated for all major capital projects.
<b>Facility Maintenance and Operations – City Hall</b>	Provides maintenance, event services and security for City Hall; maintenance includes programmed preventive maintenance and corrective maintenance.
<b>Facility Maintenance and Operations – Non-City Hall</b>	Provides maintenance for City-owned facilities (not City Hall), including programmed preventive maintenance and corrective maintenance through requests and building assessments, and repairs in areas such as locksmith work, carpentry, electrical, HVAC, painting, and plumbing.
<b><i>Fleet and Equipment Services Core Service</i></b>	
<b>Fleet Maintenance and Operations</b>	Provides preventive maintenance, repairs, and statutory inspections for over 2,800 vehicles and equipment that support public safety, public health, and general government operations citywide.
<b>Fleet Replacement</b>	Manages the acquisition and disposal of all vehicles and equipment, including vehicle procurement and build-up.
<b>Radio Communication</b>	Provides reliable, necessary public and non-public safety-related communications equipment, maintains existing radio equipment and ensures optimal functionality, strategically plans for future upgrades and technology changes while supporting the Silicon Valley Regional Interoperability Authority.

# Public Works Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Plan, Design, and Construct Public Facilities and Infrastructure Core Service</i></b>	
<b>City Facilities Architectural Services and Capital Project Administration</b>	Provides architectural services and project administration for the delivery of capital improvements for City-owned facilities, including recreational facilities, parks, trails, libraries, public safety facilities, and various cultural and municipal facilities.
<b>City Facilities Engineering and Inspection Services</b>	Provides engineering and surveying services to determine roadway pavement sections and develop topographic map; provides quality assurance during construction to ensure compliance with the contract documents, the California Building Standard Code, and industry standards of care.
<b>Transportation, Sanitary and Storm Sewer Capital</b>	Supports the design and construction of right-of-way capital infrastructure projects, general engineering plan review for regional projects, and electrical engineering review for projects constructed by private developers.
<b><i>Regulate / Facilitate Private Development Core Service</i></b>	
<b>Public Works Development Services</b>	Provides support to ensure new development projects comply with applicable regulations and provide the necessary public infrastructure including, but not limited to: streets, sidewalks, storm and sanitary sewers, streetlights, landscaping in frontages and street islands, and traffic signals.
<b><i>Strategic Support Core Service</i></b>	
<b>Public Works Pandemic Response</b>	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.
<b>Public Works Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, information technology support, human resources, and analytical support.

# Public Works Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Oversee the City's capital projects, ensuring on-time and on-budget delivery that meet the needs of San José residents.
- Maintain City facilities, equipment, and vehicles.
- Provide expedited and quality plan review services for the development community.
- Provide animal care and services resources with concentrated focus on public health and safety.

### 2022-2023 Key Budget Actions

- Adds 3.0 Animal Care Attendant positions, 1.0 Animal Health Technician position, continues two temporary positions on an ongoing basis by adding 2.0 Division Manager positions, and eliminates the full-time equivalent of 3.0 Animal Care Attendant Part Time positions to provide critical support to shelter services, dispatch/field services, and medical services.
- Adds 1.0 Program Manager position and 1.0 Contract Compliance Coordinator position through June 30, 2025, to provide construction management support for various capital projects at the Regional Wastewater Facility (RWF).
- Continues 1.0 Senior Systems Applications Programmer and 1.0 Systems Applications Programmer positions through June 30, 2024, to support the Capital Project Management System (CPMS) upgrade that aims to modernize the legacy CPMS to a more intuitive, user-friendly, and comprehensive portal for the City's extensive Capital Improvement Program.
- Continues three temporary positions by adding, on an ongoing basis, 3.0 Security Officer positions to support security services at the City Hall campus. Security Services is in need of additional support as it has had to respond to increasing and varying challenges, which include civil unrest, protests, interruption of City Council meetings, and other security concerns.
- Adds 2.0 Contract Compliance Coordinator positions in the Office of Equality Assurance (OEA) to support labor compliance efforts.
- Adds 2.0 Equipment Mechanic positions to support various functions in the Fleet Management Division. The division has a backlog of repairs, preventative maintenance, inspections, accident reports, and warranty services that these positions will support the efforts to reduce.
- Adds 1.0 Program Manager position through June 30, 2024, as described in the City-Wide Expenses section of this document, to investigate and facilitate the deployment of microgrids at fire stations and other City facilities as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023.
- Adds one-time non-personal/equipment funding of \$125,000 to support a geographic information system data capture and processing project that will provide critical datasets that add value across nearly all City departments.

### Operating Funds Managed

- Public Works Program Support Fund
- Public Works Development Fee Program Fund
- Public Works Small Cell Permitting Fee Program Fund
- Vehicle Maintenance and Operations Fund



# Public Works Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Animal Care and Services	8,203,246	8,878,649	9,631,160	10,064,631
Facilities Management	32,808,005	33,752,815	29,533,868	30,007,769
Fleet and Equipment Services	25,543,137	29,127,320	30,309,877	30,642,133
Plan, Design, and Construct Public Facilities and Infrastructure	31,354,207	45,420,635	43,467,535	45,515,937
Regulate/Facilitate Private Development	17,139,900	17,893,320	18,537,619	17,143,064
Strategic Support - Community & Economic Development	1,789	0	0	0
Strategic Support - Neighborhood Services	1,174,059	825,955	636,922	872,450
Strategic Support - Other - Community & Economic Development	19,243	630,000	593,950	593,950
Strategic Support - Other - Neighborhood Services	4,895,443	174,000	373,000	373,000
Strategic Support - Other - Public Safety	485,408	6,700,000	0	0
Strategic Support - Other - Strategic Support	13,051,009	45,211,799	23,338,837	27,797,261
Strategic Support - Strategic Support	27,637,591	11,151,682	11,831,376	12,600,379
<b>Total</b>	<b>\$162,313,037</b>	<b>\$199,766,175</b>	<b>\$168,254,144</b>	<b>\$175,610,574</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	90,285,553	100,565,993	103,953,561	106,493,567
Overtime	2,507,986	1,199,846	1,251,083	1,251,083
<b>Subtotal Personal Services</b>	<b>\$92,793,539</b>	<b>\$101,765,839</b>	<b>\$105,204,644</b>	<b>\$107,744,650</b>
Inventory	7,248,358	7,439,000	8,913,000	8,913,000
Non-Personal/Equipment	17,714,520	19,547,847	21,583,605	21,941,605
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$117,756,417</b>	<b>\$128,752,686</b>	<b>\$135,701,249</b>	<b>\$138,599,255</b>
<b>Other Costs*</b>				
City-Wide Expenses	2,214,264	2,781,000	2,787,950	3,037,950
General Fund Capital	21,455,190	41,081,000	2,000,000	6,025,000
Gifts	226,497	174,000	373,000	373,000
Housing Loans and Grants	1,668,130	0	0	0

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Public Works Department

## Department Budget Summary

	<b>2020-2021 Actuals ***</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
Other	13,483,682	20,982,477	20,538,993	20,538,993
Other - Capital	0	0	0	0
Overhead Costs	5,115,113	5,368,012	6,402,952	6,586,376
Workers' Compensation	393,744	627,000	450,000	450,000
<b>Total Other Costs</b>	<b>\$44,556,620</b>	<b>\$71,013,489</b>	<b>\$32,552,895</b>	<b>\$37,011,319</b>
<b>Total</b>	<b>\$162,313,037</b>	<b>\$199,766,175</b>	<b>\$168,254,144</b>	<b>\$175,610,574</b>

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\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Public Works Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	59,641,230	82,869,325	46,438,212	52,248,628
Gift Trust Fund (139)	275,670	174,000	373,000	373,000
Public Works Program Support Fund (150)	18,748,211	21,053,757	21,036,740	21,647,468
Building Development Fee Program Fund (237)	25,138	59,145	62,722	62,722
Planning Development Fee Program Fund (238)	12,570	46,359	48,579	48,579
Citywide Planning Fee Program Fund (239)	0	67,918	68,879	68,879
Fire Development Fee Program Fund (240)	12,593	12,844	14,151	14,151
Public Works Development Fee Program Fund (241)	12,215,196	12,933,020	13,806,162	13,973,893
Public Works Small Cell Permitting Fee Program Fund (242)	5,894,656	4,468,525	4,816,920	2,983,511
Workforce Development Fund (290)	0	0	0	0
Downtown Property And Business Improvement District Fund (302)	12,632	10,000	10,000	10,000
Low And Moderate Income Housing Asset Fund (346)	140,342	220,989	205,446	205,446
Business Improvement District Fund (351)	267,356	0	0	0
Community Facilities District No. 8 (Communications Hill) Fund (373)	19,242	100,000	100,000	100,000
Coronavirus Relief Fund (401)	3,516,001	0	0	0
American Rescue Plan Fund (402)	0	0	474,644	411,498
Emergency Reserve Fund (406)	4,171,841	0	0	0
Integrated Waste Management Fund (423)	383,268	660,314	666,768	637,072
Community Development Block Grant Fund (441)	1,785,745	170,343	198,744	198,744
Storm Sewer Operating Fund (446)	753,467	1,016,871	1,081,195	1,081,195
Transient Occupancy Tax Fund (461)	1,340	0	0	0
Community Facilities District No. 17 (Capitol Expy – Evergreen Place) (496)	(1,984)	0	0	0
San José Clean Energy Operating Fund (501)	0	0	0	159,821
San José-Santa Clara Treatment Plant Operating Fund (513)	180,745	136,876	148,140	148,140
Water Utility Fund (515)	42,200	39,547	39,547	39,547
Airport Maintenance And Operation Fund (523)	63,492	220,614	221,542	221,542
General Purpose Parking Fund (533)	15,951	79,488	79,488	79,488
Convention and Cultural Affairs Fund (536)	116,923	9,000	9,000	9,000
Sewage Treatment Plant Connection Fee Fund (539)	594,287	641,709	640,351	640,351
Sewer Service And Use Charge Fund (541)	2,115,575	3,086,421	3,343,037	3,343,037
Vehicle Maintenance And Operations Fund (552)	24,910,959	28,358,121	29,972,071	30,319,265

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\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Public Works Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Capital Funds	26,398,391	43,330,989	44,398,806	46,585,597
<b>Total</b>	<b>\$162,313,037</b>	<b>\$199,766,175</b>	<b>\$168,254,144</b>	<b>\$175,610,574</b>

Positions by Core Service**				
Animal Care and Services	75.57	75.57	76.57	78.57
Facilities Management	84.65	82.65	82.65	86.65
Fleet and Equipment Services	70.55	70.55	70.55	72.55
Plan, Design, and Construct Public Facilities and Infrastructure	240.85	241.05	236.55	249.80
Regulate/Facilitate Private Development	95.64	97.94	97.69	89.69
Strategic Support - Neighborhood Services	2.50	2.50	1.50	2.50
Strategic Support - Other - Strategic Support	0.00	1.00	5.75	5.75
Strategic Support - Strategic Support	54.51	56.51	56.51	61.76
<b>Total</b>	<b>624.27</b>	<b>627.77</b>	<b>627.77</b>	<b>647.27</b>

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\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Public Works Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
<b>Dollars by Program*</b>					
<b>Animal Care and Services</b>					
Animal Licensing and Customer Services	5,255,234	5,668,321	6,276,613	6,710,084	54.57
Animal Services Field Operations	2,948,012	3,210,328	3,354,547	3,354,547	24.00
<b>Sub-Total</b>	<b>8,203,246</b>	<b>8,878,649</b>	<b>9,631,160</b>	<b>10,064,631</b>	<b>78.57</b>
<b>Facilities Management</b>					
City Facilities Repairs and Minor Capital Improvements	9,763,250	9,904,912	3,591,202	3,591,202	18.50
Energy and Water Conservation	15,661	177,973	183,094	183,094	1.00
Facility Maintenance and Operations - City Hall	6,422,869	8,421,137	8,826,535	9,280,154	28.00
Facility Maintenance and Operations - Non City Hall	16,606,225	15,248,793	16,933,037	16,953,319	39.15
<b>Sub-Total</b>	<b>32,808,005</b>	<b>33,752,815</b>	<b>29,533,868</b>	<b>30,007,769</b>	<b>86.65</b>
<b>Fleet and Equipment Services</b>					
Fleet Maintenance and Operations	16,814,895	18,694,042	20,596,433	20,928,689	63.55
Fleet Replacement	7,065,003	8,458,734	8,015,250	8,015,250	0.00
Radio Communication	1,663,239	1,974,544	1,698,194	1,698,194	9.00
<b>Sub-Total</b>	<b>25,543,137</b>	<b>29,127,320</b>	<b>30,309,877</b>	<b>30,642,133</b>	<b>72.55</b>
<b>Plan, Design, and Construct Public Facilities and Infrastructure</b>					
City Facilities Architectural Services and Capital Project Administration	7,716,106	10,335,328	7,624,667	7,624,667	40.00
City Facilities Engineering and Inspection Services	2,927,853	14,893,530	15,160,324	15,315,802	82.81
Transportation, Sanitary and Storm Sewer Capital	20,710,248	20,191,777	20,682,544	22,575,468	126.99
<b>Sub-Total</b>	<b>31,354,207</b>	<b>45,420,635</b>	<b>43,467,535</b>	<b>45,515,937</b>	<b>249.80</b>
<b>Regulate/Facilitate Private Development</b>					
Public Works Development Services	17,139,900	17,893,320	18,537,619	17,143,064	89.69
<b>Sub-Total</b>	<b>17,139,900</b>	<b>17,893,320</b>	<b>18,537,619</b>	<b>17,143,064</b>	<b>89.69</b>
<b>Strategic Support - Community &amp; Economic Development</b>					
Public Works Management and Administration - Community and Economic Dev	1,789	0	0	0	0.00
<b>Sub-Total</b>	<b>1,789</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Strategic Support - Neighborhood Services</b>					

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Public Works Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Public Works Management and Administration - Neighborhood Services	1,174,059	825,955	636,922	872,450	2.50
<b>Sub-Total</b>	<b>1,174,059</b>	<b>825,955</b>	<b>636,922</b>	<b>872,450</b>	<b>2.50</b>
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
Public Works Capital - Community and Economic Development	19,242	0	0	0	0.00
Public Works Other Departmental - City-Wide - Community and Economic Dev	1	630,000	593,950	593,950	0.00
<b>Sub-Total</b>	<b>19,243</b>	<b>630,000</b>	<b>593,950</b>	<b>593,950</b>	<b>0.00</b>
<b>Strategic Support - Other - Neighborhood Services</b>					
Public Works Capital - Neighborhood Services	4,619,773	0	0	0	0.00
Public Works Gifts - Neighborhood Services	275,670	174,000	373,000	373,000	0.00
<b>Sub-Total</b>	<b>4,895,443</b>	<b>174,000</b>	<b>373,000</b>	<b>373,000</b>	<b>0.00</b>
<b>Strategic Support - Other - Public Safety</b>					
Public Works Capital - Public Safety	485,408	6,700,000	0	0	0.00
<b>Sub-Total</b>	<b>485,408</b>	<b>6,700,000</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Strategic Support - Other - Strategic Support</b>					
Public Works Capital - Strategic Support	7,307,931	25,364,000	2,658,006	6,683,006	4.75
Public Works Other Departmental - City-Wide - Strategic Support	219,980	2,222,787	2,197,879	2,447,879	1.00
Public Works Other Operational - Administration - Strategic Support	498,726	11,630,000	11,630,000	11,630,000	0.00
Public Works Overhead	4,896,828	5,368,012	6,402,952	6,586,376	0.00
Public Works Workers' Compensation - Strategic Support	127,544	627,000	450,000	450,000	0.00
<b>Sub-Total</b>	<b>13,051,009</b>	<b>45,211,799</b>	<b>23,338,837</b>	<b>27,797,261</b>	<b>5.75</b>
<b>Strategic Support - Strategic Support</b>					
Public Works Information Technology - Strategic Support	306,813	2,080,118	1,809,287	2,311,490	12.22
Public Works Management and Administration - Strategic Support	18,464,098	9,071,564	9,547,445	9,877,391	47.54
Public Works Pandemic Response	8,866,680	0	474,644	411,498	2.00
<b>Sub-Total</b>	<b>27,637,591</b>	<b>11,151,682</b>	<b>11,831,376</b>	<b>12,600,379</b>	<b>61.76</b>
<b>Total</b>	<b>\$162,313,037</b>	<b>\$199,766,175</b>	<b>\$168,254,144</b>	<b>\$175,610,574</b>	<b>647.27</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Public Works Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>627.77</b>	<b>128,752,686</b>	<b>38,480,325</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Capital Project Management System (CPMS) Upgrades (1.0 Systems Applications Programmer I/II, 1.0 Senior Systems Applications Programmer)	(2.00)	(324,704)	0
• Office of Equality Assurance Labor Staffing		(3,500)	(3,500)
• Emergency Operations Center Staffing		(3,500)	(3,500)
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(2.00)</b>	<b>(331,704)</b>	<b>(7,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/Benefit Changes and the following position reallocations: - 1.0 Mail Processor to 1.0 Warehouse Worker I - 1.0 Senior Engineering Technician to 1.0 Engineer I		3,360,232	812,013
• COVID-19 Pandemic Resonse and Community and Economic Recovery (City Council Approval November 30, 2021): 1.0 Division Manager, 1.0 Senior Engineer	2.00	256,300	0
• Fleet Inventory (Fuel and Parts Projection)		1,474,000	0
• Interdepartmental Shift: Janitorial Services (Shift from Library)		806,058	806,058
• Contract Services: Janitorial Services		619,000	619,000
• Utilities: Gas, Electricity, and Water		203,000	203,000
• Contract Services: Trade Services		152,000	152,000
• Operations and Maintenance: Fleet Maintenance and Operations		82,900	0
• Contract Services: Construction Services		75,000	75,000
• Vehicle Operations and Maintenance		68,000	58,000
• Overtime Adjustment		47,108	24,486
• Living Wage Adjustment		43,075	43,075
• Operations and Maintenance: Animal Care Services		26,800	26,800
• Contract Services: Underground Service Alert System		10,000	5,000
• Night Shift Differential Adjustment		4,622	2,505
• Position Shifts: Engineering Services	0.00	52,172	0
<b>Technical Adjustments Subtotal:</b>	<b>2.00</b>	<b>7,280,267</b>	<b>2,826,937</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>627.77</b>	<b>135,701,249</b>	<b>41,300,262</b>

## Public Works Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

<b>Budget Proposals Recommended</b>				
1.	Animal Care and Services Staffing	3.00	668,999	668,999
2.	Regional Wastewater Facility CIP Team	2.00	342,643	0
3.	Capital Project Management System Program Support	2.00	341,722	0
4.	City Hall Security Services	3.00	297,141	297,141
5.	New Measure T Facilities Maintenance and Operations	1.00	224,666	224,666
6.	Labor Compliance Staffing	2.00	206,704	206,704
7.	Fleet Maintenance Staffing	2.00	174,256	0
8.	GPS/Telematics Vehicle Management System Administrative and Budget Support for Engineering Services and Technology Services	1.00	141,924	35,481
9.	Public Works Department Staffing Plan - Capital Improvement Program	2.50	141,615	0
10.	GIS Enterprise Aerial Contract		125,000	125,000
11.	Public Works Department - Climate and Seismic Resilience Planning and Development	1.00	123,242	0
12.	Facilities Management Service Desk Staffing	0.00	(42,594)	(17,263)
13.	Facilities Management Systems Management Staffing	0.00	(5,312)	(5,312)
<b>Total Budget Proposals Recommended</b>		<b>19.50</b>	<b>2,898,006</b>	<b>1,535,416</b>
<b>2022-2023 Proposed Budget Total</b>		<b>647.27</b>	<b>138,599,255</b>	<b>42,835,678</b>



# Public Works Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Animal Care and Services Staffing</b>	<b>3.00</b>	<b>668,999</b>	<b>668,999</b>

***Neighborhood Services CSA***

***Animal Care and Services and Strategic Support – Neighborhood Services Core Services  
Animal Licensing and Customer Services and Public Works Management and Administration –  
Neighborhood Services Programs***

This action adds 3.0 Animal Care Attendant positions, 1.0 Animal Health Technician position, continues two temporary positions on an ongoing basis by adding 2.0 Division Manager positions, and eliminates the full-time equivalent of 3.0 Animal Care Attendant Part Time positions to support shelter services, dispatch/field services, and medical services. Animal Care Attendant’s provide support to the animal shelter program by caring for animals and assisting clients in adopting pets. The department has had difficulties with maintaining adequate staffing levels at the animal care center through part-time staffing due to turnover and scheduling issues. The addition of three full-time positions will help with the recruitment and retention issues as well as provide more consistent staffing to provide better customer service to the public. Animal Health Technician’s provide paraprofessional medical care and treatment to all impounded animals at the animal care center. The addition of one full-time position will help balance the workload amongst the medical team that currently consists of 8.8 full-time equivalent Animal Health Technician positions and 3.4 full-time equivalent Veterinarian positions. One of the Division Managers will provide management oversight and control over the shelter and dispatcher/field operations. The other Division Manager position will oversee medical services and will act as the lead veterinarian. Currently, each of these service groups within the Animal Care and Services division of the Public Works Department do not have direct senior level managers over these large operational functions. That role has solely rested with the Deputy Director. The revised structure change will, provide managerial bandwidth and much needed veterinarian expertise to train and develop junior staff, give additional capacity to innovate animal care services and develop relationships with rescue partners in the shelter and dispatch/field services groups. (Ongoing costs: \$749,032)

<b>2. Regional Wastewater Facility CIP Team Support</b>	<b>2.00</b>	<b>342,643</b>	<b>0</b>
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***Strategic Support CSA***

***Plan, Design, and Construct Public Facilities and Infrastructure Core Service  
Transportation, Sanitary and Storm Sewer Capital Program***

This action adds 1.0 Program Manager position and 1.0 Contract Compliance Coordinator position through June 30, 2025 to help manage and track all aspects related to construction management of various capital projects at the Regional Wastewater Facility (RWF). Currently, the Construction Management team consists of an integrated group of City employees and consultants; as a result, besides managing construction and contractual work performed by contractors, the team also provides oversight and administration work in managing multiple consultant firms and their staff. The Program Manager position will assist with administrative oversight over capital projects while the Contract Compliance Coordinator position will ensure developer, contractor and vendor compliance with applicable labor and wage laws and regulations. (Ongoing costs: \$373,794)

# Public Works Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>3. Capital Project Management System Program Support</b></p> <p><b><i>Strategic Support CSA</i></b>  <b><i>Strategic Support – Strategic Support Core Service</i></b>  <i>Public Works Information Technology – Strategic Support Program</i></p> <p>This action continues 1.0 Senior Systems Applications Programmer and 1.0 Systems Applications Programmer positions, through June 30, 2024 to support the Capital Project Management System (CPMS) upgrade. In February 2020, the department initiated a three-year CPMS-NextGen program to reconstruct and modernize the legacy CPMS to a more intuitive, user-friendly, and comprehensive one-stop portal for all Capital Improvement Projects (CIPs). In addition to CIPs, the CPMS-NextGen program provides technical solutions to development/utility and other citywide projects. These technical positions are needed to support both front-end and back-end developments of the new system. The project has seen delays due to staff turnover and COVID-19, thus is the reason for the request to extend the term end dates for these positions to complete the project. (Ongoing costs: \$341,722)</p>	2.00	341,722	0
<p><b>4. City Hall Security Services</b></p> <p><b><i>Strategic Support CSA</i></b>  <b><i>Facilities Management Core Service</i></b>  <i>Facility Maintenance and Operations – City Hall Program</i></p> <p>This action continues three temporary positions by adding, on an ongoing basis, 3.0 Security Officer positions to support security services at the City Hall campus. The Security Services team has been responding to increasing and varying challenges, which include civil unrest, protests, interruption of City Council meetings, and other security concerns. This heightened security awareness prompted the City Council to approve one-time funding of \$700,000 as part of the 2020-2021 Annual Report for temporary staffing and contractual security for the City Hall campus, as well as metal detectors and other potential physical improvements. As a result of continued evaluation, the ongoing addition of three security officers will work with San José Police Department officers to provide regular patrols, campus coverage, and quick response to security incidents. (Ongoing costs: \$324,162)</p>	3.00	297,141	297,141
<p><b>5. New Measure T Facilities Maintenance and Operations</b></p> <p><b><i>Strategic Support CSA</i></b>  <b><i>Facilities Management Core Service</i></b>  <i>Facility Maintenance and Operations – Non City Hall Program</i></p> <p>This action adds 1.0 Senior Construction Inspector position and ongoing non-personal/equipment funding of \$75,000 to support various City facilities that will come online in the near future, and will require maintenance and operation in 2022-2023. The Senior Construction Inspector position will support inspection and contractual services needs at various Measure T funded facilities that will be completed over the next ten years and are beginning to come online now. Additionally, non-personal/equipment funding will support the connectivity and software license agreement for the Measure T - City Facilities LED Lighting (\$34,000) project and maintenance and operation for the Alma Avenue (\$41,000) property. This funding was anticipated in the 2023-2027 General Fund Forecast and is supported by the liquidation of an Earmarked Reserve set aside as part of that forecast for this purpose. (Ongoing costs: \$241,273)</p>	1.00	224,666	224,666

# Public Works Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>6. Labor Compliance Staffing</b>	<b>2.00</b>	<b>206,704</b>	<b>206,704</b>

**Strategic Support CSA**

**Strategic Support – Strategic Support Core Service**

*Public Works Management and Administration – Strategic Support Program*

This action adds 2.0 Contract Compliance Coordinator positions to support labor compliance efforts. The Office of Equality Assurance (OEA) is charged with ensuring compliance with numerous worker protections, including the City’s minimum wage, prevailing wage, living wage, and more with a current staff of 11.0 positions serving the thousands of workers in San José. Wage theft is an issue amongst multiple industries and it is critical for the City’s goals of both equity and economic prosperity that worker protections are equally available to all, including workers from underserved communities who may not be aware of their rights in San José. One of the new positions will support the Division Manager with ongoing policy work, starting with the Wage Theft Policy, assist in the development of a pilot program with the County of Santa Clara’s Office of Labor Standards Enforcement to improve outreach and education to the diverse multilingual and multicultural community that works within the City, and lead the implementation of Project Labor Agreements. The other position will focus on ensuring City vendor agreement and capital improvement contracts are appropriately adhering to revisions to wage theft policy. Both positions will also assist in providing overall workload capacity within the Division. As directed by the memorandum submitted by Councilmembers Arenas, Esparza and Carrasco and approved along the City Council’s approval of the Mayor’s March Budget Message for Fiscal Year 2022-2023, a Manager’s Budget Addendum is forthcoming regarding the status of staffing and potential future work efforts for OEA. (Ongoing costs: \$310,056)

<b>7. Fleet Maintenance Staffing</b>	<b>2.00</b>	<b>174,256</b>	<b>0</b>
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**Strategic Support CSA**

**Fleet and Equipment Services Core Service**

*Fleet Maintenance and Operations*

This action adds 2.0 Equipment Mechanic Assistant positions to support the Fleet Management Division. The positions will be focused on assisting the Equipment Maintenance Supervisors with shop operations including, but not limited to: vehicle accident documentation and scheduling of repairs with vendors, escorting vendors onsite at secured locations, warranty repair scheduling, scheduling of preventative maintenance with partner departments, and compliance inspections throughout Fleet facilities. The Fleet Management division has a backlog of repairs, preventative maintenance, inspections, accident reports, and warranty services. These positions will support in efforts to reduce this backlog and continue to maintain the city’s vehicle and equipment fleet. (Ongoing costs: \$209,108)

# Public Works Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>8. GPS/Telematics Vehicle Management System</b>		<b>158,000</b>	<b>0</b>
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**Strategic Support CSA**  
**Fleet and Equipment Services Core Service**  
*Fleet Maintenance and Operations*

This action adds ongoing non-personal/equipment funding in the amount of \$158,000 to support the Global Positioning System (GPS)/Telematics program in the Fleet Management division. Units are installed on vehicles and other equipment to provide critical data in real time to fleet staff as well as partner departments. Data collection includes emissions data, diagnostic repair data, and the GPS component helps in the recovery of stolen vehicles and equipment. Partner departments use this data to enhance programs such as sewer spill mitigation and deployment resources. The current GPS/Telematics program includes 1,700 units on various vehicles and equipment. This program has been funded through prior grant funding, which will be exhausted by December 2022. If this program is not renewed it will remove a critical tool that fleet staff use to address critical maintenance issues and remove the GPS tracking abilities on vehicles. (Ongoing costs: \$408,000)

<b>9. Administrative and Budget Support for Engineering Services and Technology Services</b>	<b>1.00</b>	<b>141,924</b>	<b>35,481</b>
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**Strategic Support CSA**  
**Plan, Design, and Construct Public Facilities and Infrastructure and Strategic Support – Strategic Support Core Services**  
*City Facilities Engineering and Inspection Services and Public Works Information Technology Programs*

This action adds 1.0 Analyst I/II position to support the Engineering Services (75%) and Technology Services (25%) Divisions. The Engineering Services Division is one of the largest divisions within Public Works and handles inspections as well as materials testing and utilities markings. The Technology Services division is responsible for the department’s new work-from-home program and manages various databases including CPMS, Cost Estimating, Infor, AssetWorks, various GIS programs and their associated data updates. Neither division currently has dedicated analytical staff. This position will provide critical analytical support to both divisions by developing and managing their budget, drafting contract award memos, processing payletters and P-Card statements, managing contracts, managing software licenses and remote equipment distributed department-wide, and assisting with the onboarding of new employees. (Ongoing costs: \$154,827)

# Public Works Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>10. Public Works Department Staffing Plan - Capital Improvement Program</b>	2.50	141,615	0
<b><i>Strategic Support CSAs</i></b> <b><i>Plan, Design, and Construct Public Facilities and Infrastructure; Regulate/Facilitate Private Development; and Strategic Support – Strategic Support Core Services</i></b> <i>City Facilities Engineering and Inspection Services; Public Works Pandemic Response; Transportation Sanitary, and Storm Sewer; Public Works Development Services; and Public Works Management and Administration – Strategic Support Programs</i>			
<p>This action adds 1.0 Senior Engineer position, 1.0 Associate Engineer position, 1.0 Engineer I/II position, 1.0 Principal Construction Inspector position, 1.0 Instrument Person position, 1.0 Survey Party Chief position, 1.0 Engineering Technician position, 4.0 Associate Construction Inspector positions; adds 1.0 Associate Engineer position, through June 30, 2023; continues a temporary position on an ongoing basis by adding 1.0 Senior Transportation Specialist position; eliminates 1.0 Program Manager position, 1.5 Engineering Trainee Part Time positions, 1.0 Senior Engineering Technician position, 1.0 Associate Engineering Technician position, 1.0 Senior Engineer position, 5.0 Senior Construction Inspector positions; and realigns various capital and development service funded positions to support the delivery of the City’s Capital Improvement Programs for 2022-2023 based upon review and analysis of the project delivery needs included in the 2022-2023 Proposed Operating and Capital Budgets. It is anticipated that in 2022-2023 additional resources will be needed to support new Airport projects, new private development projects in the Public Works Development Fee Fund, and various Transportation Department resurfacing and street monument projects. Further, multiple positions were realigned or eliminated from the Small Cell Permitting Fee Fund due to the anticipated reduction in workload in 2022-2023 as construction for Small Cell projects are completed across the City. Careful consideration was taken by staff to realign multiple positions to support new and ongoing projects. The result of the actions identified in this action will increase overall staffing by 2.5 positions. (Ongoing costs: \$298,076)</p>			
<b>11. GIS Enterprise Aerial Contract</b>		<b>125,000</b>	<b>125,000</b>

***Strategic Support CSA***  
***Strategic Support – Strategic Support Core Service***  
*Public Works Information Technology – Strategic Support Program*

This action adds one-time non-personal/equipment funding of \$125,000 to support a geographic information system data capture and processing project. This project will be entering year three of five and has been funded on a one-time basis. The project will capture high-resolution aerial and oblique imagery and Light Detection and Ranging (LiDAR) data and generate a set of LiDAR-derived three-dimensional products, including building footprints, digital elevation model (DEM), and digital surface model (DSM). Aerial and oblique imagery will be captured annually, while LiDAR and LiDAR-derived products will be captured twice over the five-year project. Successful implementation of this project will provide critical datasets that add value across nearly all city departments. By collaborating with the County and other local municipalities on this project, the city receives data for a larger geographic area at a fraction of the cost of independently acquiring it. (Ongoing costs: \$0)

# Public Works Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>12. Public Works Department – Climate and Seismic Resilience Planning and Development</b>	<b>1.00</b>	<b>123,242</b>	<b>0</b>

***Strategic Support CSA***

***Strategic Support – Strategic Support Core Service***

*Public Works Management and Administration - Strategic Support Program*

This action establishes one-time funding of \$1,750,000 in the General Fund (reflected in the City-Wide Expenses section of this document) and \$416,000 in the San José Clean Energy (SJCE) Fund, to be spent over a two-year period, for climate and seismic resilience planning and project development. As directed in the City Council-approved Mayor’s March Message, this action will create a multi-departmental team led from the City Manager’s Office, informed by equity considerations, to drive results on key resilience objectives and major capital projects in the areas of drought resilience, sea level rise, microgrid development, urban forests, seismic safety, Coyote Valley open space implementations, electrification, and prioritizing the rehabilitation of aging City infrastructure. Positions limit-dated through June 30, 2024 include 1.0 Program Manager position (75% SJCE Fund, 25% General Fund) in the Public Works Department to focus on microgrid development at fire stations and other City facilities (reflected in this section of this document); 1.0 Principal Engineer position (100% General Fund) in the Environmental Services Department to preliminarily investigate recycled water projects; and 1.0 Assistant to the City Manager position in the City Manager’s Office (75% General Fund, 25% SJCE Fund) to coordinate efforts across departments under the direction of a Deputy City Manager and work to secure external funding for future large-scale infrastructure improvements. One-time non-personal/equipment funding of \$823,000 will support specialized consulting work, with an initial focus on a recycled water feasibility analysis. Though the short-term goal is to provide the focus and preliminary evaluation necessary to access and leverage Federal and State resources, beginning in 2024-2025, an ongoing commitment will be established in the General Fund to fund a Resilience Officer that will provide ongoing management of this program, though that position may reside in a different department. (Ongoing costs: \$147,890)

<b>13. Facilities Management Service Desk Staffing</b>	<b>0.00</b>	<b>(42,594)</b>	<b>(17,263)</b>
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***Strategic Support CSA***

***Facilities Management Core Service***

*Facility Maintenance and Operations – Non City Hall Program*

This action adds 1.0 Office Specialist position and eliminates a vacant 1.0 Facilities Repair Worker position to better support the Work Order Desk for the Facilities Management Division. The Work Order Desk is the central point of contact for all City facility related service requests and is responsible for dispatching those requests to the appropriate trades staff for investigation and completion of any necessary repairs. There are approximately 7,000 requests generated through the Work Order Desk annually and only one Senior Office Specialist, which does not allow for the desk to function during any absences or time off. A second position added to the desk will allow for staggered time off, improve reliability and efficiency, as well as allow for some administrative work to be shifted to the desk and out of supervisors’ and field staffs’ hands. (Ongoing savings: \$28,102)

## Public Works Department

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>14. Facilities Management Systems Management Staffing</b>  <b><i>Strategic Support CSA</i></b> <b><i>Facilities Management Core Service</i></b> <i>Facility Maintenance and Operations – City Hall and Facility Maintenance and Operations – Non-City Hall Programs</i>	0.00	(5,312)	(5,312)
<p>This action adds a 1.0 Network Engineer position and eliminates a vacant 1.0 Air Conditioning Mechanic position under the Facilities Management Division. City Hall Facilities has been unable to fill the vacant Air Conditioning Mechanic position, which reports to and supports the Senior Air Conditioning Mechanic position who maintains the City Hall Heating, Ventilation, and Air Conditioning (HVAC) system and provides on-going regular maintenance. Staffing needs have changed due to the recent City Hall HVAC controls system upgrade that requires full-time monitoring by a trained Network Engineer. This new HVAC controls system requires specialized knowledge of digital control concepts such as Distech/N4 systems, analog and digital inputs and outputs, sequences of operations, point addressable devices, closed loop and supervisory feedback systems, device programming, serial communications, computer networking, and other direct HVAC controls-related responsibilities. This position will support the changing needs of the department to maintain HVAC systems. (Ongoing costs: \$22,559)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>19.50</b>	<b>2,898,006</b>	<b>1,535,416</b>





# Public Works Department

## Performance Summary

### Animal Care and Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Animal Care Center live release rate	89%	92%	90%	91%
 % of Priority 1 calls with response time in one hour or less. (Priority 1: injured or aggressive animal, or public safety assist)	97%	96%	96%	96%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Animal licenses issued annually	59,246	63,000	63,000	64,000
# of animals adopted/rescued/returned	11,368	7,500	11,500	11,500
# of incoming animals	13,619	14,000	15,000	16,000
# of calls for service completed	21,337	20,000	22,000	21,000
# of low-cost spay/neuter surgeries provided to public	4,027	4,000	4,000	4,000











# Public Works Department

## Performance Summary

### Facilities Management

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of facilities with a condition assessment rating of good or better (3 or better on a 5-pt scale)	N/A <sup>1</sup>	85%	85%	85%
 % change in energy usage in all City Accounts from 2007 baseline	(4%)	(10%)	(5%)	(10%)
 % of energy use that is renewable <sup>2</sup>	N/A <sup>2</sup>	50%	50%	50%
 % of preventative maintenance work orders completed	49%	60%	65%	60%
 % of health and safety concerns mitigated within 24 hours	69% <sup>3</sup>	100%	68% <sup>3</sup>	100%
 % of non-health and safety work completed within time standards	55%	75%	54%	75%
 % of time a request for record retention item is delivered within one day	85%	95%	90%	95%
 % of customers who rate service as good or excellent based on timeliness of response and quality of work	98%	85%	90%	85%

<sup>1</sup> Data was not collected for this performance measure due to COVID-19 emergency work. The Department resumed data collection starting in 2021-2022.

<sup>2</sup> This performance measure was added starting in 2021-2022. Actual data will be collected and reported beginning in the 2023-2024 Proposed Budget for 2021-2022.

<sup>3</sup> Some work orders had been miscategorized as Priority One (those with health and safety concerns), causing the metric to track below its standard of 100%. Public Works continues to respond to all health and safety emergencies within 24 hours.

# Public Works Department

## Performance Summary

### Facilities Management

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of corrective and preventive work orders completed	7,683	12,000	11,000	12,000
Total cost for services - Materials Management Services	\$0.35M	\$0.40M	\$0.40M	\$0.40M
Total dollars recovered from surplus sales	\$595,000	\$750,000	\$600,000	\$750,000
# of record retention requests completed	3,909	5,000	2,000	4,000
Total square footage maintained	2.77M	2.77M	2.77M	3.0M





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# Public Works Department

## Performance Summary

### Fleet and Equipment Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of fleet that is alternate fuel vehicles	47%	47%	48%	48%
 % of fleet in compliance with replacement cycle:				
Emergency Vehicles	100%	100%	100%	100%
General Fleet	82%	82%	83%	83%
 Cost per mile or hours, by class (of equipment):				
Police (miles)	\$0.49	\$0.39	\$0.45	\$0.47
Fire (miles)	\$3.74	\$3.93	\$2.42	\$3.08
General Fleet Light (miles)	\$0.38	\$0.39	\$0.42	\$0.40
General Fleet Heavy (miles)	\$1.91	\$2.17	\$1.85	\$1.88
Off Road Light (hours)	\$0.95	\$1.04	\$1.32	\$1.13
Off Road Heavy (hours)	\$1.80	\$1.65	\$1.10	\$1.45
 % of customers who rate service good or better based on:				
Timeliness	93%	93%	90%	92%
Convenience	97%	96%	97%	97%
Courtesy	99%	98%	100%	99%

#### Activity and Workload Highlights





	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Total number of repair and preventive work orders	20,361	20,000	18,992	19,500
Total number of vehicles and equipment	2,899	2,890	2,911	2,900

# Public Works Department

## Performance Summary

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

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of projects completed within the approved baseline budget <sup>1</sup>	94%	90%	96%	90%
 Departmental project delivery costs compared to target industry norm:				
Projects ≤ \$500,000	69%	62%	66%	64%
Projects > \$500,000	37%	45%	48%	44%
 % of projects designed and constructed by Public Works within approved baseline schedule <sup>2</sup>	91%	85%	89%	85%
 % of projects rated as good or excellent based on the achievement of project goals and the quality of the overall final product	N/A <sup>3</sup>	85%	100%	85%

<sup>1</sup> Projects are considered “completed” when final cost accounting has occurred, and the project has been accepted; projects are considered “on budget” when the total expenditures do not exceed 101% of the baseline budget. Data may not match similar performance measures identified in the 2023-2027 Capital Improvement Program as this section in the 2022-2023 Proposed Operating Budget only incorporates Public Works Department managed projects while the former includes all citywide projects.

<sup>2</sup> Projects are considered “delivered” when they are available for the intended use; projects are considered “on schedule” if delivered within two months of the baseline schedule. Data may not match similar performance measures identified in the 2023-2027 Capital Improvement Program as this section in the 2022-2023 Proposed Operating Budget only incorporates Public Works Department managed projects while the former includes all citywide projects.

<sup>3</sup> Data is unavailable due to a pause on project completion meetings due to the COVID-19 pandemic.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of construction projects delivered	44	69	46	60
Total construction cost of projects <sup>1</sup>	\$59,830,000	\$75,000,000	\$68,000,000	\$75,000,000




<sup>1</sup> For multi-year projects, the total construction costs are reflected in the year that the project is completed rather than spread over multiple years.

# Public Works Department

## Performance Summary

### Regulate / Facilitate Private Development

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Ratio of fee revenue to Development Fee Program cost (includes Development Fee Program Reserve funding)	100%	100%	100%	100%
 Selected cycle time measures for:				
Construction permit processing targets met	77%	85%	85%	85%
Planning processing targets met	84%	85%	85%	85%
 % of Development process participants rating service as good or excellent: Development Review	N/A <sup>1</sup>	85%	85%	85%

<sup>1</sup> The 2020 Development Services Customer Satisfaction Survey was not completed due to delays acquiring consultant services. It is anticipated that data for 2021-2022 Actuals will be available for the 2023-2024 Proposed Budget.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of underground service alert requests received	74,520	68,000	68,000	70,000
# of Public Works permit applications	510	570	570	570
Value of permitted public improvements	\$13,481,700	\$10,000,000	\$10,000,000	\$13,000,000
Value of accepted public improvements	\$16,402,799	\$5,000,000 <sup>1</sup>	\$5,000,000	\$8,000,000


<sup>1</sup> The COVID-19 pandemic has severely impacted development project schedules. Many projects have either stopped or been significantly delayed. Due to the unforeseeable nature of the pandemic, project completion dates are difficult to forecast. Staff will monitor development trends and update estimates as more information becomes available.

# Public Works Department

## Performance Summary

### Strategic Support

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of reviewed projects that attain established labor compliance goals by project completion	100%	100%	100%	100%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of contracts with wage requirements	133	140	140	130
# of contracts with labor compliance violations Identified	7 <sup>1</sup>	12	13	10
Minimum wage compliance cases:				
# Opened	5	5	7	5
# Resolved	0 <sup>2</sup>	5	7	5
# of contractors' employees owed restitution	21 <sup>3</sup>	50	154	30
Total \$ amount of restitution owed to employees	\$27,755	\$50,000	\$387,000 <sup>4</sup>	\$35,000

<sup>1</sup> Vendors may have provided additional documentation, thus cancelling the violation.

<sup>2</sup> Investigations may be ongoing and cross multiple years.

<sup>3</sup> If a violation is cancelled, the number of affected workers is reduced.

<sup>4</sup> The Department is anticipating the completion of two violation cases by the end of 2021-2022 that will produce larger restitution awards that were not originally anticipated with the development of the 2021-2022 Forecast.

## Public Works Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant I/II	1.00	1.00	-
Accounting Technician	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Air Conditioning Mechanic	6.00	5.00	(1.00)
Air Conditioning Supervisor	1.00	1.00	-
Analyst I/II	10.00	11.00	1.00
Animal Care Attendant	6.00	9.00	3.00
Animal Care Attendant PT	18.07	15.07	(3.00)
Animal Health Technician	5.00	6.00	1.00
Animal Health Technician PT	3.80	3.80	-
Animal Services Officer	13.00	13.00	-
Animal Shelter Coordinator	3.00	3.00	-
Animal Shelter Veterinarian	2.00	2.00	-
Animal Shelter Veterinarian PT	1.40	1.40	-
Assistant Director	1.00	1.00	-
Associate Architect/Landscape Architect	2.00	2.00	-
Associate Construction Inspector	21.00	25.00	4.00
Associate Engineer	54.00	56.00	2.00
Associate Engineering Technician	20.00	19.00	(1.00)
Associate Structure/Landscape Designer	15.00	15.00	-
Automotive Equipment Specialist	1.00	1.00	-
Building Inspector Supervisor	2.00	2.00	-
Building Inspector/Combination Certified	10.00	10.00	-
Building Management Administrator	2.00	2.00	-
Carpenter	4.00	4.00	-
Chief of Surveys	2.00	2.00	-
Communications Installer	2.00	2.00	-
Communications Technician	4.00	4.00	-
Construction Manager	6.00	6.00	-
Contract Compliance Assistant	1.00	1.00	-
Contract Compliance Coordinator	1.00	4.00	3.00
Contract Compliance Specialist	7.00	7.00	-
Deputy Director of Public Works	5.00	5.00	-
Director of Public Works	1.00	1.00	-
Dispatcher	5.00	5.00	-
Division Manager	7.00	10.00	3.00
Electrician I/II	6.00	6.00	-
Electrician Supervisor	1.00	1.00	-
Engineer I/II	53.00	55.00	2.00
Engineering Geologist	1.00	1.00	-
Engineering Technician II/I	26.00	27.00	1.00

## Public Works Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Engineering Trainee PT	1.50	0.00	(1.50)
Equipment Maintenance Supervisor	3.00	3.00	-
Equipment Mechanic Assistant I/II	20.00	22.00	2.00
Events Coordinator I/II	1.00	1.00	-
Facility Attendant	3.00	3.00	-
Facility Repair Worker	5.00	4.00	(1.00)
Facility Sound and Light Technician	1.00	1.00	-
Fleet Manager	1.00	1.00	-
Geographic Information Systems Specialist I/II	5.00	5.00	-
Information Systems Analyst	6.00	6.00	-
Instrument Person	4.00	5.00	1.00
Land Surveyor	1.00	1.00	-
Mail Processor	1.00	0.00	(1.00)
Maintenance Contract Supervisor	1.00	1.00	-
Maintenance Assistant/Maintenance Worker I	3.00	3.00	-
Maintenance Worker II	1.00	1.00	-
Mechanic I/II	22.00	22.00	-
Mechanical Parts Supervisor	1.00	1.00	-
Network Engineer	3.00	4.00	1.00
Office Specialist I/II	5.00	6.00	1.00
Office Specialist II PT	3.00	3.00	-
Painter	3.00	3.00	-
Plumber	3.00	3.00	-
Principal Account Clerk	2.00	2.00	-
Principal Construction Inspector	7.00	8.00	1.00
Principal Engineer/Architect	4.00	4.00	-
Principal Engineering Technician	5.00	5.00	-
Program Manager	9.00	10.00	1.00
Radio Communications Supervisor	1.00	1.00	-
Recreation Leader PT	1.00	1.00	-
Security Officer	4.00	7.00	3.00
Security Services Supervisor	1.00	1.00	-
Senior Account Clerk	5.00	5.00	-
Senior Accountant	1.00	1.00	-
Senior Air Conditioning Mechanic	2.00	2.00	-
Senior Analyst	7.00	7.00	-
Senior Animal Services Officer	4.00	4.00	-
Senior Architect/Landscape Architect	4.00	4.00	-
Senior Auto Equipment Specialist	1.00	1.00	-
Senior Carpenter	1.00	1.00	-
Senior Communications Technician	1.00	1.00	-
Senior Construction Inspector	42.00	38.00	(4.00)



## Public Works Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Senior Electrician	7.00	7.00	-
Senior Engineer	14.00	15.00	1.00
Senior Engineering Technician	20.00	18.00	(2.00)
Senior Events Coordinator	1.00	1.00	-
Senior Facility Attendant	2.00	2.00	-
Senior Facility Repair Worker	2.00	2.00	-
Senior Geographic Information Systems Specialist	1.00	1.00	-
Senior Mechanic I/II	6.00	6.00	-
Senior Office Specialist	6.00	6.00	-
Senior Public Information Representative	1.00	1.00	-
Senior Security Officer	1.00	1.00	-
Senior Systems Applications Programmer	3.00	3.00	-
Senior Transportation Specialist	2.00	3.00	1.00
Senior Warehouse Worker	1.00	1.00	-
Staff Specialist	7.00	7.00	-
Structure/Landscape Designer I/II	4.00	4.00	-
Supervising Applications Analyst	2.00	2.00	-
Supervising Environmental Services Specialist	1.00	1.00	-
Supervisor, Animal Services Operations	2.00	2.00	-
Survey Field Supervisor	6.00	6.00	-
Survey Party Chief	0.00	1.00	1.00
Systems Application Programmer I/II	1.00	1.00	-
Trades Supervisor	2.00	2.00	-
Volunteer Coordinator	1.00	1.00	-
Warehouse Worker I/II	1.00	2.00	1.00
Warehouse Supervisor	1.00	1.00	-
<b>Total Positions</b>	<b>627.77</b>	<b>647.27</b>	<b>19.50</b>

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# Office of Retirement Services

Roberto L. Peña, Chief Executive Officer

## MISSION

*Provide quality services in the delivery of pension and related benefits and maintain financially sound pension plans*

## CITY SERVICE AREA

*Strategic Support*

## CORE SERVICES

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### RETIREMENT PLAN ADMINISTRATION

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Management and administration of the retirement trust funds, administration of retirement benefits, and supervision of investment assets.

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**Strategic Support:** Retirement Boards' Support, Training, and Contract Administration

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# Office of Retirement Services

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Retirement Plan Administration Core Service</i></b>	
<b>Benefits</b>	Provides retirement planning and counseling services to plan members and administers health care and other benefits for retirees and beneficiaries.
<b>Investments</b>	Manages retirement plan assets in a manner which seeks to achieve long-term net returns in excess of the actuarial investment return assumption and adopted benchmarks while maintaining a reasonable level of investment risk.
<b><i>Strategic Support Core Service</i></b>	
<b>Retirement Financial Management</b>	Prepares annual comprehensive financial reports for the retirement plans; runs monthly payroll for retirees and beneficiaries; manages the budget and all other financial transactions for the department.
<b>Retirement Human Resources</b>	Manages personnel-related functions for the department, including hiring, employee development, employee discipline, and personnel transactions.
<b>Retirement Information Technology</b>	Manages the Pension Administration System which houses all retirement data and runs most of the retirement business transactions; provides other information technology services, planning, system development and maintenance for the department.
<b>Retirement Management and Administration</b>	Provides executive-level, analytical, and administrative support to the department and retirement boards.

# Office of Retirement Services

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Manage Retirement Plans' assets and seek solutions to increase investment returns and reduce volatility and cost, while mitigating risk.
- Work with the Retirement Plans' actuaries to ensure the plans have adopted and implemented the most appropriate rates, assumptions, and methodologies to remove risk from the plans, decrease volatility, and reduce intergenerational shifting of liabilities.
- Provide quality retirement planning, counseling, and financial reporting.

### 2022-2023 Key Budget Actions

- Adds 1.0 Senior Analyst, 1.0 Senior Supervisor, Administration, and 1.0 Analyst II positions to address workload and span of control challenges in the Pension Benefits Program which have impacted service delivery and customer response times. The additional staff will provide oversight and analytical resources for more timely response to workload demands as well as an appropriate span of control for front-office and back-office activities.

### Operating Funds Managed

- Federated Retiree Health Care Trust Fund
- Federated Retirement Fund
- Fire Retiree Health Care Trust Fund
- Police and Fire Retirement Fund
- Police Retiree Health Care Trust Fund

# Office of Retirement Services

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Retirement Plan Administration	4,361,886	4,765,129	4,855,574	5,330,188
Strategic Support - City Council Appointees	2,625,500	2,734,880	2,914,834	2,914,834
Strategic Support - Other - Council Appointees	30,441	32,000	32,000	32,000
<b>Total</b>	<b>\$7,017,827</b>	<b>\$7,532,009</b>	<b>\$7,802,408</b>	<b>\$8,277,022</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	6,909,000	7,415,009	7,685,408	8,160,022
<b>Subtotal Personal Services</b>	<b>\$6,909,000</b>	<b>\$7,415,009</b>	<b>\$7,685,408</b>	<b>\$8,160,022</b>
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$6,909,000</b>	<b>\$7,415,009</b>	<b>\$7,685,408</b>	<b>\$8,160,022</b>
<i>Other Costs*</i>				
City-Wide Expenses	108,827	117,000	117,000	117,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	0	0	0	0
Other - Capital	0	0	0	0
Overhead Costs	0	0	0	0
<b>Total Other Costs</b>	<b>\$108,827</b>	<b>\$117,000</b>	<b>\$117,000</b>	<b>\$117,000</b>
<b>Total</b>	<b>\$7,017,827</b>	<b>\$7,532,009</b>	<b>\$7,802,408</b>	<b>\$8,277,022</b>

Note: The budget figures reflected in this summary account for a small portion of the total budget for the Office of Retirement Services, including the cost of the civil service positions in the Office of Retirement Services and General Fund City-Wide expenses of \$117,000. Additional budget information on the Federated and Police and Fire Retirement Funds and the Office of Retirement Services can be found in this budget document as follows:

1. Source and Use of Funds: There are five Source and Use of Funds Statements included for display purposes, consisting of Federated Retirement Fund, Federated Retiree Health Care Trust Fund, Fire Retiree Health Care Trust Fund, Police and Fire Retirement Fund, and Police Retiree Health Care Trust Fund.
2. Summary Information: A summary of the City contributions to the Retirement Funds is included in the Summary Information section of this document.

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of Retirement Services

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	108,827	117,000	117,000	117,000
Federated Retirement Funds	3,198,000	3,709,237	3,844,590	4,081,897
Police and Fire Retirement Funds	3,711,000	3,705,772	3,840,818	4,078,125
<b>Total</b>	<b>\$7,017,827</b>	<b>\$7,532,009</b>	<b>\$7,802,408</b>	<b>\$8,277,022</b>
<b>Positions by Core Service**</b>				
Retirement Plan Administration	24.55	25.80	25.80	28.80
Strategic Support - City Council Appointees	14.20	14.20	14.20	14.20
<b>Total</b>	<b>38.75</b>	<b>40.00</b>	<b>40.00</b>	<b>43.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

\*\* The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

\*\*\* 2020-2021 Actuals may not subtotal due to rounding.

# Office of Retirement Services

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Adopted	2022-2023 Adopted Positions
<b>Dollars by Program*</b>					
<b>Retirement Plan Administration</b>					
Retirement Benefits	2,257,186	2,300,759	2,445,248	2,919,862	17.55
Retirement Investments	2,104,700	2,464,370	2,410,326	2,410,326	11.25
<b>Sub-Total</b>	<b>4,361,886</b>	<b>4,765,129</b>	<b>4,855,574</b>	<b>5,330,188</b>	<b>28.80</b>
<b>Strategic Support - City Council Appointees</b>					
Retirement Services Financial Management	1,142,600	1,191,988	1,245,026	1,245,026	6.45
Retirement Services Information Technology	690,900	727,064	752,062	752,062	3.45
Retirement Services Management and Administration	792,000	815,828	917,746	917,746	4.30
<b>Sub-Total</b>	<b>2,625,500</b>	<b>2,734,880</b>	<b>2,914,834</b>	<b>2,914,834</b>	<b>14.20</b>
<b>Strategic Support - Other - Council Appointees</b>					
Retirement Services Other Departmental - City-Wide	30,441	32,000	32,000	32,000	0.00
<b>Sub-Total</b>	<b>30,441</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>0.00</b>
<b>Total</b>	<b>\$7,017,827</b>	<b>\$7,532,009</b>	<b>\$7,802,408</b>	<b>\$8,277,022</b>	<b>43.00</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* 2020-2021 Actuals may not subtotal due to rounding.



# Office of Retirement Services

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)
Prior Year Budget (2021-2022):	40.00	7,415,009
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
• NONE		
One-time Prior Year Expenditures Subtotal:	40.00	7,415,009
<b>Technical Adjustments to Costs of Ongoing Activities</b>		
• Salary/benefit changes:		270,399
Technical Adjustments Subtotal:	0.00	270,399
<b>2022-2023 Forecast Base Budget:</b>	<b>40.00</b>	<b>7,685,408</b>
<b>Budget Proposals Recommended</b>		
1. Pension Benefits Staffing	3.00	474,614
<b>Total Budget Proposals Recommended</b>	<b>3.00</b>	<b>474,614</b>
<b>2022-2023 Proposed Budget Total</b>	<b>43.00</b>	<b>8,160,022</b>

# Office of Retirement Services

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment




<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>
<b>1. Pension Benefits Staffing</b>	<b>3.00</b>	<b>474,614</b>
<i>Strategic Support – Council Appointees CSA Retirement Plan Administration Core Service Retirement Benefits Program</i>		
<p>This action adds 1.0 Senior Analyst, 1.0 Senior Supervisor, Administration, and 1.0 Analyst II positions to address workload and span of control challenges in the Pension Benefits Program which have impacted service delivery and customer response times. The Pension Benefit Program’s volume and complexity of work has increased significantly over the last ten years. For example, the number of retirees/survivors serviced by the team has increased 36% in the past decade and the number of retirees/survivors impacted by the 415(b) law has continued to grow, requiring time-consuming, complex analysis of all retiree/survivor data to determine new retirees/survivors who are impacted as well as annual analysis of those who continue to be impacted. Currently, one Senior Analyst oversees nine analytical and clerical staff performing front-office and back-office activities including counseling new retirees, performing detailed analysis and calculations of pension benefits, setting up and maintaining retiree data in the Pension Gold database, coordinating with reciprocal agencies for reciprocity eligibility, disability retirement processing, death processing, divorce processing, military service credit reconciliations, customer service and education, and other pension activities. Due to limited staffing resources, they have been forced to focus primarily on urgent activities for the current month payroll while important but non-urgent activities (such as non-hardship disability retirements and military leave service credits) have been delayed for weeks, to months, to years. Delays and backlogs prevent members from accessing accurate estimates of their pension benefits and, with staff turnover, increases the potential for service requests to get lost. The additional staff will provide oversight and analytical resources for more timely response to workload demands, as well as an appropriate span of control for front-office and back-office activities. (Ongoing costs: \$474,614)</p>		
<b>2022-2023 Proposed Budget Changes Total</b>	<b>3.00</b>	<b>474,614</b>

# Office of Retirement Services

## Performance Summary

### Retirement Plan Administration

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of active members that feel that Retirement Services had a positive impact on their ability to make decisions to achieve retirement goals	95%	100%	87%	100%
 % of portfolios analyzed for compliance with investment policy	100%	100%	100%	100%
 % of members (active and retired) that rate department services as very good or excellent based on accuracy and usefulness of work	90%	100%	87%	100%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of active and retired members surveyed	300	400	174	400
# of portfolios analyzed annually	181	190	210	220
# of agendized Board meetings	75	95	119	107
Investment committee work plan projects	40	60	54	56

## Office of Retirement Services

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accountant I/II	1.00	1.00	-
Account Clerk I/II	1.00	1.00	-
Accounting Technician	1.00	1.00	-
Analyst I/II	6.00	7.00	1.00
Assistant Director and Chief Investment Officer	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	1.00	1.00	-
Director of Retirement Services	1.00	1.00	-
Division Manager	2.00	2.00	-
Executive Assistant U	1.00	1.00	-
Financial Analyst	1.00	1.00	-
Information Systems Analyst	1.00	1.00	-
Network Technician I/II/III	1.00	1.00	-
Office Specialist I/II	1.00	1.00	-
Retirement Investment Analyst I/II	2.00	2.00	-
Retirement Investment Officer	3.00	3.00	-
Retirement Investment Operations Supervisor	1.00	1.00	-
Senior Accountant	2.00	2.00	-
Senior Analyst	2.00	3.00	1.00
Senior Auditor	1.00	1.00	-
Senior Retirement Investment Officer	2.00	2.00	-
Senior Supervisor, Administration	0.00	1.00	1.00
Staff Specialist	7.00	7.00	-
<b>Total Positions</b>	<b>40.00</b>	<b>43.00</b>	<b>3.00</b>

# Transportation Department

John Ristow, Director

## MISSION

*The mission of the Transportation Department is to plan, develop, operate, and maintain transportation facilities, services, and related systems which contribute to the livability and economic health of the City*

## CITY SERVICE AREA

*Environmental and Utility Services  
Transportation and Aviation Services*

## CORE SERVICES

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### SANITARY SEWER MAINTENANCE

Provide timely and effective cleaning and repair of the sanitary sewer collection system to ensure uninterrupted sewage flow to the Water Pollution Control Plan.

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### STORM SEWER MAINTENANCE

Maintain and operate the storm sewer system in a way that ensures proper flow and is environmentally sensitive to the regional water tributary system and to the South San Francisco Bay.

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### PARKING SERVICES

Provide well-maintained and operated public on-street and off-street parking facilities, implement effective policies and regulations, and encourage compliance with posted regulations and State and local codes.

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### PAVEMENT MAINTENANCE

Maintain and repair the street network pavement to allow for optimum street service life and the safe and efficient travel of the public.

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### STREET LANDSCAPE MAINTENANCE

Provide for the management and maintenance of street landscapes, street trees, and sidewalks in order to provide a safe and aesthetically pleasing streetscape.

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### TRAFFIC MAINTENANCE

Ensure the proper operation of the City's traffic devices and streetlights by providing maintenance and repair of traffic signals, streetlights, traffic safety devices, signs, and roadway markings.

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### TRANSPORTATION PLANNING AND PROJECT DELIVERY

Plan and develop the City's transportation system, prioritizing complete streets projects, programs and policies that advance sustainability and equity.

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### TRANSPORTATION SAFETY AND OPERATIONS

Provide for the safe and efficient movement of pedestrians and motorists by installing traffic safety improvements, providing safety education, and actively managing roadway conditions with smart traffic management technologies.

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**Strategic Support:** Budget and Financial Services, Information Technology, Marketing & Outreach, Personnel, and Training and Safety

# Transportation Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Sanitary Sewer Maintenance Core Service</i></b>	
<b>Sanitary Sewer System Maintenance</b>	Provides maintenance and engineering services for the 2,000+ mile sanitary sewer system.
<b><i>Storm Sewer Maintenance Core Service</i></b>	
<b>Storm Sewer Operation and Maintenance</b>	Provides maintenance and engineering services for the City's 1,250+ mile storm sewer system and interdepartmental coordination on water quality issues and storm response.
<b>Street Sweeping</b>	Provides in-house street sweeping on the City's mayor arterial and business district streets and inspects street sweeping.
<b><i>Parking Services Core Service</i></b>	
<b>Off-Street Parking</b>	Manages the City's public parking facilities including planning, maintenance, security, and operations of parking facilities, and implementation of the annual capital improvement program.
<b>On-Street Downtown Operations</b>	Provides transportation planning and operations support for special events in the Downtown area and City-wide, including developing and implementing event transportation and parking management plans.
<b>On-Street Parking</b>	Provides on-street parking compliance services in metered zones, school zones, residential permit parking zones, and to support street sweeping, construction activities, and enhanced traffic safety; revenue collection for parking fees and fines; and meter maintenance. Manage vehicle abatement program with an equity lens.
<b><i>Pavement Maintenance Core Service</i></b>	
<b>Corrective Pavement Repair</b>	Responds to urgent service requests and complaints to repair potholes and other minor damage to the pavement network.
<b>Pavement Maintenance Administration and Capital Project Delivery</b>	Assesses and manages the City's 2,500+ mile pavement network, including planning and delivering the annual pavement maintenance projects, managing and developing the capital pavement budget, installing ADA curb ramps and maintaining the City's bridges.
<b><i>Street Landscaping Maintenance Core Service</i></b>	
<b>Special District Landscape Services</b>	Oversees contractual landscape maintenance in 23 special-funded maintenance districts that have been established in the City.
<b>Streetscape Services</b>	Provides in-house and contractual landscape maintenance on City-owned median islands and frontage properties, tree and sidewalk inspections and repair, special event support, and roadway illegal dumping response for street and traffic safety.

# Transportation Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Traffic Maintenance Core Service</i></b>	
<b>Traffic Signal Maintenance</b>	Performs maintenance and repairs on the City's 950+ traffic signals, maintains communications between traffic infrastructure and the centralized traffic management system, and performs special project work for traffic signal infrastructure upgrades in addition to funding utility costs for signals city-wide.
<b>Traffic Signs and Markings Maintenance</b>	Performs preventive and corrective maintenance on traffic signs and roadway markings and performs banner installations; installs and repairs traffic safety and traffic calming improvements.
<b>Traffic Streetlights Maintenance</b>	Performs maintenance and repairs on the City's 65,600+ streetlights in addition to funding utility costs for streetlights city-wide.
<b><i>Transportation Planning and Project Delivery Core Service</i></b>	
<b>Transportation Capital Project Delivery</b>	Manages the development of major local street improvement and regional transit, rail, and highway projects throughout the City including grant management, policy review, project planning, CEQA review, engineering and design, roadway geometric design, and construction.
<b>Transportation Multi-Modal Alternatives</b>	Performs planning, engineering, and project delivery for all transportation modes (pedestrians, bicycle, transit, and carpool) to increase safety and multi-modal travel as described in the transportation element of the General Plan and Climate Smart San Jose.
<b>Transportation Planning and Policy</b>	Manages the transportation elements of the General Plan, coordinates transportation and land use planning studies, manages issues related to private development, analyzes the performance of the transportation system, supports policy and technical committees for regional transportation organizations, and reviews and advocates for transportation legislation and funding serving San José interests.
<b><i>Transportation Safety and Operations Core Service</i></b>	
<b>Neighborhood Traffic</b>	Responds to an average of 1,200 traffic safety service requests annually. Services include traffic studies to enhance roadway signage, pavement striping, and/or pavement markings. Reviews parking requests to support residential and business needs to achieve economic and mobility goals.
<b>Traffic Safety</b>	Constructs traffic safety improvement projects for pedestrian safety and traffic calming. Provides traffic safety education to children, adults, and older adults. Implements the Vision Zero Action Plan to build a culture of safety through community outreach and engagement, data analytics, quick build data-driven safety improvements and prioritizing resources on high corridors and districts with high fatal and severe injury crashes.
<b>Traffic Signals, Streetlights and Systems Management</b>	Operates the City's 950+ traffic signal system using the Traffic Management Center to reduce travel delays and traffic congestion. Manages associated traffic systems (communication and video network) to support remote traffic management capabilities, transit signal priority, emergency vehicle preemption priority and smart city operations. Manage streetlight LED conversion and smart control update.

# Transportation Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Strategic Support Core Service</i>	
<b>Transportation Financial Management</b>	Manages the budget and all financial transactions for the department; assists in annual budget development.
<b>Transportation Human Resources</b>	Manages personnel-related functions for the department, including hiring (in coordination with the Human Resources Department), employee development, employee discipline (in coordination with the Office of Employee Relations), and personnel transactions.
<b>Transportation Information Technology</b>	Provides information technology services, planning, system development and maintenance for the department in coordination with the Information Technology Department.
<b>Transportation Management and Administration</b>	Provides executive-level, analytical and administrative support to the department. Performs community outreach, marketing, and media relations to advance priorities.



# Transportation Department

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## Department Budget Summary

### Expected 2022-2023 Service Delivery

- Provide a safe transportation system for the traveling public through effective engineering, education, and enforcement. Prioritize implementation of Vision Zero Action Plan strategies to reduce traffic fatalities.
- Continue work on implementing balanced, multimodal goals of the Envision San José 2040 General Plan to provide a transportation network for all users that is safe, efficient, and sustainable.
- Facilitate a variety of regional transportation projects including BART Silicon Valley Phase II, California High Speed Rail, Caltrain Modernization, Airport Connector, the expanded Diridon Integrated Station, and numerous highway interchange and overcrossing improvements.
- Continue the efficient and effective repair and maintenance of the City's approximately 2,500 miles of transportation infrastructure including streetlights, traffic signals, traffic and street signs, pavement, roadway markings, trees, landscaping, street sweeping, sidewalks, curb ramps, sewers, and storm drains.
- Provide parking for business, retail, and event customers and employees in Downtown parking facilities, as well as parking compliance services in support of businesses and programs.
- Support the development, demonstration, and implementation of new technologies and innovations that help advance critical transportation goals.
- Continue to effectively manage the Department's budget; hire and effectively train employees; manage information technology to maximize productivity; and continually improve employee safety.

### 2022-2023 Key Budget Actions

- Continues on an ongoing basis the Vehicle Abatement and Pavement Parking Compliance, including: 1.0 Parking and Traffic Control Supervisor position, overtime, and non-personal/equipment funding to continue the hybrid model of proactive patrol with support for Pavement Parking compliance; and adds 1.0 Parking and Traffic Control Officer position (two-year), overtime to boost enforcement, and establishes a reserve for future improvements to be identified in 2022-2023.
- Continues as ongoing 1.0 Associate Transportation Specialist and adds 2.0 Transportation Specialist positions dedicated to implementing Climate Smart San Jose, accelerating the City's work to electrify the transportation sector and reduce dependence on driving.
- Adds \$1.1 million of ongoing funding for Beautify San José Street Landscape Maintenance Program, including funding for an Associate Construction Inspector position.
- Adds 1.0 Program Manager, 2.0 Assistant Arborist, and 2.0 Associate Construction Inspector positions, and \$1.9 million in non-personal/equipment funding to plant 1,000 trees annually and prune all existing City trees on a 12-year cycle.
- Provides funding for Transit Priority Program and Traffic Safety Team Staffing: adds two engineering positions to support ongoing efforts to coordinate with the Valley Transportation Authority to improve efficiencies, resolve deficiencies, and optimize transit system priorities; and adds two engineering positions through June 30, 2024 to continue delivery of five pilot projects to address illegal racing, sideshows, and grant projects.

### Operating Funds Managed

- Community Facilities District/Maintenance Assessment District Funds
- Downtown Property Business and Improvement District Fund
- General Purpose Parking Fund

# Transportation Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Core Service</b>				
Parking Services	15,023,043	19,962,673	20,178,473	21,634,307
Pavement Maintenance	8,966,388	9,601,211	9,952,412	9,952,412
Sanitary Sewer Maintenance	19,245,442	21,744,300	21,446,089	21,546,089
Storm Sewer Maintenance	7,437,567	8,153,103	7,040,480	8,289,613
Strategic Support - Environmental & Utility Services	1,942,439	2,256,583	2,148,407	2,148,407
Strategic Support - Other - Environmental & Utility Services	5,299,929	5,199,813	6,079,690	6,118,668
Strategic Support - Other - Transportation & Aviation	6,519,002	7,887,925	7,554,964	7,914,567
Strategic Support - Transportation & Aviation	3,817,382	3,388,709	3,479,494	3,697,533
Street Landscape Maintenance	15,782,229	19,055,063	18,689,939	22,655,782
Traffic Maintenance	14,450,660	15,963,201	16,305,893	16,348,893
Transportation Planning and Project Delivery	8,027,776	8,521,499	8,012,258	8,631,693
Transportation Safety and Operations	12,078,952	12,264,322	12,553,298	13,390,384
<b>Total</b>	<b>\$118,590,809</b>	<b>\$133,998,402</b>	<b>\$133,441,397</b>	<b>\$142,328,348</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	66,303,867	74,433,280	76,638,254	79,246,222
Overtime	2,935,706	1,649,678	1,659,143	1,805,143
<b>Subtotal Personal Services</b>	<b>\$69,239,573</b>	<b>\$76,082,958</b>	<b>\$78,297,397</b>	<b>\$81,051,365</b>
Non-Personal/Equipment	34,142,601	40,788,662	38,629,653	44,364,055
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$103,382,174</b>	<b>\$116,871,620</b>	<b>\$116,927,050</b>	<b>\$125,415,420</b>
<b>Other Costs*</b>				
City-Wide Expenses	2,729,139	4,105,644	3,147,000	3,297,000
General Fund Capital	328,119	1,112,000	0	0
Housing Loans and Grants	1,545	0	0	0
Other	3,702,811	3,539,704	4,523,976	4,556,976
Other - Capital	0	0	0	0
Overhead Costs	8,090,916	8,064,434	8,338,371	8,553,952
Workers' Compensation	356,105	305,000	505,000	505,000
<b>Total Other Costs</b>	<b>\$15,208,635</b>	<b>\$17,126,782</b>	<b>\$16,514,347</b>	<b>\$16,912,928</b>
<b>Total</b>	<b>\$118,590,809</b>	<b>\$133,998,402</b>	<b>\$133,441,397</b>	<b>\$142,328,348</b>

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# Transportation Department

## Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	37,816,398	43,034,646	40,568,381	46,679,166
Public Works Development Fee Program Fund (241)	545	0	0	0
Public Works Small Cell Permitting Fee Program Fund (242)	641	0	0	0
Downtown Property And Business Improvement District Fund (302)	3,354,615	3,539,704	4,378,283	4,411,283
Community Facilities District No. 13 (Guadalupe Mines) Fund (310)	89,814	98,560	101,208	101,208
Community Facilities District No. 16 (Raleigh-Coronado) Fund (344)	242,357	271,197	241,579	241,579
Maintenance District No. 1 (Los Paseos) Fund (352)	272,041	382,778	372,333	472,333
Maintenance District No. 2 (Trade Zone Blvd.-Lundy Ave.) Fund (354)	71,629	66,155	77,138	107,138
Maintenance District No. 21 (Gateway Place-Airport Parkway) Fund (356)	97,531	92,281	96,715	96,715
Maintenance District No. 5 (Orchard Parkway-Plumeria Drive) Fund (357)	81,339	86,292	89,199	89,199
Maintenance District No. 19 (River Oaks Area Landscaping) Fund (359)	165,180	294,177	197,961	197,961
Maintenance District No. 8 (Zanker-Montague) Fund (361)	151,561	157,746	171,444	171,444
Maintenance District No. 9 (Santa Teresa-Great Oaks) Fund (362)	203,701	173,048	219,594	219,594
Maintenance District No. 11 (Brokaw Rd/Junction Ave/Old Oakland Rd) Fund (364)	83,979	121,233	124,828	124,828
Maintenance District No. 20 (Renaissance-N. First Landscaping) Fund (365)	116,845	124,758	130,847	130,847
Maintenance District No. 13 (Karina-O'Nel) Fund (366)	40,725	40,822	40,928	40,928
Maintenance District No. 22 (Hellyer Ave.-Silver Creek Valley Rd.) Fund (367)	107,728	190,347	110,202	110,202
Maintenance District No. 15 (Silver Creek Valley) Fund (368)	1,453,422	1,634,897	1,790,920	1,682,247
Comm Fac Dist No. 2 (Aborn-Murillo) and No. 3 (Silverland-Capriana) Fund (369)	1,856,330	2,050,024	2,355,094	2,300,755
Community Facilities District No. 15 (Berryessa-Sierra) Fund (370)	47,608	272,511	175,936	175,936
Community Facilities District No. 1 (Capitol Auto Mall) Fund (371)	185,782	292,330	209,239	209,239
Maintenance District No. 18 (The Meadowlands) Fund (372)	50,744	71,651	75,811	75,811

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# Transportation Department

## Department Budget Summary

	<u>2020-2021 Actuals ***</u>	<u>2021-2022 Adopted</u>	<u>2022-2023 Forecast</u>	<u>2022-2023 Proposed</u>
Community Facilities District No. 8 (Communications Hill) Fund (373)	1,246,105	1,027,023	1,165,517	1,165,517
Community Facilities District No. 11 (Adeline-Mary Helen) Fund (374)	162,226	105,000	119,400	119,400
Community Facilities District No. 12 (Basking Ridge) Fund (376)	452,340	522,067	530,272	475,933
Community Facilities District No. 14 (Raleigh- Charlotte) Fund (379)	209,864	168,634	179,259	179,259
Coronavirus Relief Fund (401)	726,134	0	0	0
Emergency Reserve Fund (406)	4,490	0	0	0
Community Development Block Grant Fund (441)	35,043	0	0	0
Storm Sewer Operating Fund (446)	8,460,133	10,102,093	10,058,143	11,346,254
Community Facilities District No. 17 (Capitol Expy – Evergreen Place) (496)	0	15,000	145,693	145,693
General Purpose Parking Fund (533)	9,624,399	11,596,916	11,658,492	11,925,950
Sewer Service And Use Charge Fund (541)	25,639,854	26,881,624	27,123,586	27,223,586
Capital Funds	25,539,706	30,584,888	30,933,395	32,108,343
<b>Total</b>	<b>\$118,590,809</b>	<b>\$133,998,402</b>	<b>\$133,441,397</b>	<b>\$142,328,348</b>

### Positions by Core Service\*\*

Parking Services	70.84	71.84	70.84	72.84
Pavement Maintenance	64.00	64.70	64.30	64.30
Sanitary Sewer Maintenance	106.70	107.40	106.80	106.80
Storm Sewer Maintenance	43.21	42.81	38.81	41.81
Strategic Support - Environmental & Utility Services	10.45	9.95	9.95	9.95
Strategic Support - Transportation & Aviation	13.40	14.40	14.65	15.65
Street Landscape Maintenance	43.30	42.30	47.05	52.05
Traffic Maintenance	44.65	47.65	47.65	47.65
Transportation Planning and Project Delivery	41.90	40.40	39.40	43.40
Transportation Safety and Operations	63.05	67.05	66.05	70.05
<b>Total</b>	<b>501.50</b>	<b>508.50</b>	<b>505.50</b>	<b>524.50</b>

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# Transportation Department

## Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	2022-2023 Proposed Positions
<b>Dollars by Program*</b>					
<b>Parking Services</b>					
Off-Street Parking	6,654,024	7,636,020	7,791,835	8,031,835	6.60
On-Street Downtown Operations	766,517	666,635	691,232	1,105,579	3.45
On-Street Parking	7,602,502	11,660,018	11,695,406	12,496,893	62.79
<b>Sub-Total</b>	<b>15,023,043</b>	<b>19,962,673</b>	<b>20,178,473</b>	<b>21,634,307</b>	<b>72.84</b>
<b>Pavement Maintenance</b>					
Corrective Pavement Repair	2,100,876	539,969	542,580	542,580	4.40
Pavement Maintenance Administration and Capital Project Delivery	6,865,512	9,061,242	9,409,832	9,409,832	59.90
<b>Sub-Total</b>	<b>8,966,388</b>	<b>9,601,211</b>	<b>9,952,412</b>	<b>9,952,412</b>	<b>64.30</b>
<b>Sanitary Sewer Maintenance</b>					
Sanitary Sewer System Maintenance	19,245,442	21,744,300	21,446,089	21,546,089	106.80
<b>Sub-Total</b>	<b>19,245,442</b>	<b>21,744,300</b>	<b>21,446,089</b>	<b>21,546,089</b>	<b>106.80</b>
<b>Storm Sewer Maintenance</b>					
Storm Sewer Operation and Maintenance	5,181,761	5,979,705	5,547,886	6,351,904	32.20
Street Sweeping	2,255,806	2,173,398	1,492,594	1,937,709	9.61
<b>Sub-Total</b>	<b>7,437,567</b>	<b>8,153,103</b>	<b>7,040,480</b>	<b>8,289,613</b>	<b>41.81</b>
<b>Strategic Support - Environmental &amp; Utility Services</b>					
Transportation Financial Management - Environmental and Utility Services	294,591	477,113	507,000	507,000	3.10
Transportation Human Resources - Environmental and Utility Services	218,728	260,333	268,119	268,119	1.40
Transportation Information Technology - Environmental and Utility Services	547,671	713,908	568,284	568,284	2.05
Transportation Management and Administration- Environmental and Utility Services	881,449	805,229	805,004	805,004	3.40
<b>Sub-Total</b>	<b>1,942,439</b>	<b>2,256,583</b>	<b>2,148,407</b>	<b>2,148,407</b>	<b>9.95</b>
<b>Strategic Support - Other - Environmental &amp; Utility Services</b>					
Transportation Overhead - Environmental and Utility Services	5,299,929	5,199,813	6,079,690	6,118,668	0.00
<b>Sub-Total</b>	<b>5,299,929</b>	<b>5,199,813</b>	<b>6,079,690</b>	<b>6,118,668</b>	<b>0.00</b>
<b>Strategic Support - Other - Transportation &amp; Aviation</b>					
Transportation Capital - Transportation and Aviation	103,479	423,000	0	0	0.00

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# Transportation Department

## Department Budget Summary

	2020-2021	2021-2022	2022-2023	2022-2023	2022-2023
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Transportation Other Departmental - City-Wide - Transport and Aviation	212,983	755,600	413,000	563,000	0.00
Transportation Other Operational - Administration - Transport and Aviation	3,414,306	3,539,704	4,378,283	4,411,283	0.00
Transportation Overhead - Transportation and Aviation	2,787,153	2,864,621	2,258,681	2,435,284	0.00
Transportation Workers' Compensation - Transportation and Aviation	1,081	305,000	505,000	505,000	0.00
<b>Sub-Total</b>	<b>6,519,002</b>	<b>7,887,925</b>	<b>7,554,964</b>	<b>7,914,567</b>	<b>0.00</b>
<b>Strategic Support - Transportation &amp; Aviation</b>					
Transportation Financial Management - Transportation and Aviation	1,272,412	1,106,886	1,112,918	1,112,918	6.30
Transportation Human Resources - Transportation and Aviation	301,599	463,513	472,996	472,996	2.60
Transportation Information Technology - Transportation and Aviation	775,558	1,103,789	1,150,993	1,175,993	3.70
Transportation Management and Administration - Transportation and Aviation	731,690	714,521	742,587	935,626	3.05
Transportation Pandemic Response	736,123	0	0	0	0.00
<b>Sub-Total</b>	<b>3,817,382</b>	<b>3,388,709</b>	<b>3,479,494</b>	<b>3,697,533</b>	<b>15.65</b>
<b>Street Landscape Maintenance</b>					
Special District Landscape Services	6,693,542	7,523,157	8,020,293	7,988,973	13.90
Streetscape Services	9,088,687	11,531,906	10,669,646	14,666,809	38.15
<b>Sub-Total</b>	<b>15,782,229</b>	<b>19,055,063</b>	<b>18,689,939</b>	<b>22,655,782</b>	<b>52.05</b>
<b>Traffic Maintenance</b>					
Traffic Signal Maintenance	3,646,862	4,580,018	4,815,467	4,815,467	17.20
Traffic Signs and Markings Maintenance	3,068,703	3,823,841	3,722,782	3,722,782	22.00
Traffic Streetlights Maintenance	7,735,095	7,559,342	7,767,644	7,810,644	8.45
<b>Sub-Total</b>	<b>14,450,660</b>	<b>15,963,201</b>	<b>16,305,893</b>	<b>16,348,893</b>	<b>47.65</b>
<b>Transportation Planning and Project Delivery</b>					
Transportation Capital Project Delivery	4,061,569	4,632,864	4,249,096	4,463,228	21.79
Transportation Multi-Modal Alternatives	1,850,283	1,767,256	1,437,241	1,437,241	7.50
Transportation Planning and Policy	2,115,924	2,121,379	2,325,921	2,731,224	14.11
<b>Sub-Total</b>	<b>8,027,776</b>	<b>8,521,499</b>	<b>8,012,258</b>	<b>8,631,693</b>	<b>43.40</b>
<b>Transportation Safety and Operations</b>					
Neighborhood Traffic	2,611,975	2,514,647	2,426,858	2,426,858	11.65
Traffic Safety	3,656,448	3,634,096	3,801,241	3,976,241	22.15
Traffic Signals and Systems Management	5,810,529	6,115,579	6,325,199	6,987,285	36.25
<b>Sub-Total</b>	<b>12,078,952</b>	<b>12,264,322</b>	<b>12,553,298</b>	<b>13,390,384</b>	<b>70.05</b>
<b>Total</b>	<b>\$118,590,809</b>	<b>\$133,998,402</b>	<b>\$133,441,397</b>	<b>\$142,328,348</b>	<b>524.50</b>

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\*\* 2020-2021 Actuals may not subtotal due to rounding.

## Transportation Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>508.50</b>	<b>116,871,620</b>	<b>37,517,002</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
● Rebudget: Storm Sewer Maintenance Vehicles		(282,000)	0
● Rebudget: Sanitary Sewer Maintenance Vehicles		(267,000)	0
● Rebudget: Sewer Lateral Grant		(200,000)	0
● Rebudget: City-Generated Tow Services		(175,000)	(175,000)
● Rebudget: Computerized Maintenance Management		(170,000)	0
● Rebudget: Fence Repair and Grass Replacement		(100,000)	0
● Rebudget: LED Light Upgrades		(100,000)	0
● Rebudget: Median Island Renovation		(90,000)	0
● Beautify San José Landscape Maintenance Program		(1,000,000)	(1,000,000)
● Sanitary Sewer Maintenance Equipment		(625,800)	0
● Special Assessment District Landscape and		(260,000)	0
● Our City Forest		(225,000)	(225,000)
● North San Jose Transit Operations and ATSPM Grant Staffing (1.0 Associate Engineer)	(1.00)	(175,260)	0
● Parking Compliance Pavement Project Support (0.5 Parking and Traffic Control Supervisor)	(0.50)	(73,934)	0
● Vehicle Abatement Program Proactive Patrol and Complaint Response (0.5 Parking and Traffic Control Supervisor)	(0.50)	(73,934)	0
● Shared Micro Mobility Permit Program		(73,304)	962
● Parking Compliance Special Operations		(20,700)	(20,700)
● One-way Vehicle Permit Program		(10,000)	(10,000)
● Sanitary and Storm Sewer Staffing		(4,044)	0
● Climate Smart San José Plan Implementation Staffing (1.0 Associate Transportation Specialist)	(1.00)	0	0
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>(3.00)</b>	<b>(3,925,976)</b>	<b>(1,429,738)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
● Salary/benefit changes and the following position reallocations:		2,526,721	482,822
- 1.0 Senior Engineering Technician to 1.0 Senior Construction Inspector			
● Gas, Electricity, and Water		821,800	228,000
● Contract Services: Landscape Services		290,650	13,000
● Contract Services: Sewer Odor Control		228,000	0
● Contract Services: Green Storm Water Infrastructure		115,000	0
● Vehicle Maintenance and Operations		67,800	(4,000)
● Supplies and Materials: Corrective Sanitary Sewer Maintenance		65,000	0
● New Transportation Infrastructure Maintenance and Operations		54,000	54,000



# Transportation Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Contract Services: Concrete Services		36,800	36,800
• Overtime Adjustment		30,165	0
• Community-Based Organization: Our City Forest		9,920	9,920
• Contract Services: Streetlight and Traffic Pole Foundation Services		8,600	8,600
• Software/Information Systems: Unity/Salesforce		8,400	0
• Communications: Verizon Data Plan		3,500	3,500
• Night Shift Differential Adjustment		3,179	1,475
• Contract Services: Storm Sewer		(288,129)	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>3,981,406</b>	<b>834,117</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>505.50</b>	<b>116,927,050</b>	<b>36,921,381</b>
<b>Budget Proposals Recommended</b>			
1. Community Forest Management Program	5.00	2,593,122	2,593,122
2. Beautify San José Landscape Maintenance Program	1.00	1,145,041	1,145,041
3. Vehicle Abatement and Pavement Parking Compliance Staffing	2.00	784,105	707,933
4. Full/Large Trash Capture Devices Maintenance	2.00	704,018	0
5. Street Sweeping for Protected Bike Lanes	1.00	445,115	0
6. Automatic Public Toilets		410,000	410,000
7. Climate Smart Program Implementation	3.00	405,303	405,303
8. Traffic Safety Team Staffing	2.00	337,503	0
9. Transit Priority Signal Program Staffing	2.00	324,583	0
10. Our City Forest		259,000	259,000
11. Airport Connector Project Staffing	1.00	214,132	0
12. Small Business Transit Passes		200,000	0
13. Storm and Sanitary Sewer Pump Stations Maintenance and Operations		200,000	0
14. Racial Equity Staffing	1.00	193,039	193,039
15. Automated Speed Detection and Messaging		175,000	175,000
16. New Traffic Infrastructure Assets Maintenance and Operations		43,000	43,000
17. Transportation Demand Management Employee Benefit (Bike Share)		40,000	0
18. Automated Software Development Application		25,000	25,000
19. Downtown Parking Operations Staffing	0.00	21,729	4,347
20. Special Assessment District Landscape and Infrastructure Projects	(1.00)	(31,320)	0
<b>Total Budget Proposals Recommended</b>	<b>19.00</b>	<b>8,488,370</b>	<b>5,960,785</b>
<b>2022-2023 Proposed Budget Total</b>	<b>524.50</b>	<b>125,415,420</b>	<b>42,882,166</b>



# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Community Forest Management Program</b>  <i>Transportation and Aviation Services CSA</i> <b>Street Landscape Maintenance Core Service</b> <i>Streetscape Services Program</i>	5.00	2,593,122	2,593,122

This action adds four positions (1.0 Program Manager, 1.0 Assistant Arborist, and 2.0 Associate Construction Inspector), continues a temporary position on an ongoing basis by adding 1.0 Assistant Arborist position, and allocates \$1.9 million in non-personal/equipment funding (\$488,800 one-time and \$1,381,784 ongoing), funded in the General Fund, to begin implementation of the Community Forest Management Program (CFMP). The ongoing funding provides for pruning of public street trees on a 12-year cycle and City-led planting of 1,000 trees city-wide on an annual basis. One team will include an Assistant Arborist and Assistant Construction Inspector to provide program management and contract oversight for the tree pruning operations. A second team will consist of an Assistant Construction Inspector to oversee the city-wide tree planting activities and an Assistant Arborist to support and implement elements of the CFMP strategic work plan. The Program Manager will lead the expanded urban forestry program and ensure proper coordination between all relevant departments. Additionally, one-time funding of \$375,000 is included to position the City to leverage the State's CalFire grant opportunities by obtaining up to \$1.1 million to plant as many as 1,000 additional trees and to partially fund an update of the street tree inventory. An additional \$113,800 in one-time funding provides for three new vehicles and computer equipment for the new staff. An equity lens will be applied to tree planting locations by analyzing several available data sources including CalEnviroScreen, the Metropolitan Transportation Commission's Equity Priority Community GIS layers, as well as low canopy cover areas. CalEnviroScreen uses environmental, health, and socioeconomic information to produce scores for every census tract in the state. The Transportation Department will continue to develop and refine its criteria to ensure trees are planted where they are most needed and to evaluate available data sources. (Ongoing costs: \$2,183,266)

<b>2. Beautify San José Landscape Maintenance Program</b>  <i>Transportation and Aviation Services CSA</i> <b>Street Landscape Maintenance Core Service</b> <i>Streetscape Services Program</i>	1.00	1,145,041	1,145,041
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This action continues a temporary position on a permanent basis by adding 1.0 Associate Construction Inspector position and ongoing non-personal/equipment funding of \$1.0 million in the General Fund to continue the Transportation Department's Beautify San José (BeautifySJ) Landscape Maintenance Program that was first established in the City Council-approved Mayor's March Budget Message for Fiscal Year 2017-2018. Funding provides for bi-monthly cleaning, weed abatement, some tree maintenance, and other basic streetscape improvement activities at key gateway locations throughout the city. This funding will allow the overall landscape conditions annual ratings to continue to improve due to the enhanced bi-monthly maintenance cycle at the BeautifySJ locations, an increase above non-BeautifySJ area baseline annual levels. (Ongoing costs: \$1,145,041)

# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. <b>Vehicle Abatement and Pavement Parking Compliance Staffing</b>	2.00	784,105	707,933

***Transportation and Aviation Services CSA  
Parking Services Core Service  
On-Street Parking Program***

As directed by the Mayor’s March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action: makes ongoing 1.0 Parking and Traffic Control Supervisor position; adds 1.0 Parking and Traffic Control Officer (PTCO) position, through June 30, 2024; overtime funding of \$146,000; and non-personal/equipment funding of \$393,500 for vehicle abatement (General Fund) and tow-enforcement support during pavement projects (Traffic Capital Funds). This action will: 1) continue on an ongoing basis the hybrid model of proactive patrol and San José 311 complaint response by continuing 0.5 Parking and Traffic Control Supervisor position, contracted staff (\$284,500), and overtime hours (\$84,000); 2) provide a one-time enforcement boost with 1.0 PTCO position for two years with emphasized enforcement on small business corridors and the installation of automated license plate recognition (ALPR) devices to facilitate more rapid identification of problem vehicles; 3) overtime funding to support 500 hours per year of vehicle abatement special operations in neighborhoods of concern; and 4) continue supervisory oversight by adding 0.5 Parking and Traffic Control Supervisor position for tow-enforcement support during pavement projects. Collectively, these actions will help improve efficiency in enforcing posted time limit zones and address the significant workload associated with investigating and mitigating over 63,000 annual vehicle abatement service requests. As discussed in the General Fund Capital, Transfers and Reserve section of this budget, an additional ongoing allocation of \$300,000 is set aside in a reserve to be accessed later in 2022-2023 once the Administration brings forward alternatives for further enhancement. (Ongoing costs: \$520,844)

4. <b>Full/Large Trash Capture Devices Maintenance</b>	2.00	704,018	0
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***Environmental and Utility Services CSA  
Storm Sewer Management Core Service  
Storm Sewer Operations and Maintenance Program***

This action adds 1.0 Maintenance Worker II and 1.0 Maintenance Worker I positions, effective January 1, 2023, and non-personal/equipment funding for communications and computers (\$5,000) and a positive displacement sewer truck and crew cab passenger truck (\$590,000) in the Storm Sewer Operating Fund, to help maintain the inventory of full trash capture (FTC) devices that have been installed to meet the mandatory stormwater permit requirements and comply with the Baykeeper Consent Decree. There are currently 32 FTC devices at 26 locations. In 2022-2023, the inventory of FTC devices is expected to grow by at least six additional devices, bringing the total number of devices to 38 at 32 locations. Currently all devices can be inspected and cleaned on time with the crew of four to five maintenance workers. Without the additional staff, the current crew of four to five maintenance workers will only be able to inspect and clean 85% of the 38 devices on time. The additional staff and positive displacement sewer truck will enable all 38 devices to be inspected and cleaned on time. The department also maintains approximately 108 connector pipe screen devices, which entail monthly or quarterly inspections and multiple cleanings per year in addition to an annual cleaning. (Ongoing costs: \$245,633)

# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>5. Street Sweeping for Protected Bike Lanes</b>	<b>1.00</b>	<b>445,115</b>	<b>0</b>

***Environmental and Utility Services CSA  
Storm Sewer Management Core Service  
Street Sweeping Program***

This action adds 1.0 Maintenance Worker II position and \$388,315 in non-personal/equipment funding (\$383,600 one-time and \$4,715 ongoing) for a compact street sweeper funded from the Storm Sewer Operating Fund, to enhance efficiencies of the street sweeping operations and create capacity to sweep additional bikeway routes. Currently there are six miles of protected bikeways around the city with an anticipated five miles of protected bikeway being added each year over the next five years. A compact street sweeper vehicle is used to conduct maintenance of these areas twice a month and based on complaints received. The minimal clearance of narrow bikeways requires the sweeper operator to slow the vehicle down to access and sweep them. Because of this, adding protected bikeways quickly increases the sweeping load beyond current capacities. To facilitate route completion of existing infrastructure and plan for the added infrastructure, an additional street sweeping vehicle and operator are needed. Currently, the City's in-house street sweeping crew employs five sweeper operators that deliver more than 22,600 miles of sweeping annually. Route completion rates of existing infrastructure ranges between 60% to 100% on a monthly basis. (Ongoing costs: \$128,314)

<b>6. Automatic Public Toilets</b>		<b>410,000</b>	<b>410,000</b>
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***Transportation and Aviation Services CSA  
Parking Services Core Service  
On-Street Downtown Operations Program***

This action adds \$410,000 in one-time non-personal/equipment funding in the General Fund to provide continued operation and maintenance (O&M) services associated with five existing Automatic Public Toilets (APTs) in the Downtown. The \$410,000 provides \$385,000 for estimated annual rent and \$25,000 for utilities (water, electricity, phone). In December 2019, City Council approved an agreement with JCDecaux for continued O&M of up to six existing APTs in the Downtown, with an initial term commencing January 1, 2020 through June 30, 2021 and up to five one-year extension periods. During this initial term, one of the APTs was removed to facilitate development activity. The short-term nature of the agreement serves as a bridge until a long-term funding strategy can be developed for the continued operation of the public toilets. (Ongoing costs: \$0)

# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>7. Climate Smart Program Implementation</b>	<b>3.00</b>	<b>405,303</b>	<b>405,303</b>

*Transportation and Aviation Services CSA  
 Transportation Planning and Project Delivery Core Service  
 Transportation Planning and Policy Program*

This action continues a position on an ongoing basis by adding 1.0 Associate Transportation Specialist and adds 2.0 Transportation Specialists positions in the General Fund to continue the implementation of the Climate Smart program in the Transportation Department, including implementation of the Electric Mobility Roadmap and Better Bike Plan 2025. This action is in alignment with specific City Council direction to develop and implement building and transportation electrification programs and policies to accelerate progress towards achieving the City’s adopted carbon neutral by 2030 goal. The Associate Transportation Specialist will serve as the lead for the implementation of the Climate Smart program. One Transportation Specialist will develop, implement, and manage the City employee transportation demand management and transportation benefits program and make campaigns to reduce single-occupancy commute trips within the City of San José’s employee population, and that of other San José based large employers. The other Transportation Specialist will serve as the Climate Smart transportation electrification lead and will support implementation of the Electric Mobility Roadmap. Electric vehicle-related work will include integration into building codes, including through the REACH code, as well as new, publicly-accessible chargers and programs to make electric vehicles accessible to all. In addition to a focus on disadvantaged populations and equity priority communities in scoping and implementing specific programs, Transportation Department’s Climate Smart-focused staff will coordinate with staff throughout the city to prioritize equitable engagement and pursue equitable outcomes. (Ongoing costs: \$486,366)

<b>8. Traffic Safety Team Staffing</b>	<b>2.00</b>	<b>337,503</b>	<b>0</b>
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*Transportation and Aviation Services CSA  
 Transportation Safety and Operations Core Service  
 Traffic Signals and Systems Management Program*

This action continues temporary positions by adding 1.0 Associate Engineer and 1.0 Engineer I/II positions, through June 30, 2024, funded by Traffic Capital Funds, to complete delivery of five pilot projects to address illegal racing and sideshows and recently awarded grant projects. The implementation of recent grant projects such as the ATP Quick Build, VTA Quick Strike, and Caltrans Pedestrian Plan Grant will require grant administration, outreach, design, and implementation. (Ongoing costs: \$337,503)

# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>9. Transit Priority Signal Program Staffing</b>	<b>2.00</b>	<b>324,583</b>	<b>0</b>

*Transportation and Aviation Services CSA  
 Transportation Safety and Operations Core Service  
 Traffic Signals and Systems Management Program*

This action continues a position on a permanent basis by adding 1.0 Associate Engineer position and adds 1.0 Engineer I/II position funded by Traffic Capital Funds to help the Valley Transportation Authority (VTA) improve operational efficiencies on their high ridership routes with Transit Signal Priority operations work. The Associate Engineer will continue to serve as the point person for VTA to help identify and resolve transit operational deficiencies, to troubleshoot and address system failures and optimization needs such as detection repair and detection zone adjustments, and to implement transit signal priority adjustments and system integration. In addition, the Associate Engineer will continue to focus on delivering grant-funded proactive signal retiming projects, including Downtown Retiming, North First Street Transit Improvements, and Central Transit Signal Priority along Monterey Road. The Engineer I/II will help develop and deliver innovative projects that support transit, including North San José transit improvements to enhance transit travel speeds; and Central Transit Signal Priority and retiming along Monterey Road. (Ongoing costs: \$337,503)

<b>10. Our City Forest</b>		<b>259,000</b>	<b>259,000</b>
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*Transportation and Aviation Services CSA  
 Street Landscape Maintenance Core Service  
 Streetscape Services Program*

Previously funded on a one-time basis, this action continues ongoing non-personal/equipment funding of \$259,000 in the General Fund to extend funding for Our City Forest facility needs (\$175,000 for office space lease costs and \$84,000 for a nursery on Airport property) through June 2023. Our City Forest (OCF) had used a City facility for its office space; however, in 2017 this facility was closed for continued occupancy and as a result, OCF was required to relocate. There are no currently available City facilities that meet OCF requirements, so an alternative location has been leased, with the City covering the cost. OCF also operates a nursery on Airport property, which it previously obtained and operated at below market rate prior to 2018-2019. This arrangement is no longer possible due to federal requirements; going forward OCF must pay market rate to lease this facility. (Ongoing costs: \$259,000)

# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>11. Airport Connector Project Staffing</b>  <i>Transportation and Aviation Services CSA</i> <i>Transportation Planning and Project Delivery Core Service</i> <i>Transportation Capital Project Delivery Program</i>	1.00	214,132	0
<p>As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action adds 1.0 Senior Transportation Specialist position, through June 30, 2024, funded by Traffic Capital Funds, to advance the Airport connector Project for the City. The project will create a new transit connection between Mineta San José International Airport and Diridon Station. A request for proposals for a predevelopment agreement is currently in development that will bring in a private partner that will invest in, design, environmentally clear, build, operate, and maintain the system. The position will oversee the contract process with bidders; manage potential future staff and consultants to develop and advise the City on the project, state regulatory processes, and funding for the project; interface with Transportation Department and Intergovernmental Relations staff regarding federal legislation and funding; and present to City Council and committees. The position is funded for only a portion of the project, and additional funding will be sought to continue the position up to the operational phase of the project as part of a future budget cycle. (Ongoing costs: \$214,132)</p>			
<b>12. Small Business Transit Passes</b>  <i>Transportation and Aviation Services CSA</i> <i>Parking Services Core Service</i> <i>Off-Street Parking Program</i>		200,000	0
<p>As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action adds \$200,000 in one-time non-personal/equipment funding in the General Purpose Parking Fund to support VTA SmartPasses for small businesses in the Downtown and surrounding business districts subjected to parking meters, such as East Santa Clara Street and Japantown. An allocation of \$200,000 could serve more than 500 employees for two years. Restaurants and other small new businesses are challenged to attract workers in Downtown, many of whom struggle to afford parking at Downtown garages and commercial parking lots. A free VTA SmartPass would help reduce transportation costs for these workers. (Ongoing costs: \$0)</p>			
<b>13. Storm and Sanitary Sewer Pump Stations Maintenance and Operations</b>  <i>Environmental and Utility Services CSA</i> <i>Sanitary Sewer Maintenance and Storm Sewer Management Core Services</i> <i>Sanitary Sewer System Maintenance and Storm Sewer Operation and Maintenance Programs</i>		200,000	0
<p>This action adds \$200,000 in one-time non-personal/equipment funding in the Sewer Service and Use Charge Fund (\$100,000) and Storm Sewer Operating Fund (\$100,000) for the ongoing maintenance of sanitary and storm sewer pump stations. The funding will provide for the maintenance of 20 sanitary sewer pump stations and 31 storm sewer pump stations. Due to the age of the buildings, or other problems like recent vandalism, more issues are arising that need to be addressed on a more systematic basis. Ongoing maintenance for the pump stations include items such as covering leaky roofs, fixing broken windows and doors, removing graffiti, and repairing walls and foundations. (Ongoing costs: \$200,000)</p>			



# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>14. Racial Equity Staffing</b>	<b>1.00</b>	<b>193,039</b>	<b>193,039</b>

**Transportation and Aviation Services CSA**  
**Strategic Support - Transportation and Aviation Core Service**  
*Transportation Management and Administration – Transportation and Aviation Program*

This action adds 1.0 Senior Analyst position, through June 30, 2023, and one-time non-personal/equipment funding of \$20,000 for consultant services funded by the General Fund to accelerate departmental efforts in achieving measurable and sustainable progress to advance racial equity. Efforts to embed a racial equity lens in every aspect of department services will continue even after the position ends. This position will be responsible to facilitate implementation of policies as part of the department’s Racial Equity Action Plan, including assisting in the following key elements: support department leadership and staff through equity-focused strategic planning, policies and practices; assist the department to develop key departmental indicators of racial equity, including indicators tied to community objectives and outcomes and implement a system to track progress and report on these indicators; facilitate an internal racial equity working group to improve the department as a workplace for people of color; identify ways department staff can apply a racial equity lens to the department’s budget; assist staff with engagement/outreach policy related to racial equity; and assist staff in understanding intersectional issues such as accessibility for people with disabilities, language access, and how gender impacts transportation infrastructure and people's transportation choices. This position will also assist the department in internal improvement efforts, including implementing priority action items stemming from a recent organizational assessment. (Ongoing costs: \$0)

<b>15. Automated Speed Detection and Messaging</b>		<b>175,000</b>	<b>175,000</b>
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**Transportation and Aviation Services CSA**  
**Transportation Safety and Operations Core Service**  
*Traffic Safety Program*

As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action adds \$175,000 in one-time non-personal/equipment funding in the General Fund to pilot the use of two speed/license plate reading cameras (LPRs) on a contract basis for up to six months, in conjunction with a pilot partnership with the DMV for use of their registration database. Automated speed enforcement (ASE) is used in 14 states, but California law does not allow it. While San José continues to advocate in Sacramento for ASE, it may be able to engage with the DMV to identify a means by which it can use speed cameras to provide lists of speeding cars to the DMV, which can then send the registered owners notification that the vehicle’s driver violated the speed limit. Using behavioral insights, it can be determined how a timely text or email might apprise speedy drivers that their unsafe driving is being monitored. (Ongoing costs: \$0)

# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>16. New Traffic Infrastructure Assets Maintenance and Operations</b>		43,000	43,000
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*Transportation and Aviation Services CSA  
Traffic Maintenance Core Service  
Traffic Streetlights Maintenance Program*

This action adds non-personal/equipment funding of \$43,000 in the General Fund for the maintenance and operations impacts associated with new capital improvements that are scheduled to come on-line during 2022-2023 as part of the five-year Traffic Capital Improvement Program. This funding need was anticipated in the 2023-2027 General Fund Forecast, and the liquidation of an Earmarked Reserve set aside in the forecast for this purpose is also included. (Ongoing costs: \$43,000)

<b>17. Transportation Demand Management Employee Benefit (Bike Share)</b>		40,000	0
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*Transportation and Aviation Services CSA  
Parking Services Core Service  
Off-Street Parking Program*

This action adds one-time non-personal/equipment funding of \$40,000 in the General Purpose Parking Fund to improve Transportation Demand Management Employee Benefits through a discounted annual membership for Bay Wheels bike share memberships for up to 500 City employees. This funding will pay \$80 per annual membership of a City-discounted fee of \$100 per employee to the first 500 employees who participate. The City's General Plan calls for a balanced transportation network with more than 75% of trips to be non-single occupant vehicle, more than 20% of trips to be taken by transit, and more than 15% of total trips to be taken by bike by 2040. In the Climate Smart San José Plan, Strategy 2.3 calls for clean, electric, and personalized mobility choices, such as those that Bay Wheels bike share program offers. (Ongoing costs: \$0)



# Transportation Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>18. Automated Software Development Application</b>		<b>25,000</b>	<b>25,000</b>

**Transportation and Aviation Services CSA**  
**Strategic Support – Transportation and Aviation Core Service**  
*Transportation Information Technology – Transportation and Aviation Program*

This action adds \$25,000 in non-personal/equipment funding in the General Fund for a software application and service to automate the Transportation Department’s software development life cycle process for increased efficiency and accuracy. This application is needed to utilize and automate software development best practices through the complete Software Development Life Cycle (SDLC) process. The programs that are impacted by this are all the department’s Salesforce applications as well as data reporting, architecture, and management. Over the past two years, the department has changed its SDLC management and practices for efficiency and to ensure that accurate and reliable applications and systems are available for department activities. The SDLC application will further increase operational efficiency and provide for a more consistent software release process by mitigating manual errors and issues that can occur. (Ongoing costs: \$25,000)

<b>19. Downtown Parking Operations Staffing</b>	<b>0.00</b>	<b>21,729</b>	<b>4,347</b>
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**Transportation and Aviation Services CSA**  
**Parking Services Core Service**  
*On-Street Downtown Operations and On-Street Parking Programs*

This action adds 1.0 Senior Engineer position and deletes 1.0 vacant Parking Program Manager position (80% General Purpose Parking Fund and 20% General Fund). The existing Parking Program Manager position has historically overseen the City’s management of the existing Arena Transportation and Parking Management Plan (TPMP) which has been largely unchanged for 20 years, as well as the Parking Divisions capital project program, and various ad-hoc projects for the division. This position has always required a minimal level of transportation engineering knowledge but has been a good fit for the management of a stable and established parking program. However, going forward because of major changes planned within the Diridon Station area with the Google development and the development and implementation of the new and evolving TPMP over the next decade or so, this role will require a higher level of engineering experience more closely aligned with a Senior Engineer position than a Program Manager. (Ongoing costs: \$21,729)

## Transportation Department

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### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment







2022-2023 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>20. Special Assessment District Landscape and Infrastructure Projects</b>  <i>Transportation and Aviation Services CSA</i> <i>Street Landscape Maintenance Core Service</i> <i>Special District Landscape Services Program</i>	(1.00)	(31,320)	0
<p>This action adds one-time non-personal/equipment funding of \$130,000 for the design and renovation of aging landscape and infrastructure in Maintenance Assessment Districts (MADs) and reallocates staffing resources to the districts to support the projects. The following projects are included for 2022-2023: Maintenance District No. 1 (Los Paseos) Fund – remove and replace sidewalk (\$50,000), modify irrigation and plant 40 trees (\$20,000), and convert to LED streetlights (\$30,000); and Maintenance District No. 2 (Trade Zone Boulevard-Lundy Avenue) Fund – repair and replace sitting area benches and concrete (\$30,000). In addition, this action deletes 1.0 vacant Senior Construction Inspector position in the Transportation Department that was inadvertently included in the 2018-2019 Adopted Budget. The redundant position became evident during a recent analysis of vacant positions in the department. In the 2018-2019 budget process, a permanent position was approved to replace a limit-dated position; however, the limit-dated position was not removed from the list of positions in the department. The redundant position has been vacant since that time. This position was funded by special landscape district funds. (Ongoing savings: \$164,733)</p>			
<b>2022-2023 Proposed Budget Changes Total</b>	<b>19.00</b>	<b>8,488,370</b>	<b>5,960,785</b>

# Transportation Department

## Performance Summary

### Parking Services

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of on-street parkers in compliance with all regulations	80%	95%	90%	90%
 Parking System revenue to operating cost ratio	0.78	0.75	1.03	1.03
 % of meter repair service requests completed in 1 day	100%	100%	100%	100%
 % of citation appeal requests completed in 14 days	99%	90%	95%	95%
 % of reported abandoned or stored vehicles in voluntary compliance by staff's second visit	72%	75%	75%	75%
 % of customers rating services good or better based upon satisfaction, appearances, comfort (4 or better on a 1-5 scale)	N/A <sup>1</sup>	85%	N/A <sup>1</sup>	85%

<sup>1</sup> Due to the pause of parking operations as a result of the COVID-19 pandemic, the parking operations vendor does not have the staffing available to conduct surveys, nor does the current level of parking activity generate sufficient responses to produce meaningful data. Surveys are anticipated to resume in 2022-2023.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of monthly parking customers served	52,072	67,000	55,600	64,000
# of parking visitors served	579,645	630,000	900,000 <sup>1</sup>	1,035,000 <sup>1</sup>
# of parking meter service activities completed	16,257	16,400	9,500 <sup>2</sup>	10,000 <sup>2</sup>
# of parking citations issued	100,850	135,000	155,000 <sup>3</sup>	165,000 <sup>3</sup>
# of parking citations appealed/adjudicated	2,984	4,500 <sup>4</sup>	4,600 <sup>4</sup>	4,900 <sup>4</sup>

<sup>1</sup> Visitor parking demand has begun to recover from pandemic impacts at a higher rate than initially anticipated.

<sup>2</sup> Continued high levels of pandemic-related meter maintenance cleaning/disinfecting activities are no longer necessary.

<sup>3</sup> Parking citation issuance has begun to recover from pandemic impacts at a higher rate than initially anticipated.



<sup>4</sup> As parking citation issuance increases, so will requests for citation appeals/adjudications.

# Transportation Department

## Performance Summary

### Pavement Maintenance

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 City average Pavement Condition Index (PCI) rating (Metropolitan Transportation Commission recommended condition level is 75)	67	68	68	69
 % of corrective pavement repairs completed within established time guidelines:				
- Priority: Completed within 2 days	100%	98%	100%	98%
- Non-Priority: Completed within 30 days	75%	90%	91%	90%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Miles of paved roadway to maintain	2,434	2,519 <sup>1</sup>	2,519	2,519
Miles of streets receiving surface seal application	53 <sup>2</sup>	105	80	104
Miles of street resurfacing completed <sup>3</sup>	114	115	167	134
# of pothole repairs completed	5,366	10,500	3,279 <sup>4</sup>	5,500 <sup>5</sup>
Square yards of large pavement repairs completed	56,644	50,000	50,000	50,000
Average sealing maintenance cost per mile of street (includes preparation work)	\$132,002	\$265,000	\$176,000	\$193,000

<sup>1</sup> During the process of evaluating the residential street network and planning to perform maintenance on every residential segment by 2028, missing segments were identified that were not included in the City's street network inventory, which resulted in an increase of 85 miles, from 2,434 miles to 2,519 miles (23 miles of Major Street Network and 62 miles of Residential Street Network).

<sup>2</sup> 47 miles of repairs planned for 2020-2021 were rescheduled to 2021-2022.

<sup>3</sup> The number of miles sealed or resurfaced varies annually based on need and optimum use of available funds.

<sup>4</sup> Low rain amounts reduce pothole occurrences.





<sup>5</sup> Completion of pavement maintenance has reduced the need for pothole repairs.

# Transportation Department

## Performance Summary

### Sanitary Sewer Maintenance

#### *Performance Measures*

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 # of sanitary sewer overflows per 100 miles of sanitary sewer mains (annualized) <sup>1</sup>	1.7	2.0	2.0	2.0
 % of reported sanitary sewer problems responded to within 30 minutes <sup>1</sup>	46%	80%	47%	80%
 % of in-house repairs completed within established time guidelines:				
- Priority A: Service completely severed Full service restored – 24 hours; final repairs – 5 days	97%	90%	90%	90%
- Priority B: Service exists at a limited capacity Final repair – 20 days	91%	90%	89%	90%
- Priority C: Future service impact identified Corrective actions – 90 days	86%	90%	87%	90%
 % of customers rating services good or better based upon timeliness and effectiveness (rating of 4 or greater on a 1 – 5 scale)	96%	100%	100%	100%

<sup>1</sup> The Department is transitioning to a new database and analyzing the data related to this measure. The Department will update the measure, as necessary, in 2023-2024.

#### *Activity and Workload Highlights*

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Miles/number of sewer line segments <sup>1</sup>	2,044/46,358	2,042/46,060	2,041/46,259	2,045/46,300
Miles of sanitary sewer lines cleaned	819	1,000	896	1,000
# of sanitary sewer main line stoppages cleared	239	200	251	200
Miles of sanitary sewer lines inspected by video to support maintenance and repair	118	80	127	80
# of reported sanitary sewer problems	4,321	4,000	4,203	4,000
# of sewer repairs completed	701	700	668	700
# of sanitary sewer overflows	35	40	31	40





<sup>1</sup> Mileage and segment numbers are managed by the Public Works Department and may vary based on when reports are prepared.

# Transportation Department

## Performance Summary

### Storm Sewer Maintenance

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of storm sewer inlets without obstruction	99%	96%	99%	96%
 % of swept curb miles rated by City as good or better based upon effectiveness and satisfaction with street appearance (4 or greater on a 1 – 5 scale) <sup>1</sup>	44%	75%	45%	75%
 % of high priority storm sewer service requests/repairs addressed within 4 hours <sup>2</sup>	51%	90%	80%	90%
 % of customers rating street sweeping services good or better based upon effectiveness and satisfaction with street appearance (4 or greater on a 1 – 5 scale) <sup>3</sup>	38%	55%	44%	55%

<sup>1</sup> Shelter-in-place restrictions in response to the COVID-19 pandemic prevented residents from moving cars, resulting in the inability to complete scheduled sweeping in some locations.

<sup>2</sup> The Department is transitioning to a new database and analyzing the data related to this measure. The Department will update the measure, as necessary, in 2023-2024.

<sup>3</sup> The Environmental Services Department conducts a resident survey once every two years (Recycle Plus Survey). The most recent Survey was conducted in winter 2022.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Miles/number of storm sewer segments <sup>1</sup>	1,076/30,924	1,074/30,490	1,129/30,995	1,130/31,000
# of storm sewer inlets <sup>1</sup>	35,525	35,530	35,557	35,560
# of storm sewer inlet stoppages identified and cleared	434	1,000	445	1,000
# of curb miles swept <sup>2</sup>	58,658	67,000	56,700	67,000
Thousands of tons of sweeping debris Collected <sup>2</sup>	4.5	9.0	5.0	9.0

<sup>1</sup> Mileage and segment numbers are managed by the Public Works Department and may vary based on when reports are prepared.






<sup>2</sup> Shelter-in-place restrictions in response to the COVID-19 pandemic prevented residents from moving cars, resulting in the inability to complete scheduled sweeping in some locations.

# Transportation Department

## Performance Summary

### Street Landscape Maintenance

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of general benefit street landscapes in good condition	97%	95%	96%	96%
 % of community forest in the public right-of-way that is in optimal condition <sup>1</sup>	N/A	39%	N/A	N/A
 % of sidewalks, curbs, gutters, and parkstrips repaired within 90 days of the notification of damage	43%	40%	44%	40%
 % of unimproved rights-of-way that are rated as fire safe by June 30th	100%	100%	100%	100%
 % of customers rating tree and sidewalk services good or better (4 or better on a 1-5 scale) <sup>2</sup>	N/A	75%	N/A	35%

<sup>1</sup> The base condition data is from 2013 and now obsolete. The Transportation Department intends to update the tree inventory beginning in 2022-2023 and will re-evaluate at that time whether this measure is appropriate or if another measure, such as “canopy cover” is more relevant.

<sup>2</sup> New Customer Survey anticipated to come online at the end of Q1 of 2022-2023.

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
Acres of general benefit-maintained street landscapes	224	290	289	289
# of street tree emergency responses	1,011	1,000	1,000	1,000
# of sidewalk repairs completed	5,142	6,000	4,500	6,200
Acres/districts of Special District street landscapes <sup>1</sup>	337/23	338/24	337/23	338/24
# of street tree pruning permits issued / # of trees pruned	618/2,129	400/10,000	310/8,545 <sup>2</sup>	400/10,000
# of street tree removal permits issued / # of trees removed	282/1,222	500/750	601/842 <sup>2</sup>	500/750

<sup>1</sup> A new district that was anticipated to be finalized in 2021-2022 is now anticipated to come on-line in 2022-2023 due to the postponed completion of the associated private development.









<sup>2</sup> Number of permits issued will vary. Permits are issued based on Dispatch and areas identified by staff.

# Transportation Department

## Performance Summary

### Traffic Maintenance

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of traffic signal preventative maintenance activities completed within established guidelines	15%	33%	33%	33%
 % of traffic and street name signs meeting visibility and operational guidelines	80%	81%	82%	81%
 % of traffic roadway markings meeting visibility and operational guidelines	49%	64%	62%	64%
 % of time streetlights are operational	98%	98%	98%	98%
 % of traffic signal malfunctions responded to within 30 minutes	23%	40%	25%	25%
 % of traffic signs and street name signs service requests completed within prioritized operational guidelines	81%	98%	94%	100%
 % of all roadway marking service requests completed within prioritized operational guidelines	98%	100%	98%	100%
 % of reported streetlight malfunctions repaired within 7 days <sup>1</sup>	22%	50%	40%	50%

<sup>1</sup> Streetlights with burned out low-pressure sodium (LPS) bulbs are being replaced with LED fixtures as of 2019-2020. Replacement of fixtures has a longer cycle-time than simply replacing bulbs.



# Transportation Department

## Performance Summary

### Traffic Maintenance

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of traffic signals	957	963	960	968
# of streetlights	62,219	65,200	65,100	65,350
# of traffic and street name signs	121,098	121,000	121,098	125,000 <sup>1</sup>
# of square feet of markings (in millions)	5.72	5.75	6.85	7.90
# of traffic signal repair requests completed <sup>2</sup>	1,579	1,800	2,000	2,000
# of traffic signal preventive maintenance activities completed	546	960	950	964
# of traffic and street name signs repair/replacement requests completed	810	1,200	1,200	1,200
# of traffic and street name signs preventively maintained <sup>3</sup>	3,985	1,900	2,300	1,700
# of roadway markings maintenance requests completed	153	300	290	300
# of roadway markings preventively maintained (sq. ft)	1,104,044	1,200,000	1,100,000	950,000
# of streetlight repair requests completed	10,700	9,800	10,000	9,500

<sup>1</sup> Reflects estimated levels. Actual counts will be updated after completion of citywide inventory of street signs.

<sup>2</sup> The activity level varies based on the number of repair calls received from residents.


<sup>3</sup> Preventative Maintenance program has transitioned into mast arm phase. This will result in a lower number of traffic and street name signs preventatively maintained as the application of replacing mast arm signs takes longer.

# Transportation Department

## Performance Summary

### Transportation Planning and Project Delivery

#### Performance Measures

Actual	2020-2021 Target	2021-2022 Estimated	2021-2022 Target	2022-2023
 % of local Transportation CIP projects delivered within 2 months of approved baseline schedule	60%	100%	100%	100%

#### Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of local Transportation Capital projects in CPMS Database	222	88	217	217
Dollar amount of Transportation grant reimbursements (in millions)	\$85.6M	\$113.5M	\$126.0M	\$135.0M
# of regional projects in the City	8	17	17	17
Dollar amount of regional projects in the City	\$129.0M	\$6.1B <sup>1</sup>	\$2.3M <sup>2</sup>	\$4.4B

<sup>1</sup> The construction cost increase is primarily due to Bart Phase 2, and High-Speed Rail.




<sup>2</sup> The 2021-2022 Estimate decreases due to the delayed start for BART Phase 2 and High-Speed Rail. The construction for BART Phase 2 is planned for 2022-2023.

# Transportation Department

## Performance Summary

### Transportation Safety and Operations

#### Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of traffic signals proactively re-timed along commute corridors to minimize wait times	1% <sup>1</sup>	30%	25% <sup>1</sup>	15%
 % of signs and markings installed within 35 days from initial study request	65%	55%	65%	65%
 % of customers rating services good or better based upon timeliness, added safety, and satisfaction with solution	65%	85%	85%	85%

<sup>1</sup> This measure is based on 637 traffic signals along commute corridors. The 2020-2021 actuals were low because retiming activity was suspended in 2020-2021 due to the unusual traffic patterns caused by the COVID-19 shelter-in-place order. The increase in the 2021-2022 Estimate reflects the completion of the backlog of retiming projects that were deferred.

#### Activity and Workload Highlights



	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of pedestrian safety enhancement/traffic calming projects completed	N/A	35	37	35
# of pedestrian and bike fatalities:	28	25	31	31
-Children ages 5 to 17	3	2	2	2
-Seniors ages 65+	5	11	8	8
# of traffic fatalities (all causes)	49	48	60	60
# of pedestrian and bike injuries:	431	520	419	433
-Children ages 5 to 17	30	60	80	80
-Seniors ages 65+	54	70	34	34
# of traffic congestion projects completed	597	600	600	600
# of traffic studies completed and implemented	1,236	1,200	1,200	1,200
# of people receiving traffic safety education:				
-Children ages 5-17	5,207	10,000	15,000	15,000
-Adults	337	500	2,000	2,000
# of special events managed	101	250	350	400

# Transportation Department

## Performance Summary

### Strategic Support

#### Performance Measures

<b>Actual</b>	<b>2020-2021 Actuals</b>	<b>2021-2022 Target</b>	<b>2021-2022 Estimated</b>	<b>2022-2023 Target</b>
 % of invoices paid within 30 days	66%	85%	85%	85%
 % of customers whose service quality expectations are met or exceeded (4 or better on a 1-5 scale)	95%	95%	95%	95%

#### Activity and Workload Highlights

	<b>2020-2021 Actual</b>	<b>2021-2022 Forecast</b>	<b>2021-2022 Estimated</b>	<b>2022-2023 Forecast</b>
# of financial/budget transactions	19,309	19,000	15,496 <sup>1</sup>	19,500
# of employees hired	112	130	120	120
# of responses to information technology issues	1,132	1,400	1,200	1,400

<sup>1</sup> Due to COVID-19, delays in procurements or deferred activities resulted in fewer fiscal transactions in 2021-2022.

## Transportation Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Accounting Technician	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	9.00	9.00	-
Arborist	1.00	1.00	-
Arborist Technician	3.00	3.00	-
Assistant Arborist	2.00	4.00	2.00
Assistant Director	1.00	1.00	-
Associate Construction Inspector	19.00	22.00	3.00
Associate Engineer	32.00	33.00	1.00
Associate Engineering Technician	5.00	5.00	-
Associate Transportation Specialist	10.00	10.00	-
Communications Technician	1.00	1.00	-
Concrete Finisher	3.00	3.00	-
Construction Manager	1.00	1.00	-
Department Information Technology Manager	1.00	1.00	-
Deputy Director	3.00	3.00	-
Director of Transportation	1.00	1.00	-
Division Manager	8.00	8.00	-
Electrical Maintenance Superintendent	1.00	1.00	-
Electrician I/II	13.00	13.00	-
Electrician Supervisor	3.00	3.00	-
Engineer I/II	33.00	35.00	2.00
Engineering Technician I/II	3.00	3.00	-
Engineering Trainee PT	1.50	1.50	-
Geographic Information Systems Specialist II	3.00	3.00	-
Heavy Equipment Operator	10.00	10.00	-
Information Systems Analyst	4.00	4.00	-
Maintenance Assistant/Maintenance Worker I	63.00	64.00	1.00
Maintenance Assistant PT/Maintenance Worker I PT	1.50	1.50	-
Maintenance Superintendent	4.00	4.00	-
Maintenance Supervisor	12.00	12.00	-
Maintenance Worker II	77.00	79.00	2.00
Network Engineer	2.00	2.00	-
Network Technician I/II/III	2.00	2.00	-
Office Specialist I/II	2.00	2.00	-
Operations Manager	1.00	1.00	-
Parking and Traffic Control Officer	42.00	43.00	1.00
Parking and Traffic Control Officer PT	3.50	3.50	-
Parking and Traffic Control Supervisor	3.00	3.00	-
Parking/Ground Transportation Administrator	2.00	2.00	-
Parking Manager I/II	2.00	2.00	-
Principal Construction Inspector	3.00	3.00	-

## Transportation Department

### Department Position Detail

Position	2021-2022 Adopted	2022-2023 Proposed	Change
Principal Engineer/Architect	1.00	1.00	-
Program Manager	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Security Services Supervisor	1.00	1.00	-
Senior Account Clerk	3.00	3.00	-
Senior Analyst	6.00	7.00	1.00
Senior Construction Inspector	8.00	8.00	-
Senior Electrician	3.00	3.00	-
Senior Engineer	12.00	13.00	1.00
Senior Engineering Technician	3.00	2.00	(1.00)
Senior Geographic Information Systems Specialist	1.00	1.00	-
Senior Heavy Equipment Operator	2.00	2.00	-
Senior Maintenance Worker	24.00	24.00	-
Senior Office Specialist	5.00	5.00	-
Senior Parking and Traffic Control Officer	5.00	5.00	-
Senior Transportation Specialist	7.00	8.00	1.00
Staff Specialist	8.00	8.00	-
Street Sweeper Operator	5.00	5.00	-
Structure/Landscape Designer I/II	1.00	1.00	-
Systems Application Programmer II	2.00	2.00	-
Transportation Specialist	13.00	15.00	2.00
<b>Total Positions</b>	<b>508.50</b>	<b>524.50</b>	<b>16.00</b>

# City-Wide Expenses

## MISSION

*To provide for City-Wide expenses that relate to more than one department or are not directly associated with ongoing departmental operations*

## CITY SERVICE AREAS

**Community and Economic Development**

**Neighborhood Services**

**Transportation and Aviation Services**

**Environmental and Utility Services**

**Public Safety**

**Strategic Support**

## City-Wide Expenses

### Department Budget Summary

	2020-2021 Actuals <u>1</u>	2021-2022 Adopted <u>2</u>	2022-2023 Forecast <u>3</u>	2022-2023 Proposed <u>4</u>	% Change <u>(2 to 4)</u>
<b>Dollars by Core Service</b>					
Community and Economic Development	22,076,692	\$20,638,036	\$16,492,379	\$44,562,172	115.9%
Environmental and Utility Services	1,974,021	1,931,865	1,034,000	1,034,000	(46.5%)
Neighborhood Services	34,948,963	19,208,081	10,579,323	20,499,684	6.7%
Public Safety	23,952,103	21,703,883	17,457,500	17,664,500	(18.6%)
Transportation and Aviation Services	3,261,679	4,405,644	3,647,000	3,797,000	(13.8%)
Strategic Support	157,872,491	24,288,829	20,028,197	22,213,197	(8.5%)
Strategic Support - Council Appointees	10,513,719	28,547,704	11,048,646	12,785,646	(55.2%)
<b>Total</b>	<b>\$254,599,668</b>	<b>\$120,724,042</b>	<b>\$80,287,045</b>	<b>\$122,556,199</b>	<b>1.5%</b>
<b>Dollars by Category</b>					
City-Wide Expenses	\$254,599,668	\$120,724,042	\$80,287,045	\$122,556,199	1.5%
<b>Total</b>	<b>\$254,599,668</b>	<b>\$120,724,042</b>	<b>\$80,287,045</b>	<b>\$122,556,199</b>	<b>1.5%</b>
<b>Dollars by Category</b>					
General Fund	\$254,599,668	\$120,724,042	\$80,287,045	\$122,556,199	1.5%
<b>Total</b>	<b>\$254,599,668</b>	<b>\$120,724,042</b>	<b>\$80,287,045</b>	<b>\$122,556,199</b>	<b>1.5%</b>
<b>Authorized Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>



# City-Wide Expenses

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## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>0.00</b>	<b>120,724,042</b>
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
<b>Community and Economic Development CSA</b>		
• Rebudget: Accessory Dwelling Unit Amnesty Program		(110,000)
• Rebudget: Blight Busters		(150,000)
• Rebudget: Business Improvement District Creation		(53,000)
• Rebudget: Children's Discovery Museum Capital Maintenance		(40,018)
• Rebudget: City-wide Retail Attraction Program		(100,000)
• Rebudget: Council District #4 Economic Assistance Program		(88,100)
• Rebudget: County of Santa Clara Public Art Master Plan		(129,127)
• Rebudget: Creating Connections		(8,500)
• Rebudget: Cultural Affairs Special Project		(12,880)
• Rebudget: Destination Home SV Grant		(65,000)
• Rebudget: Diridon Station Area Development Planning		(609,592)
• Rebudget: Downtown Pedestrian Quality of Life		(62,000)
• Rebudget: Historic Preservation		(204,791)
• Rebudget: Monterey Corridor Gateway Revitalization		(100,000)
• Rebudget: Parade of Floats Public Art Statues		(2,038)
• Rebudget: Pocket Park in Tropicana-Lanai Neighborhood		(22,900)
• Rebudget: Safe RV Parking		(173,003)
• Rebudget: San José Regional Transportation Hub Project		(378,929)
• Rebudget: Silicon Valley Recovery Roundtable		(25,000)
• Rebudget: Small Business Anti-Displacement Research		(18,134)
• Rebudget: Storefront Activation Grant Program		(150,000)
• Rebudget: Storefront Activation Program - Alum Rock		(75,000)
• Rebudget: SV Creates		(55,000)
• Rebudget: T-Mobile Macro Site Permitting		(210,000)
• Rebudget: Tech Interactive Capital Maintenance		(16,896)
• Rebudget: VTA Eastridge to BART Regional Connector Public Art		(54,403)
• City of San José Disparity Study		(50,000)
• Diridon Station area Development Planning		(225,000)
• District 7 Murals		(30,000)
• District 10 Murals		(80,000)
• Eastridge/Tully Business Association		(100,000)
• Economic Development Pre-Development Activities		(100,000)
• Friends from Meals on Wheels		(130,000)
• Hispanic Foundation of Silicon Valley		(50,000)
• Measure E - Homelessness Prevention		(3,800,000)
• Safe RV Parking		(20,000)
• San José Downtown Association		(5,000)
• School of Arts & Culture at Mexican Heritage Plaza - Avenida de Altares		(75,000)
• Weavers' Gift Ohlone Sculpture Restoration		(86,000)
<b>Subtotal:</b>	<b>0.00</b>	<b>(7,665,311)</b>

## City-Wide Expenses

### Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
<b>Environmental and Utility Services CSA</b>		
• Rebudget: Burrowing Owl Habitat Management		(65,000)
• Rebudget: Climate Smart San José Plan Implementation		(237,000)
• Rebudget: Expedited Purified Water Program		(125,665)
Subtotal:	<b>0.00</b>	<b>(427,665)</b>
<b>Neighborhood Services CSA</b>		
• Rebudget: BeautifySJ Grants		(288,000)
• Rebudget: CalOES Trauma to Triumph at Santa Clara Valley Medical Center Program 2020-2021		(6,994)
• Rebudget: Childcare Facilities and Training		(150,000)
• Rebudget: Department of Justice - Bureau of Justice Assistance Grant Category 3		(77,449)
• Rebudget: Department of Justice - Bureau of Justice Assistance Grant Category 7		(90,400)
• Rebudget: Digital Divide		(2,085,000)
• Rebudget: Digital Inclusion		(2,694,000)
• Rebudget: Library Grants		(123,600)
• Rebudget: Outdoor Park Activation		(197,588)
• Rebudget: Park and Open Street Activation - Council District #02		(4,096)
• Rebudget: Park and Open Street Activation - Council District #03		(29,322)
• Rebudget: PG&E Summer Cooling Shelter Program Grant		(1,086)
• Rebudget: San José BEST and Safe Summer Initiative Programs		(439,523)
• Rebudget: Santa Clara Probation Teen Programming Grant		(81,222)
• Rebudget: Sourcewise Grant for Recreation and Connectivity Project		(21,641)
• Rebudget: Valley Water District Grant		(130,000)
• 10,000 Degrees		(10,000)
• Alum Rock Park 150th Anniversary		(73,100)
• Alviso Community Garden		(78,900)
• BeautifySJ Dumpster Days		(38,500)
• Behavior Change Campaign and Beautification		(83,000)
• CalOES Trauma to Triumph at Santa Clara Valley Medical Center Program 2020-2021		(90,852)
• CalVIP Trauma to Triumph at Regional Medical Center Grant		(189,102)
• Cash for Trash Grant 2021-2024		(51,500)
• First 5 Santa Clara County		(100,000)
• Mattress Recycling Grant		(99,225)
• San José Parks Foundation Tree Rebate Program		(20,000)
• San José Public Library Foundation Grants		(250,000)
• Senior Nutrition Program		(1,960,211)
• Summer Youth Nutrition Program		(43,953)
• The Trash Punx		(50,000)
• VivaCalleSJ 2022		(90,000)
Subtotal:	<b>0.00</b>	<b>(9,648,264)</b>

# City-Wide Expenses

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## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
<b>Public Safety CSA</b>		
• Rebudget: Assistance to Firefighters Grant - COVID-19 Supplemental 2020		(346,293)
• Rebudget: Car Break-in Prevention Program		(550,000)
• Rebudget: City Law Enforcement Grant 2016-2017		(6,414)
• Rebudget: Coronavirus Emergency Supplemental Funding Program Grant 2020		(408,708)
• Rebudget: County of Santa Clara EMS Trust Fund		(287,141)
• Rebudget: CrimeStoppers		(39,000)
• Rebudget: Fire Station 26		(10,000)
• Rebudget: FirstNet Emergency Communications Network		(210,000)
• Rebudget: Hazardous Materials Consent Judgment		(28,794)
• Rebudget: Internet Crimes Against Children State Grant 2020-2021		(81,922)
• Rebudget: Internet Crimes Against Children Task Force Invited Awards		(145,529)
• Rebudget: Justice and Mental Health Collaboration Program		(510,836)
• Rebudget: Local Sales Tax - Mobile Data Computer Replacement		(197,000)
• Rebudget: Mobile Data Computer Replacement		(1,037,000)
• Rebudget: OVW Improving Criminal Justice Response Program		(166,266)
• Rebudget: Public Safety Power Shutoff Resiliency		(400,640)
• Rebudget: Selective Traffic Enforcement Grant Program 2020-2021		(171,208)
• Rebudget: Silicon Valley Community Foundation Strengthening Community Relations Project		(2,204)
• Rebudget: State Homeland Security Grant Program		(320,488)
• Rebudget: Urban Areas Security Initiative Grant - Fire 2020		(331,286)
• Rebudget: Urban Areas Security Initiative Grant - Police 2019		(65,699)
• Rebudget: Urban Areas Security Initiative Grant - Police 2020		(301,594)
• County of Santa Clara EMS Trust Fund		(152,561)
• Internet Crimes Against Children State Grant 2020-2021		(115,800)
• Northern California Regional Intelligence Center - Police 2020		(133,000)
• Northern California Regional Intelligence Center Staffing		(111,000)
• Parent Project - Santa Clara County		(66,000)
Subtotal:	<b>0.00</b>	<b>(6,196,383)</b>
<b>Transportation and Aviation Services CSA</b>		
• Rebudget: Community Video Cameras		(10,305)
• Rebudget: Contractual Street Tree Planting		(228,739)
• Rebudget: Internet of Things (IoT) Speed Dashboard		(77,000)
• Rebudget: Tree Mitigation		(300,000)
• Citywide Tree Inventory Study		(120,000)
• Park Strip Tree Planting		(210,600)
• Story Road Corridor Banner Installation		(12,000)
Subtotal:	<b>0.00</b>	<b>(958,644)</b>

## City-Wide Expenses

### Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
<b>Strategic Support CSA</b>		
• Rebudget: Arena Community Fund		(316,286)
• Rebudget: Cannabis Equity Assistance Program		(706,469)
• Rebudget: City Auditor's Office Performance Audit		(3,000)
• Rebudget: City Council Participatory Budgeting - Administration		(5,000)
• Rebudget: City Council Participatory Budgeting - Council District #01		(128,619)
• Rebudget: City Council Participatory Budgeting - Council District #03		(405,632)
• Rebudget: City Council Participatory Budgeting - Council District #05		(130,253)
• Rebudget: City Health Plan Incentive		(39,250)
• Rebudget: City Manager Special Projects		(275,000)
• Rebudget: City Outreach and Education Efforts		(180,000)
• Rebudget: City Website and Intranet Redesign		(226,000)
• Rebudget: Community Plan to End Homelessness - Quality of Life and Healthy Neighborhoods		(1,250,000)
• Rebudget: ERP System Feasibility Assessment		(200,000)
• Rebudget: Fair Labor Standards Act System Configuration		(175,000)
• Rebudget: False Claimes Act Litigation Settlement		(261,993)
• Rebudget: Financial Management System (FMS) Upgrade		(218,000)
• Rebudget: General Liability Claims		(12,600,000)
• Rebudget: Internal Financial Controls Evaluation		(102,000)
• Rebudget: Local Sales Tax - My San José 2.0		(55,113)
• Rebudget: My San José 2.0		(6,218)
• Rebudget: Organizational Effectiveness		(45,000)
• Rebudget: Police Reforms Workplan		(700,000)
• Rebudget: Public Works Unfunded Projects		(35,000)
• Rebudget: Remote Work Facilitation - Drive to Digital		(50,000)
• Rebudget: Remote Work Facilitation - Effective Teams		(274,000)
• Rebudget: T-Mobile Macro Site Process Reimbursement		(250,000)
• Business Tax System Replacement		(4,130,000)
• City Hall Audio System Enhancements		(50,000)
• City Outreach and Education Efforts		50,000
• Learning and Development Roadmap		(500,000)
• San José 311 Enhancements		(750,000)
• Ujima Adult and Family Services		(35,000)
Subtotal:	<b>0.00</b>	<b>(24,052,833)</b>
<b>One-time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(48,949,100)</b>

# City-Wide Expenses

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## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Base Adjustments</b>		
<b>Technical Adjustments to Costs of Ongoing Activities</b>		
<b>Community and Economic Development CSA</b>		
• Arena Authority		7,245
• Business Incentive - Business Cooperation Program		(35,000)
• Business Incentive - Business Cooperation Program Administration		12,000
• Business Incentive - Samsung		30,000
• Children's Discovery Museum		10,118
• Destination Home SV Grant		(180,000)
• Hammer Theater Center Operations and Maintenance		9,549
• History San José		26,264
• Homeless Rapid Rehousing		2,000,000
• Joint Venture Silicon Valley		1,383
• Local Sales Tax - San José Works - Youth Jobs Initiative		147,000
• Measure E - 5% Program Administration		1,250,000
• Mexican Heritage Plaza Maintenance and Operations		13,950
• Planning Commission		12,000
• Property Leases		136,322
• San José Downtown Association		7,957
• San José Museum of Art		16,716
• Sports Authority		12,473
• Tech Museum of Innovation		41,677
Subtotal:	<b>0.00</b>	<b>3,519,654</b>
<b>Environmental and Utility Services CSA</b>		
• City Facilities Solid Waste Collection and Processing		26,800
• Climate Smart San José Plan Implementation		(500,000)
• Sanitary Sewer Fees		28,000
• Storm Fees		(25,000)
Subtotal:	<b>0.00</b>	<b>(470,200)</b>
<b>Neighborhood Services CSA</b>		
• San José BEST and Safe Summer Initiative Programs		187,733
• Senior Nutrition Program		26,773
• Youth Commission		5,000
• Workers' Compensation Claims - PRNS		800,000
Subtotal:	<b>0.00</b>	<b>1,019,506</b>
<b>Public Safety CSA</b>		
• Workers' Compensation Claims - Fire		750,000
• Workers' Compensation Claims - Police		1,200,000
Subtotal:	<b>0.00</b>	<b>1,950,000</b>

## City-Wide Expenses

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### Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Base Adjustments</b>		
<b>Technical Adjustments to Costs of Ongoing Activities</b>		
<b>Transportation and Aviation Services CSA</b>		
• Workers' Compensation Claims - Transportation		200,000
Subtotal:	<b>0.00</b>	<b>200,000</b>
<b>Strategic Support CSA</b>		
• ACFR Annual Audit		8,058
• Banking Services		36,000
• Bond Project Audits		2,525
• City Dues/Memberships		14,790
• Commercial Paper Program Fees		102,000
• Digital Inclusion Program		(458,000)
• Elections and Ballot Measures		360,206
• Energy Services Company (ESCO) Debt Service		68,000
• Government Access - Capital Expenditures		13,000
• Grant Compliance Single Audit		2,833
• Insurance Premiums		769,155
• PEG - CreaTV		6,000
• Police Officers' Professional Liability Insurance		8,576
• Property Tax Administration Fee		326,000
• Public, Educational, and Government (PEG) Access Facilities - Capital		37,000
• San José 311 Enhancements		750,000
• Workers' Compensation Claims - Other Departments		534,000
• Workers' Compensation Claims - Public Works		(177,000)
• Workers' Compensation State License		(110,000)
Subtotal:	<b>0.00</b>	<b>2,293,143</b>
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>8,512,103</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>0.00</b>	<b>80,287,045</b>

# City-Wide Expenses

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## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Budget Proposals Recommended</b>		
<b>Community and Economic Development CSA</b>		
1. CaliforniansForAll Youth Workforce Program - Administration		75,973
2. Cannabis Equity Program		500,000
3. CreaTV - Hybrid Event Space		100,000
4. Destination: Home SV Grant		178,820
5. Donor Wall		150,000
6. Downtown Pedestrian Quality of Life		100,000
7. Drug Treatment and Mental Health Services Partnership		500,000
8. Economic Development Pre-Development Activities		100,000
9. Emergency Interim Housing Construction and Operation		21,500,000
10. Measure E - Homeless Student Housing		115,000
11. Non-Profit Food Provider Permitting Costs		500,000
12. Responsible Landlord Engagement Initiative		200,000
13. San José Downtown Association		100,000
14. School of Arts & Culture Expansion		1,000,000
15. Small Business Recovery - Supplemental Arts & Cultural Funding		2,000,000
16. Sports Authority		250,000
17. Storefront Activation Grant Program		500,000
18. Yes in God's Backyard (YIGBY) Environmental Study		200,000
<b>Community and Economic Development Subtotal:</b>	<b>0.00</b>	<b>28,069,793</b>
<b>Neighborhood Services CSA</b>		
1. CaliforniansForAll Youth Workforce Program - Climate Change Pathway		5,885,829
2. CaliforniansForAll Youth Workforce Program - Learning Loss Mitigation Pathway		3,204,532
3. Child and Youth Services - Family, Friend, & Neighborhood Program		500,000
4. San José BEST and Safe Summer Initiative Programs		330,000
<b>Neighborhood Services Subtotal:</b>	<b>0.00</b>	<b>9,920,361</b>

## City-Wide Expenses

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### Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Public Safety CSA</b>		
1. Northern California Regional Intelligence Center Staffing		107,000
2. Security Camera Rebate Program		100,000
<b>Public Safety Subtotal:</b>	<b>0.00</b>	<b>207,000</b>
<b>Transportation and Aviation Services CSA</b>		
1. Safest Driver Program		50,000
2. Sidewalk and Tree Hardship		100,000
<b>Transportation and Aviation Services Subtotal:</b>	<b>0.00</b>	<b>150,000</b>
<b>Strategic Support CSA</b>		
1. City of San José Disparity Study		400,000
2. Climate and Seismic Resilience Planning		1,287,000
3. Council District Outdoor Activation		250,000
4. Customer Service Vision and Standards		200,000
5. Employee Resource Groups		25,000
6. Fellows Program		200,000
7. Financial Management System (FMS) Upgrade		100,000
8. Police Garage Key Storage		250,000
9. Recovery Foundation and Drive to Digital - Hybrid Workplace		500,000
10. Recovery Foundation and Drive to Digital - Omnichannel Strategy, Process Engineering, and Service Delivery Automation		210,000
11. Recovery Foundation and Drive to Digital - OneCity Workplace		500,000
<b>Strategic Support Subtotal:</b>	<b>0.00</b>	<b>3,922,000</b>
<b>Total Budget Proposals Recommended</b>	<b>0.00</b>	<b>42,269,154</b>
<hr/>		
<b>2022-2023 Proposed Budget Total</b>	<b>0.00</b>	<b>122,556,199</b>



# City-Wide Expenses

## Budget Changes by City Service Area

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>General Fund (\$)</b>
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### Community and Economic Development CSA

**1. CaliforniansForAll Youth Workforce Program - Administration 75,973**

This action adds one-time funding of \$75,973 for the administration of the CaliforniansForAll Youth Workforce Program by the Office of Economic Development and Cultural Affairs (OEDCA), in coordination with Parks, Recreation and Neighborhood Services (PRNS) and the Library Department. The CaliforniansForAll Youth Workforce Program is funded on a reimbursement basis by a three-year grant (\$13,976,741) from the California Volunteers State Agency. This grant funding, approved by the City Council on January 25, 2022, enables the City to continue the initial phases of the Resilience Corps Program over a two-year period, and to enhance and expand current training and employment opportunities for under-served young adults with a focus on Climate Change and Learning Loss Mitigation pathways. OEDCA will provide overall project management support, which includes multilingual outreach assistance, initial preparation of template agreements, performance tracking and management, overall fiscal and compliance oversight, coordination and preparation of State reports, and development of partnerships with training organizations, supportive service agencies, and employers. (Ongoing costs: \$0)

**2. Cannabis Equity Program 500,000**

As directed by City Council at the February 15, 2021 City Council meeting, this action provides one-time funding of \$500,000 funded by a new Cannabis Equity Program City-Wide Expenses appropriation to OEDCA for consultant services for workforce development and the creation of a local investment fund. The workforce development program will include targeted outreach to identify potential cannabis equity employees, workforce readiness skills and training, engage with registered cannabis businesses and local job training providers to fill vacant positions in existing new cannabis equity businesses. The creation of a local investment fund will entail researching existing models from neighboring cities, policy analysis on fund development and evaluating the best use of funds to support new cannabis equity applicants to leverage the private investment capital needed to open a new cannabis business. This allocation is proportionate to the forecasted revenue in excess of the budgeted revenue estimate for Cannabis Business Tax collections for 2021-2022. (Ongoing costs: \$0)

**3. CreaTV – Hybrid Event Space 100,000**

This action adds one-time funding of \$100,000 to establish a CreaTV Hybrid Event Space allocation to OEDCA, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council. Over a multi-year period, this funding will assist CreaTV with the costs of renovating a space in Downtown's Historic District and upfitting it with high-quality audio visual capabilities for hybrid events. As part of this one-time contribution, CreaTV will provide a future "credit" for the City's use of the space for a designated duration. The renovated facility will provide space for several other arts and media non-profits. (Ongoing costs: \$0)

# City-Wide Expenses

## Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Community and Economic Development CSA</b>		
<b>4. Destination: Home SV Grant</b>		<b>178,820</b>
<p>This action continues 1.0 Planner III position, through June 30, 2023, funded by the Destination: Home Silicon Valley (SV) Grant allocation to the Planning, Building Code Enforcement Department. On November 6, 2018, City Council accepted a grant agreement with Destination: Home SV in the amount of \$540,000 to expedite supportive or extremely low-income (ELI) housing developments and affordable housing policy work for three years. A new grant agreement approved by City Council on September 14, 2021 extends the program with Destination: Home SV for an additional three years, through June 30, 2024. The executed grant agreement will be paid in three installments of \$180,000 annually, in which \$178,820 in revenue is included in the 2022-2023 Proposed Budget and represents the second installment of the grant. The Planner position will provide support and assistance in supportive and low-income affordable housing development projects. (Ongoing costs: \$0)</p>		
<b>5. Donor Wall</b>		<b>150,000</b>
<p>This action adds one-time funding of \$150,000 to OEDCA, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, to design and develop a donor wall display at the Mineta San José International Airport, where recent and future donors to the City and its civic endeavors can be recognized. The Office of Economic Development and Cultural Affairs will lead the identification of a local artist to design the distinctive display. (Ongoing costs: \$0)</p>		
<b>6. Downtown Pedestrian Quality of Life</b>		<b>100,000</b>
<p>This action provides one-time funding of \$100,000 to OEDCA to continue activation efforts to improve pedestrian experiences as the Downtown area continues to recover, and is funded by a transfer from the American Rescue Plan Fund for revenue loss reimbursement, across all eligible City funds, attributable to the COVID-19 pandemic. Efforts are focused on enlivening the urban experience and ensuring that visitors to the Downtown core feel safe walking, and include supplemental building illumination on key streets, video mapping and projection, and the expansion of internet connectivity to address gaps in the area. (Ongoing costs: \$0)</p>		
<b>7. Drug Treatment and Mental Health Services Partnership</b>		<b>500,000</b>
<p>This action adds one-time funding of \$500,000 to the Housing Department, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, for consulting and other support to access state and federal funding to address addiction and behavioral health issues, particularly for detoxification and inpatient treatment services. This funding seeks to leverage recent changes in State policy and funding - such as the \$2.2 billion of State funding for behavioral health facilities and the reformulation of state health funding through California Advancing and Innovating Medi-Cal (Cal-AIM)'s treatment of unhoused residents - to establish partnerships to better address these problems. (Ongoing costs: \$0)</p>		
<b>8. Economic Development Pre-Development Activities</b>		<b>100,000</b>
<p>This action continues ongoing funding of \$100,000 to OEDCA for Economic Development Pre-Development Activities. Pre-development funds, previously allocated on a one-time basis for many years, are used to cover a variety of costs, including: consultant services; studies; appraisals; pro-forma analysis; costs related to Development Services partner work; economic and fiscal analysis; and property management costs which are not supported by other departments. (Ongoing costs: \$0)</p>		

# City-Wide Expenses

## Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Community and Economic Development CSA</b>		
<b>9. Emergency Interim Housing Construction and Operation</b>		<b>21,500,000</b>
<p>This action adds one-time funding of \$21.5 million in the General Fund, supplemented by \$18.5 million from the American Rescue Plan Fund, to establish the Emergency Interim Housing Construction and Operation allocation to the Housing Department to significantly invest in the acquisition, construction, and operation of emergency interim housing facilities to combat homelessness, as directed in the City Council-approved Mayor's March Budget Message for 2022-2023. This investment seeks to leverage external funding sources, such as Project Homekey, to expand cost-effective housing options at scale in San José. In concert with these investments, the Administration will evaluate and pursue potential external and internal funding sources to provide for the ongoing operations of these facilities, including changes in policies and practices to substantially lessen ongoing operations and maintenance requirements. (Ongoing costs: \$0)</p>		
<b>10. Measure E – Homeless Student Housing</b>		<b>115,000</b>
<p>This action adds one-time funding of \$115,000 to the Measure E - Homeless Student Housing allocation to the Housing Department to support the Bill Wilson Center Homeless Student Housing Program, as previously directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2020-2021. This funding provides temporary housing to college students experiencing homelessness, in partnership with San José State University and Airbnb, Inc., for a period of three years. The first two years of the program were previously funded as part of the approved Measure E spending plans for 2020-2021 and 2021-2022. A reduction to the Measure E - 10% Homelessness Prevention and Rental Assistance Reserve offsets this allocation for 2022-2023. (Ongoing costs: \$0)</p>		
<b>11. Non-Profit Food Provider Permitting Costs</b>		<b>500,000</b>
<p>As directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council, this action provides one-time funding of \$500,000 to establish the Non-Profit Food Provider Permitting Costs allocation to the Planning, Building Code Enforcement Department to eliminate or reduce fees for essential organizations, such as Lighthouse Ministries, Loaves and Fishes, Second Harvest of Silicon Valley, and other food providers, to expand operations of food distribution to residents and families. (Ongoing costs: \$0)</p>		
<b>12. Responsible Landlord Engagement Initiative</b>		<b>200,000</b>
<p>This action adds one-time funding of \$200,000, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council, to the Housing Department to continue the Responsible Landlord Engagement Initiative (RLEI), for which Catholic Charities will resume sponsorship in 2022-2023. The RLEI Program has partnered with the City to improve neighborhoods by resolving properties afflicted with blight, disrepair, persistent code violations, and criminal activity. The renewed RLEI will focus on addressing a limited number of high-frequency code violations, such as inoperable cars parked on lawns and abandoned structures. Additional funding is anticipated from the State of California in 2022-2023 to support this program, which will be recognized and allocated as part of a future budget process in 2022-2023 for a total estimated program cost of \$400,000. (Ongoing costs: \$0)</p>		

# City-Wide Expenses

## Budget Changes by City Service Area

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Community and Economic Development CSA</b>		
<b>13. San José Downtown Association</b>		<b>100,000</b>
<p>This action adds one-time funding of \$100,000 to OEDCA, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council, to be given to the San José Downtown Association to update the ice rink to improve the visitor experience at the annual Downtown Ice event located at the Circle of Palms. A transfer from the General Purpose Parking Fund supports this funding. (Ongoing costs: \$0)</p>		
<b>14. School of Arts &amp; Culture Expansion</b>		<b>1,000,000</b>
<p>This action adds one-time funding of \$1.0 million, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council, to establish the School of Arts &amp; Culture (SOAC) Expansion allocation to OEDCA. The funds will serve as matching funds to the SOAC at Mexican Heritage Plaza fundraising efforts for the acquisition and redevelopment of a vacant 45,000 sq. ft. building on Alum Rock Avenue. This project will expand the SOAC's cultural impact with new performance and rehearsal spaces, a theater and café, and bring a major behavioral health services provider to the Mayfair community through its equity partner, Gardner Healthcare. (Ongoing costs: \$0)</p>		
<b>15. Small Business Recovery – Supplemental Arts &amp; Cultural Funding</b>		<b>2,000,000</b>
<p>This action provides one-time funding of \$2.0 million to OEDCA for arts and cultural grants administered by OEDCA, funded by a transfer from the American Rescue Plan Fund for revenue loss reimbursement, across all eligible City funds, attributable to the COVID-19 pandemic. This supplemental allocation, combined with \$3.5 million in funding from the Transient Occupancy Tax Fund, increases overall funding for arts and cultural grants to \$5.5 million in 2022-2023 to help mitigate the pandemic's negative impact on Transient Occupancy Tax revenues, which have historically provided funding to the City's arts partners. (Ongoing costs: \$0)</p>		
<b>16. Sports Authority</b>		<b>250,000</b>
<p>This action adds one-time funding of \$250,000 to OEDCA to provide to the San José Sports Authority (SJSA) to host the 2023 U.S. Figure Skating Championships in San José, in partnership with the SAP Center and Team San José. The SJSA will additionally raise \$100,000 from external sources to fulfill the bid fee commitment and additional event commitments necessary to host this international sporting event, which resulted in an estimated economic impact of \$7.8 million in direct business sales, \$240,000 in local tax revenues, 5,900 local room nights, and approximately 20,000 visitor days when it was last hosted in 2018. (Ongoing costs: \$0)</p>		
<b>17. Storefront Activation Grant Program</b>		<b>500,000</b>
<p>As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action allocates one-time funding of \$500,000 to OEDCA to enable 50 businesses to waive up to \$10,000 in city fees and permit costs per business to fill vacant storefronts, prioritizing neighborhood business districts and Downtown San José. The cost of permits incur a significant expense on local businesses, resulting in empty storefronts that can drag down an entire block or business district, attracting blight, and repelling foot traffic that might otherwise support neighboring businesses. (Ongoing costs: \$0)</p>		

## City-Wide Expenses

### Budget Changes by City Service Area

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Community and Economic Development CSA</b>		
<b>18. Yes in God's Backyard (YIGBY) Environmental Study</b>		<b>200,000</b>
<p>As directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by City Council, this action adds one-time funding of \$200,000 to the Planning, Building and Code Enforcement Department to complete the required environmental study on a city-wide change to the General Plan for religious facilities bearing Public/Quasi-Public (PQP) land use designations for public assembly. This action will accelerate the construction of affordable housing. The City Council approved resources as part of the Mayor's June Budget Message for Fiscal Year 2021-2022 for community outreach to accelerate creation of a policy that would enable the construction of affordable housing on parking lots and surplus land of local religious communities. An additional barrier to construction of affordable housing is the lack of resources for the environmental impact report that is required for a city-wide General Plan amendment. This action addresses that barrier. (Ongoing costs: \$0)</p>		
<b>Subtotal Community and Economic Development CSA:</b>	<b>0.00</b>	<b>28,069,793</b>

# City-Wide Expenses

## Budget Changes by City Service Area

<b>2022-2023 Proposed Budget Changes</b>	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Neighborhood Services CSA</b>		
<b>1. CaliforniansForAll Youth Workforce Program – Climate Change Pathway</b>		<b>5,885,829</b>
<p>This action allocates \$5.9 million to the Parks, Recreation and Neighborhood Services (PRNS) Department to reflect 2022-2023 funding of the multi-year CaliforniansForAll Youth Workforce Program grant for the Climate Change Pathway, as approved by City Council on January 25, 2022. A total of \$10.2 million is anticipated in the PRNS Department for this work, of which \$1.5 million was allocated in 2021-2022 and \$2.8 million will be allocated in 2023-2024. This funding will continue to support the undertaking of environmental projects in parks, trails, and watersheds to improve climate resilience in concert with a variety of community-based organizations, such as Keep Coyote Creek Beautiful, Trash Punx, Our City Forest, Veggielution, and Goodwill of Silicon Valley through June 2023. The activities supported here include water conservation efforts and clean-up activities in watersheds, waterways, and other illegal dumping and litter hot spots. (Ongoing costs: \$0)</p>		
<b>2. CaliforniansForAll Youth Workforce Program – Learning Loss Mitigation Pathway</b>		<b>3,204,532</b>
<p>This action allocates \$3.2 million to the Library Department to reflect 2022-2023 funding of the multi-year CaliforniansForAll Youth Workforce Program grant for Learning Loss Mitigation Pathway, as approved by Council on January 25, 2022, in the General Fund. A total of \$3.6 million is anticipated in the Library Department for this work, of which \$420,000 was allocated in 2021-2022. Program participants are placed with well-established learning program providers and focus on a range of expanded learning program activities including the implementation and supervision of 21st-century skills that students need to be successful in school, career, and life. Participants also provide recreational care and support quality learning experiences for school-age children from TK – 8th grade. Participants will receive professional development and training opportunities that expose them to expanded learning pedagogy, career pathway support, and professional skills. (Ongoing costs: \$0)</p>		
<b>3. Child and Youth Services – Family, Friend, &amp; Neighborhood Program</b>		<b>500,000</b>
<p>This action adds \$500,000 in ongoing non-personal/equipment funding to the Library Department in the General Fund as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council. This funding will go to support the Family, Friends, and Neighbors (FFN) program. This free program, currently offered in English and Spanish, provides professional development opportunities to help caregivers provide stable, responsive, and high-quality learning experiences for the children in their care. The FFN program includes workshops and opportunities to connect to other caregivers, and individualized multilingual support from Library staff. It provides resources, supplies, technology including devices, and more. This program also provides FFNs the opportunity to learn and grow in their role as an FFN caregiver and supports their educational, career, and personal goals as a caregiver. (Ongoing costs: \$500,000)</p>		

## City-Wide Expenses

### Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>4. San José BEST and Safe Summer Initiative Programs</b>		<b>330,000</b>
<p>This action allocates one-time funding to the Parks, Recreation and Neighborhood Services Department for the San José BEST and Safe Summer Initiatives Programs. Funding will be used to purchase a Client Management System (CMS) and support the temporary staffing (a Senior Analyst and an Analyst I/II through 2022-2023) to implement the system. The CMS will be used to collect and track activity and participant data that will be used to evaluate the San José BEST grant program's performance in terms of direct impacts to the community in areas such as academic performance, truancy/graduation rates, and arrest/incarceration rates. This funding is one-time; however an evaluation of these accountability and oversight enhancements will help inform the level of ongoing support that may be considered during the 2023-2024 budget development process. The liquidation of the 2022-2023 San José BEST Accountability and Oversight Improvements Reserve in the amount of \$330,000 is described elsewhere in this document. (Ongoing costs: \$0)</p>		
<b>Subtotal Neighborhood Services CSA:</b>	<b>0.00</b>	<b>9,920,361</b>
<b>Public Safety CSA</b>		
<b>1. Northern California Regional Intelligence Center Staffing</b>		<b>107,000</b>
<p>This action adds one-time personal services funding of \$107,000 to the Police Department to support a portion of the costs for a temporary Police Lieutenant position assigned to the Northern California Regional Intelligence Center (NCRIC) to match grant funds. NCRIC is an all-crimes/all-threats fusion center providing analytic and technical resources to collect, evaluate, analyze, and disseminate timely information related to terrorist threats, criminal events, organized criminal activity, narcotics organizations, gang activity, and serial crime events to government and private sector agencies. The current NCRIC – Police 2021 grant will pay for \$283,000 of the position leaving a gap of \$107,000. (Ongoing costs: \$0)</p>		
<b>2. Security Camera Rebate Program</b>		<b>100,000</b>
<p>This action allocates one-time funding of \$100,000 to the Police Department for a Security Camera Rebate Program, as directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council. In 2015, the City launched a program to encourage residents with security cameras to register with the San José Police Department, to voluntarily supply video evidence that could assist in the apprehension and prosecution of an offender. The Department has used voluntarily provided video in investigations for many years. Registration does not provide the department with access to any "live feed," but rather merely provides the department with a cell phone number and email address of the person who can grant video access, voluntarily to the department after an event. The City has successfully piloted programs that co-invest with homeowners to install cameras in residential neighborhoods with successful pilots in Council Districts 2 and 9. This funding establishes a city-wide security camera rebate program - conditioned on registration of the camera with the Police Department - that prioritizes under-resourced, high-crime neighborhoods and small business districts. (Ongoing costs: \$0)</p>		
<b>Subtotal Public Safety CSA:</b>	<b>0.00</b>	<b>207,000</b>



# City-Wide Expenses

## Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Transportation and Aviation Services CSA</b>		
<b>1. Safest Driver Program</b>		<b>50,000</b>
<p>As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action adds \$50,000 in one-time funding to the Transportation Department to enable the retention of a summer cohort to support the development and implementation of A Safest Driver Program. Cities such as San Antonio, Boston, and Seattle have enlisted drivers to participate in pilot programs to assess how a smartphone app could incentivize and educate drivers on the quality and consequence of their driving habits. Each city observed substantial reductions in distracted driving, harsh braking, and speeding. The initiative became so successful that insurance companies started integrating it for policyholders to receive discounts on premiums for safe driving. (Ongoing costs: \$0)</p>		
<b>2. Sidewalk and Tree Hardship</b>		<b>100,000</b>
<p>This action increases the Sidewalk and Tree Hardship appropriation by \$100,000 (from \$413,000 to \$513,000) to the Transportation Department to accommodate an increase in applications for the Hardship Program and higher concrete repair costs. This program provides financial assistance to qualified property owners for contractual sidewalk repair work. In 2018-2019, the City Council approved an increase to the income limit for property owners requesting financial assistance, changing the limit from twice the national poverty rate to three times the national poverty rate. Program accessibility expanded again in July 2020 for residents at the lower income levels and a tiered income qualification was implemented, allowing more property owners to qualify for hardship assistance. These changes have been successful in allowing more homeowners to qualify for financial assistance. Additionally, current State law and the City's Municipal Code place the responsibility of performing sidewalk-related repairs with the adjacent property owner, and once the City is notified of a sidewalk hazard and inspects the area, repairs must happen in a timely manner to protect both the property owner and City from liability in case of an injury. Purchase orders for concrete repair services awarded in 2021 have increased by an average of nearly 30%. Without this additional funding, the existing hardship assistance funds will be insufficient to meet the annual requests for assistance and residents who may have been eligible for assistance will still be required to complete the repairs at their own expense. (Ongoing costs: \$100,000)</p>		
<b>Subtotal Transportation and Aviation Services CSA:</b>	<b>0.00</b>	<b>150,000</b>



# City-Wide Expenses

## Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Strategic Support CSA</b>		
<b>1. City of San José Disparity Study</b>		<b>400,000</b>
<p>This action adds one-time funding of \$400,000 to the City of San José Disparity Study allocation to the Finance Department, as directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023. As part of the City Council-approved Mayor's June Budget Message for Fiscal Year 2021-2022, \$50,000 was allocated for this project and additional funding of \$50,000 is anticipated to be provided by a non-governmental organization to help offset the cost of this project, which will be brought forward for approval and appropriation as part of a future budget process once details are finalized. The total estimated funding need is approximately \$500,000 for a consultant. This study will explore the potential barriers that minority, women, and veteran-owned businesses face in the City's contracting process and will recommend actions the City can take to increase participation from these groups. Given that the County has recently secured a consultant to begin this work, there should be opportunities for the City and County of Santa Clara to work together to achieve a mutual goal of more equitable procurement and small business development. (Ongoing costs: \$0)</p>		
<b>2. Climate and Seismic Resilience Planning</b>		<b>1,287,000</b>
<p>This action establishes one-time total funding of \$1,750,000 in the General Fund (\$1,287,000 for 2022-2023 and \$463,000 for 2023-2024), and \$416,000 in the San José Clean Energy (SJCE) Fund (\$208,000 per year through 2023-2024), to be spent over a two-year period for climate and seismic resilience planning and project development. As directed in the City Council-approved Mayor's March Budget Message for Fiscal Year 2022-2023, this action will create a multi-departmental team led from the City Manager's Office, informed by equity considerations, to drive results on key resilience objectives and major capital projects in the areas of drought resilience, sea level rise, microgrid development, urban forests, seismic safety, Coyote Valley open space implementations, electrification, and prioritizing the rehabilitation of aging City infrastructure. Positions limit-dated through June 30, 2024 include 1.0 Principal Engineer position (100% General Fund) in the Environmental Services Department to preliminarily investigate recycled water projects; 1.0 Program Manager position (75% SJCE Fund, 25% General Fund) in the Public Works Department to focus on microgrid development at fire stations and other City facilities; and 1.0 Assistant to the City Manager position in the City Manager's Office (75% General Fund, 25% SJCE Fund) to coordinate efforts across departments under the direction of a Deputy City Manager and work to secure external funding for future large-scale infrastructure improvements. One-time non-personal/equipment funding of \$823,000 will support specialized consulting work, with an initial focus on a recycled water feasibility analysis. Though the short-term goal is to provide the focus and preliminary evaluation necessary to access and leverage federal and State resources, beginning in 2024-2025, an ongoing commitment will be established in the General Fund to fund a Resilience Officer that will provide ongoing management of this program, though that position may reside in a different department. The positions are discussed in more detail within each department in the City Departments/Council Appointees section of this document. (Ongoing costs: \$0)</p>		
<b>3. Council District Outdoor Activation</b>		<b>250,000</b>
<p>This action adds \$250,000 to the Clerk's Office to be divided among the 10 Council Districts, for a total of \$25,000 per District, to support neighborhood festival events. This action is related to the Placemaking/VivaCalle and VivaParks action in the Parks, Recreation and Neighborhood Services Department. (Ongoing costs: \$250,000)</p>		

# City-Wide Expenses

## Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Strategic Support CSA</b>		
<b>4. Customer Service Vision and Standards</b>		<b>200,000</b>
<p>This action increases funding by \$200,000, from \$400,000 to \$600,000, for the Customer Service Vision and Standards City-Wide Expenses appropriation to the Office of the City Manager. The Customer Service Vision and Standards project seeks to develop a set of standards that will serve as cornerstones of a multi-year transformation of the person to-person customer service experience in the City of San José. The approach for this standard is to engage a consultant to conduct a discovery of the current customer service experience (both externally and internally), challenges, and future opportunity areas. The current state of the customer service experience will be mapped by customer segments, personas, and journey maps, as well as a customer service vision and set of standards that represent the foundational building blocks of a transformation plan that will then be formulated. The work will identify improvement opportunities and pilot initial ideas to deliver impact through testing and measuring early concepts. The additional \$200,000 may be used to complete recommendations including possible additional staff training, process improvements, Customer Relationship Management (CRM) technology improvements, and new customer service metrics establishment and tracking. (Ongoing costs: \$0)</p>		
<b>5. Employee Resource Groups</b>		<b>25,000</b>
<p>This action adds one-time funding of \$25,000 to the Human Resources Department to support the 10 active Employee Resource Groups. Each group is allocated \$2,500 to support City-wide workshops, programs, trainings, City facilities' rentals, outside consultants and presenters to educate City staff and management on important topics that are centered on diversity, equity, and inclusion. (Ongoing costs: \$0)</p>		
<b>6. Fellows Program</b>		<b>200,000</b>
<p>As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action allocates funding of \$200,000 in 2022-2023 and ongoing funding of \$160,000 to the Human Resources Department for the support of fellowships such as FUSE and Packard Foundation. Previously funded on a project-by-project basis, the funding can be used to leverage departmental funding or external governmental and philanthropic resources, to inject high-impact professionals with unique perspectives and talents into the City organization to improve or expand community services. (Ongoing costs: \$160,000)</p>		
<b>7. Financial Management System (FMS) Upgrade</b>		<b>100,000</b>
<p>This action adds one-time funding of \$100,000 and ongoing funding of \$15,000 to the Finance Department for the addition of a Fixed Assets Module in the City's Financial Management System (FMS). The addition of the FMS Fixed Assets Module will maintain a comprehensive fixed asset ledger with complete reporting and inquiry features, including an asset register functionality to cross reference parent/child asset relationships. (Ongoing costs: \$15,000)</p>		

# City-Wide Expenses

## Budget Changes by City Service Area

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Strategic Support CSA</b>		
<b>8. Police Garage Key Storage</b>		<b>250,000</b>
<p>This action adds one-time funding of \$250,000 to the Public Works Department for a Police Garage Key Storage system. The funding will be used to purchase an electronic keybox, to be located at the Municipal Garage that will fully automate the distribution of keys to police personnel for marked patrol vehicles and further enhance the existing electronic distribution system of patrol cars. Currently, fleet staff are actively involved in the management of the key inventory, including helping facilitate vehicle transitions during shift changes and replacing misplaced keys, which removes fleet staff from essential vehicle maintenance and repair work. This system will manage key inventory and reduce non-essential work being performed by fleet staff. (Ongoing costs: \$0)</p>		
<b>9. Recovery Foundation and Drive to Digital – Hybrid Workplace</b>		<b>500,000</b>
<p>This action provides one-time funding of \$500,000 to the Information Technology Department to continue a two-year program (\$1.0 million was allocated in 2021-2022) to allow for technology improvements within conference rooms and collaborative meeting spaces at various City facilities, primarily focused at City Hall, to support hybrid meetings for attendees in-person and remote. These improvements include cameras, audio installations, screens, and other peripherals essential for the City to operate with a viable hybrid work environment over the long term. The builds for the rooms will be standardized to ease use, simplify scheduling and administration, and to maximize possible pricing advantages in procurement. While the two-year initial project budget was estimated at \$2.0 million (originally estimated to equip 20 large and 20 small conference rooms) the funding for this project has been scaled back given other resource needs throughout the organization. This second-year allocation is funded by a transfer from the American Rescue Plan Fund for revenue loss reimbursement, across all eligible City funds, attributable to the COVID-19 pandemic. (Ongoing costs: \$0)</p>		
<b>10. Recovery Foundation and Drive to Digital – Omnichannel Strategy, Process Engineering, and Service Delivery Automation</b>		<b>210,000</b>
<p>This action provides one-time funding of \$210,000 to the Information Technology Department to continue improvements to San José 311, focusing on customer improvements and functionality that includes the Customer Contact Center, website and SJ311 mobile application. This second-year allocation is funded by a transfer from the American Rescue Plan Fund for revenue loss reimbursement, across all eligible City funds, attributable to the COVID-19 pandemic. (Ongoing costs: \$0)</p>		
<b>11. Recovery Foundation and Drive to Digital – OneCity Workplace</b>		<b>500,000</b>
<p>This action provides one-time funding of \$500,000 (\$400,000 was allocated in 2021-2022 to make total budget of \$900,000) to the Information Technology Department to continue to transition the City's existing intranet site, the license for which is expiring, to a more functional, collaborative space that better suits a modern organization and hybrid workforce. This second-year allocation is funded by a transfer from the American Rescue Plan Fund for revenue loss reimbursement, across all eligible City funds, attributable to the COVID-19 pandemic. (Ongoing costs: \$0)</p>		
<b>Subtotal Strategic Support CSA:</b>	<b>0.00</b>	<b>3,922,000</b>
<b>2022-2023 Proposed Budget Changes Total</b>		<b>42,269,154</b>

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Community and Economic Development</b>				
<i>City Manager - Office of Economic Development and Cultural Affairs</i>				
Arena Authority	234,459	241,493	248,737	248,737
Business Improvement District Creation	0	53,000	0	0
Business Incentive - Business Cooperation Program	(613)	47,000	12,000	12,000
Business Incentive - Business Cooperation Program Administration	0	0	12,000	12,000
Business Incentive - Samsung	0	70,000	100,000	100,000
CaliforniansForAll Youth Workforce Program - Administration	0	0	0	75,973
Cannabis Equity Program	0	0	0	500,000
Census 2020 Outreach Support	239,671	0	0	0
Children's Discovery Museum	327,250	337,250	347,368	347,368
Children's Discovery Museum Capital Maintenance	36,406	116,442	76,424	76,424
Children's Musical Theater San Jose	250,000	0	0	0
City-wide Retail Attraction Program	0	100,000	0	0
Commercial Development Impact Study	48,695	0	0	0
Council District #4 Economic Assistance Program	0	88,100	0	0
County of Santa Clara Public Art Master Plan	18,069	129,127	0	0
Creating Connections	112,818	8,500	0	0
CreaTV Hybrid Event Space	0	0	0	100,000
Cultural Affairs Special Project	494	12,880	0	0
Diridon Station Area Development Planning - Electric Microgrid	378,714	0	0	0
Diridon Station Area Development Planning	1,977,725	834,592	0	0
District 10 Murals	0	80,000	0	0
District 7 Murals	0	30,000	0	0
Donor Wall	0	0	0	150,000
Downtown Pedestrian Quality of Life	74,168	62,000	0	100,000
East San José Business Improvement District	4,100	0	0	0
East Side Grown Street Food Hub	51,609	0	0	0
Eastridge/Tully Business Association	0	100,000	0	0
Economic Development Pre-Development Activities	81,285	100,000	0	100,000
Hammer Theater Center Operations and Maintenance	309,000	318,300	327,849	327,849
Hammer Theatre Capital Maintenance	0	30,000	30,000	30,000
Hispanic Foundation of Silicon Valley	0	50,000	0	0
History San José	850,000	875,500	901,765	901,765
Joint Venture Silicon Valley	35,617	37,000	38,383	38,383
Local Assistance	3,911,728	0	0	0
Local Sales Tax - Diridon Station Area Development Planning	15,560	0	0	0
Local Sales Tax - San José Works - Youth Jobs Initiative	939,816	1,500,000	1,647,000	1,647,000
Manufacturing Jobs Initiative	20,375	0	0	0

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Measure T Implementation	13,987	0	0	0
Monterey Corridor Gateway Revitalization	0	100,000	0	0
National Endowment of the Arts – Sonic Runway	30,000	0	0	0
Neighborhood Business Districts	0	50,000	50,000	50,000
Neighborhood Gateway Galleries	(23,500)	0	0	0
Parade of Floats Public Art Statues	977	2,038	0	0
Pocket Park in the Tropicana-Lanai Neighborhood	0	22,900	0	0
Property Leases	1,637,438	1,768,820	1,905,142	1,905,142
San José Downtown Association	247,500	270,225	273,182	373,182
San José Economic Identity	32,386	0	0	0
San José Museum of Art	541,000	557,200	573,916	573,916
San Jose Regional Transportation Hub Project	43,342	378,929	0	0
School of Arts & Culture at Mexican Heritage Plaza - Avenida de Altares	0	75,000	0	0
School of Arts and Culture Expansion	0	0	0	1,000,000
Sick Leave Payments Upon Retirement	52,593	0	0	0
Silicon Valley Recovery Roundtable	25,000	25,000	0	0
Silicon Valley Talent Partnership	15,892	0	0	0
Small Business Anti-Displacement Research	(3,750)	18,134	0	0
Small Business Recovery - Supplemental Arts + Cultural Funding	0	0	0	2,000,000
Sonic Runway - Public Art	25,000	0	0	0
Sports Authority	402,739	415,763	428,236	678,236
Storefront Activation Grant Program	54,202	150,000	0	500,000
Storefront Activation Program - Alum Rock	0	75,000	0	0
SV Creates	0	55,000	0	0
Tech Interactive Capital Maintenance	93,604	127,396	110,500	110,500
Tech Museum of Innovation	1,348,750	1,389,250	1,430,927	1,430,927
T-Mobile Macro Site Permitting	482	0	0	0
VTA Eastridge to BART Regional Connector Public Art	31,964	54,403	0	0
Weavers' Gift Ohlone Sculpture Restoration	0	86,000	0	0
<i>Fire Department</i>				
Diridon Station Area Development Planning - Post Application	119,807	0	0	0
Sick Leave Payments Upon Retirement	748,876	0	0	0
<i>Housing Department</i>				
CommUniverCity Program	0	100,000	100,000	100,000
Drug Treatment and Mental Health	0	0	0	500,000
Emergency Interim Housing Construction and Operation	0	0	0	21,500,000
Friends from Meals on Wheels	0	130,000	0	0
Homeless Rapid Rehousing	2,231,543	2,000,000	4,000,000	4,000,000
Homeless Response Team	918,821	0	0	0
Homeless Roundtable & Proactive Engagement	50,944	0	0	0
Local Assistance	833,750	0	0	0

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Measure E - 5% Program Administration	281,379	2,000,000	3,250,000	3,250,000
Measure E - Homeless Student Housing	44,094	0	0	115,000
Measure E - Homelessness Prevention	0	3,800,000	0	0
Responsible Landlord Engagement Initiative	0	173,003	0	200,000
Safe RV Parking	0	20,000	0	0
Senior Food Assistance - Council District #07	(5,978)	0	0	0
Sick Leave Payments Upon Retirement	2,258	0	0	0
<i>Planning, Building and Code Enforcement Department</i>				
ADU Amnesty Program	0	110,000	0	0
Blight Busters	43,819	150,000	0	0
Certified Access Specialist Program	113,254	0	0	0
Climate Smart San José Plan Implementation	225,967	0	0	0
Destination: Home SV Grant	230,960	245,000	0	178,820
Development Fee Program Integrated Permitting System	167,498	0	0	0
Diridon Station Area Development Planning - Post Application	442,267	0	0	0
Diridon Station Area Development Planning	518,638	0	0	0
Historic Preservation	32,958	204,791	0	0
Non-Profit Food Provider Permitting Costs	0	0	0	500,000
Planning Commission	23,000	23,000	35,000	35,000
Sick Leave Payments Upon Retirement	70,348	0	0	0
T-Mobile Macro Site Permitting	494,147	210,000	0	0
Yes in God's Backyard (YIGBY)	0	0	0	200,000
<i>Public Works Department</i>				
4th Street Garage Banquet Facility Maintenance and Operations	1	15,000	15,000	15,000
City of San José Disparity Study	0	50,000	0	0
Economic Development Pre-Development Activities	1,789	0	0	0
Mexican Heritage Plaza Capital Maintenance	0	100,000	100,000	100,000
Mexican Heritage Plaza Maintenance and Operations	0	465,000	478,950	478,950
<b>TOTAL</b>	<b>\$22,076,692</b>	<b>\$20,638,036</b>	<b>\$16,492,379</b>	<b>\$44,562,172</b>

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Environmental and Utility Services</b>				
<i>Community Energy Department</i>				
Local Assistance	23,917	0	0	0
<i>Environmental Services Department</i>				
Burrowing Owl Habitat Management	0	65,000	0	0
City Facilities Solid Waste Collection and Processing	100,514	87,200	114,000	114,000
Climate Protection Grant	185,064	0	0	0
Climate Smart	98,663	0	0	0
Climate Smart San José Plan Implementation	201,801	737,000	0	0
Diridon Station Area Development Planning	226,002	0	0	0
Expedited Purified Water Program	25,738	125,665	0	0
Facilities Improvements	76,458	0	0	0
PPE & Janitorial Services	43	0	0	0
Sanitary Sewer Fees	596,880	567,000	595,000	595,000
Sick Leave Payments Upon Retirement	134,829	0	0	0
Silicon Valley Energy Watch 2019	(3,630)	0	0	0
Storm Fees	307,742	350,000	325,000	325,000
<b>TOTAL</b>	<b>\$1,974,021</b>	<b>\$1,931,865</b>	<b>\$1,034,000</b>	<b>\$1,034,000</b>

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Neighborhood Services</b>				
<i>Library Department</i>				
CaliforniansForAll Youth Workforce Program – Learning Loss Mitigation Pathway	0	0	0	3,204,532
Child and Youth Services - Family, Friend, & Neighborhood Program	0	0	0	500,000
Digital Inclusion	3,268,587	2,694,000	0	0
Digital Divide	(1)	2,085,000	0	0
Library Grants	438,223	123,600	0	0
Local Assistance	945,325	0	0	0
San José Learns	1,000,000	1,000,000	1,000,000	1,000,000
Sick Leave Payments Upon Retirement	27,189	0	0	0
SJPL Foundation Grants	0	250,000	0	0
Youth Commission	0	5,000	10,000	10,000
<i>Parks, Recreation and Neighborhood Services Department</i>				
10,000 Degrees	0	10,000	0	0
After School Education and Safety Programs for 2019-2020	1,646	0	0	0
After School Education and Safety Programs for 2020-2021	154,034	0	0	0
Alum Rock Park 150th Anniversary	0	73,100	0	0
Alviso Community Garden	0	78,900	0	0
Beautify SJ - Illegal Dumping	3,216,240	0	0	0
BeautifySJ Dumpster Days	0	38,500	0	0
BeautifySJ Grants	5,000	388,000	100,000	100,000
Behavior Change Campaign and Beautification	0	83,000	0	0
CaliforniansForAll Youth Workforce Program - Climate Change Pathway	0	0	0	5,885,829
CalOES Innovative Response Grant 2020	157,098	0	0	0
CalOES Trauma to Triumph at Santa Clara Valley Medical Center Program 2020-2021	84,003	97,846	0	0
CalVIP Trauma to Triumph at Regional Medical Center Program 2020-2021	0	189,102	0	0
Cash for Trash 2021-2024	0	51,500	0	0
Childcare Facilities and Training	0	150,000	0	0
Department of Justice - Bureau of Justice Assistance Grant Category 3	26,788	77,449	0	0
Department of Justice - Bureau of Justice Assistance Grant Category 7	0	90,400	0	0
Diridon Station Area Development Planning	230,009	0	0	0
First 5 Santa Clara County	0	100,000	0	0
Food and Necessities	14,933,592	0	0	0
Local Assistance	513,336	0	0	0
Local Sales Tax - Park Ranger Program Police Support	8,543	0	0	0



## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Local Sales Tax - San José Works - Youth Jobs Initiative	3,963	0	0	0
Mattress Recycling Grant	0	99,225	0	0
Measure T Implementation	38	0	0	0
Neighborhood Association Start Up Impact Fund	26,844	0	0	0
New Hope For Youth Grant	14,950	0	0	0
Outdoor Park Activation	113,986	197,588	0	0
Park and Open Street Activation - Council District #02	0	4,096	0	0
Park and Open Street Activation - Council District #03	0	29,322	0	0
PG&E Summer Cooling Shelter Program Grant	10,870	1,086	0	0
Placemaking and Public Space Activations	54,811	144,000	144,000	144,000
Remote Work Facilitation - Drive to Digital	578,988	0	0	0
San José BEST and Safe Summer Initiative Programs	5,883,414	6,697,283	6,445,493	6,775,493
San Jose Parks Foundation Rebate Program	0	20,000	0	0
SCC Teen Programming Grant	0	81,222	0	0
Senior Nutrition Program	1,923,940	3,118,268	1,184,830	1,184,830
Sick Leave Payments Upon Retirement	84,078	0	0	0
Sourcewise Grant for Recreation and Connectivity Project	6,743	21,641	0	0
Summer Youth Nutrition Program	13,788	43,953	0	0
The Trash Punx	0	50,000	0	0
Valley Water District Grant	0	130,000	0	0
Viva Calle San José 2021-2022	0	90,000	0	0
Workers' Compensation Claims - PRNS	977,924	900,000	1,700,000	1,700,000
Youth Commission	4,334	(5,000)	(5,000)	(5,000)
Youth Reinvestment Grant	237,667	0	0	0
<i>Public Works Department</i>				
Measure T Implementation	3,013	0	0	0
<b>TOTAL</b>	<b>\$34,948,963</b>	<b>\$19,208,081</b>	<b>\$10,579,323</b>	<b>\$20,499,684</b>

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Public Safety</b>				
<i>Office of the City Manager</i>				
2019 EMPG Grant - OEM	74,737	0	0	0
FirstNet Emergency Communications Network	840,778	210,000	0	0
Local Sales Tax - FirstNet Emergency Communications Network	911,999	0	0	0
Public Safety Power Shutoff Resiliency	99,360	400,640	0	0
Urban Areas Security Initiative Grant - OEM 2018	77,833	0	0	0
<i>Fire Department</i>				
Assistance to Firefighters Grant - COVID-19 Supplemental 2020	0	346,293	0	0
Consulting and Planning Support	18,540	0	0	0
Coronavirus Emergency Supplemental Funding Program Grant 2020	840,605	0	0	0
County of Santa Clara EMS Trust Fund	95,590	439,702	0	0
Fire Station 26	0	10,000	0	0
Hazardous Materials Consent Judgment	0	28,794	0	0
Urban Areas Security Initiative Grant - Fire 2018	15,000	0	0	0
Urban Areas Security Initiative Grant - Fire 2019	54,378	0	0	0
Urban Areas Security Initiative Grant - Fire 2020	0	331,286	0	0
Workers' Compensation Claims - Fire	7,789,093	7,750,000	8,500,000	8,500,000
<i>Independent Police Auditor's Office</i>				
Silicon Valley Foundation Strengthening Community Relations Project	162	2,204	0	0
<i>Police Department</i>				
2016 County Victim Services Program	37,136	0	0	0
Bay Area Regional Interoperability Communication System (BAYRICS)	7,000	7,500	7,500	7,500
Beautify SJ - Illegal Dumping	70,673	0	0	0
Bulletproof Vest Partnership 2018	39,633	0	0	0
Bulletproof Vest Partnership 2020	94,065	0	0	0
Car Break-in Prevention Program	49,497	550,000	0	0
City Law Enforcement Grant 2016-2017	14,755	6,414	0	0
Coronavirus Emergency Supplemental Funding Program Grant 2020	18,413	408,708	0	0
CrimeStoppers	0	39,000	0	0
Internet Crimes Against Children (ICAC) Task Force Invited Awards - Police 2020	146,574	0	0	0
Internet Crimes Against Children State Grant 2018-2020	632,909	0	0	0
Internet Crimes Against Children State Grant 2020-2021	171,444	197,722	0	0
Internet Crimes Against Children Task Force - Forensic Analyst Capacity Hiring	16,401	0	0	0

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Internet Crimes Against Children Task Force Invited Awards	258,126	145,529	0	0
Justice and Mental Health Collaboration Program	194,174	510,836	0	0
Local Sales Tax - Mobile Data Computer Replacements	0	197,000	0	0
Mobile Data Computer Replacement	87,938	1,037,000	0	0
NCS-X Implementation Program	23,557	0	0	0
Northern California Regional Intelligence Center - Police 2019	122,122	0	0	0
Northern California Regional Intelligence Center - Police 2020	163,400	133,000	0	0
Northern California Regional Intelligence Center Staffing (City Match)	151,000	111,000	0	107,000
OVW Improving Criminal Justice Response Program	197,256	166,266	0	0
Parent Project - Santa Clara County	24,058	66,000	0	0
San José End of Watch Police Memorial	7,364	0	0	0
Security Camera Rebate Program	0	0	0	100,000
Selective Traffic Enforcement Program 2019-2020	48,607	0	0	0
Selective Traffic Enforcement Program 2020-2021	87,415	171,208	0	0
Sick Leave Payments Upon Retirement	1,878,515	0	0	0
State Homeland Security Grant Program	75,018	320,488	0	0
Urban Areas Security Initiative Grant - Police 2018	64,247	0	0	0
Urban Areas Security Initiative Grant - Police 2019	320,567	65,699	0	0
Urban Areas Security Initiative Grant - Police 2020	216,917	301,594	0	0
Workers' Compensation Claims - Police	7,915,247	7,750,000	8,950,000	8,950,000
<b>TOTAL</b>	<b>\$23,952,103</b>	<b>\$21,703,883</b>	<b>\$17,457,500</b>	<b>\$17,664,500</b>

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Transportation and Aviation Services</b>				
<i>Airport Department</i>				
Sick Leave Payments Upon Retirement	177,517	0	0	0
<i>Transportation Department</i>				
Beautify SJ - Illegal Dumping	13,846	0	0	0
Citywide Tree Inventory Study	0	120,000	0	0
Climate Smart San José Plan Implementation	179,852	0	0	0
Community Video Cameras	695	10,305	0	0
Contractual Street Tree Planting	0	232,739	4,000	4,000
Diridon Station Area Development Planning - Post Application	245,221	0	0	0
Emergency Street Tree Services	511,594	773,000	773,000	773,000
General Employee Tuition	1,192	0	0	0
Internet of Things (IoT) Speed Dashboard	18,301	77,000	0	0
Park Strip Tree Planting	0	210,600	0	0
Safest Driver Program	0	0	0	50,000
Sick Leave Payments Upon Retirement	59,691	0	0	0
Sidewalk and Tree Hardship	229,000	413,000	413,000	513,000
Sidewalk Repairs	1,468,647	1,957,000	1,957,000	1,957,000
Story Road Corridor Banner Installation	0	12,000	0	0
Tree Mitigation	1,100	300,000	0	0
Workers' Compensation Claims - Transportation	355,023	300,000	500,000	500,000
<b>TOTAL</b>	<b>\$3,261,679</b>	<b>\$4,405,644</b>	<b>\$3,647,000</b>	<b>\$3,797,000</b>

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Strategic Support</b>				
<i>Finance Department</i>				
Banking Services	1,859,626	676,000	712,000	712,000
Business Tax System Replacement	0	4,130,000	0	0
Certified Access Specialist Program	54,138	240,000	240,000	240,000
City of San José Disparity Study	0	0	0	400,000
Commercial Paper Program Fees	0	175,000	277,000	277,000
Energy Services Company (ESCO) Debt Service	13,532,903	841,000	909,000	909,000
ERP System Feasibility Assessment	0	200,000	0	0
Fair Labor Standards Act System Configuration	0	250,000	75,000	75,000
Financial Management System (FMS) Upgrade	0	218,000	0	100,000
Human Resources/Payroll Budget Systems Upgrades	1,968	0	0	0
Insurance Premiums	1,262,100	1,523,675	2,292,830	2,292,830
Internal Financial Controls Evaluation	0	102,000	0	0
Police Officers' Professional Liability Insurance	100,918	105,791	114,367	114,367
Property Tax Administration Fee	0	2,124,000	2,450,000	2,450,000
Revenue Enhancement Consulting Services	562,774	752,000	752,000	752,000
Sick Leave Payments Upon Retirement	349	5,000,000	5,000,000	5,000,000
TRANs Debt Service	131,525,624	1,500,000	1,500,000	1,500,000
<i>Human Resources Department</i>				
City Health Plan Incentive	57,750	39,250	0	0
Employee Resource Group	0	0	0	25,000
Fellowship Support	0	0	0	200,000
Food and Necessities	3,262,651	0	0	0
General Employee Tuition	98,033	100,000	100,000	100,000
Learning and Development Roadmap	0	500,000	0	0
Organizational Effectiveness	0	85,000	40,000	40,000
Remote Work Facilitation - Effective Teams	258,326	274,000	0	0
Sick Leave Payments Upon Retirement	67	0	0	0
Workers' Compensation Claims - Other Departments	1,296,858	966,000	1,500,000	1,500,000
Workers' Compensation State License	764,082	954,000	844,000	844,000
<i>Information Technology Department</i>				
Information Technology Desktop Modernization	49,376	0	0	0
Local Sales Tax - My San José 2.0	0	55,113	0	0
Recovery Foundation and Drive to Digital - Omnichannel Strategy, Process Engineering, and Service Delivery Automation	0	0	0	210,000
Recovery Foundation and Drive to Digital - Hybrid Workplace	0	0	0	500,000
Recovery Foundation and Drive to Digital - OneCity Workplace	0	0	0	500,000
Remote Work Facilitation - Drive to Digital	636,262	50,000	0	0
San José 311 Enhancements	0	750,000	750,000	750,000
Sick Leave Payments Upon Retirement	73,025	0	0	0

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<i>Public Works Department</i>				
4th Street Garage Banquet Facility Maintenance and Operations	102,480	0	0	0
Chinese Historical Society	3,000	3,000	3,000	3,000
City Facilities Safety Assessment	101,030	0	0	0
City Hall Audio System Enhancements	0	50,000	0	0
Digital Inclusion	75,474	0	0	0
Digital Divide	82,495	0	0	0
Facilities Improvements	904,342	0	0	0
Flood Emergency Response Plans	4,406	0	0	0
General Employee Tuition	775	0	0	0
Government Access - Capital Expenditures	0	405,000	418,000	418,000
Measure T Implementation	69,151	0	0	0
Mexican Heritage Plaza Maintenance and Operations	451,500	0	0	0
PEG - CreaTV	0	243,000	249,000	249,000
Police Garage Key Storage	0	0	0	250,000
PPE & Janitorial Services	84,309	0	0	0
Public, Educational, and Government (PEG) Access Facilities - Capital	0	1,215,000	1,252,000	1,252,000
Public Works Unfunded Projects	142,016	235,000	200,000	200,000
Sick Leave Payments Upon Retirement	188,483	0	0	0
Workers' Compensation Claims - Public Works	266,200	527,000	350,000	350,000
<i>Office of the City Attorney</i>				
False Claims Act Litigation Settlement	1,007	261,993	0	0
General Liability Claims	1,970,199	18,600,000	6,000,000	6,000,000
Measure E - 5% Program Administration	48,051	0	0	0
Sick Leave Payments Upon Retirement	247,918	0	0	0
<i>Office of the City Auditor</i>				
Bond Project Audits	86,077	84,183	86,708	86,708
CAFR Annual Audit	235,931	268,608	276,666	276,666
Grant Compliance Single Audit	80,119	94,443	97,276	97,276
<i>Office of the City Clerk</i>				
Arena Community Fund	152,633	566,286	250,000	250,000
Board of Fair Campaign and Political Practices	3,281	40,000	40,000	40,000
City Auditor's Office Performance Audit	0	6,000	3,000	3,000
City Council District #02 Participatory Budgeting - Calpine Settlement	108,834	0	0	0
City Council Participatory Budgeting - Administration	0	5,000	0	0
City Council Participatory Budgeting - Council District #01	120,596	128,619	0	0
City Council Participatory Budgeting - Council District #03	60	405,632	0	0
City Council Participatory Budgeting - Council District #05	60	130,253	0	0
City Dues / Memberships	447,288	493,000	507,790	507,790

## City-Wide Expenses

### Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
Civil Service Commission	15,000	16,000	16,000	16,000
Council District Outdoor Activation	0	0	0	250,000
Elections and Ballot Measures	3,176,040	2,149,000	2,509,206	2,509,206
Mayor and City Council Travel	0	10,000	10,000	10,000
My Brother's Keeper	10,000	0	0	0
State of the City Convocation	0	45,000	45,000	45,000
<i>Office of the City Manager</i>				
2-1-1 Call Center	75,000	75,000	75,000	75,000
Broadband and Digital Inclusion Strategy	3,000	0	0	0
Cannabis Equity Assistance Program	2,914	706,469	0	0
City Manager Special Projects	43,698	275,000	0	0
City Outreach and Education Efforts	11,223	222,000	92,000	92,000
City Website and Intranet Redesign	57,945	226,000	0	0
City-wide Open Data Environment and Architecture	13,928	0	0	0
Communications and Translation Services	158,926	0	0	0
Community Plan to End Homelessness – Quality of Life and Healthy Neighborhoods	145,242	1,250,000	0	0
CommUniverCity Program	111,894	0	0	0
Consulting and Planning Support	7,705	0	0	0
Council Policy Priorities Implementation	(7,600)	0	0	0
Customer Satisfaction Survey (Bi-Annual)	0	79,000	79,000	79,000
Customer Service Vision and Standards	0	0	0	200,000
Digital Divide	182,667	0	0	0
Digital Inclusion Program	632,787	1,277,000	819,000	819,000
E-Ideas Program	0	25,000	25,000	25,000
Family College Success Center	48,035	0	0	0
Government Access - Capital Expenditures	225,735	0	0	0
Labor / Employee Relations Consultant Funding	5,202	0	0	0
Local Assistance	69,552	0	0	0
Local Sales Tax - My San José 2.0	235,265	0	0	0
My San José 2.0	0	6,218	0	0
Organizational Effectiveness	9,999	0	0	0
PEG - CreaTV	269,611	0	0	0
Police Reforms Workplan	0	700,000	0	0
Public, Educational, and Government (PEG) Access Facilities - Capital	1,254,031	0	0	0
Resilience Planning and Management	0	0	0	1,287,000
Sick Leave Payments Upon Retirement	145,039	0	0	0
T-Mobile Macro Site Process Reimbursement	0	250,000	0	0
Ujima Adult and Family Services	0	35,000	0	0
<i>Office of Retirement Services</i>				
1970, 1980, and 1990 COLA Federated, Police & Fire Retirees	30,441	32,000	32,000	32,000
Police Retirees' Health / Dental Fees	78,386	85,000	85,000	85,000
<b>TOTAL</b>	<b>\$168,386,210</b>	<b>\$52,836,533</b>	<b>\$31,076,843</b>	<b>\$34,998,843</b>

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# General Fund Capital, Transfers, Reserves

## MISSION

*To provide necessary funding for: (1) capital projects not funded by a dedicated funding source, (2) transfers to other funds, (3) reserves earmarked for known future needs, and (4) a reserve for unforeseen contingencies*

## CITY SERVICE AREAS

<b>Community and Economic Development</b>
<b>Environmental and Utility services</b>
<b>Neighborhood Services</b>
<b>Public Safety</b>
<b>Transportation and Aviation Services</b>
<b>Strategic Support</b>

## EXPENSE TYPE

<b>Capital Contributions</b>
<b>Transfers to Other Funds</b>
<b>Earmarked Reserves</b>
<b>Contingency Reserve</b>

## General Fund Capital, Transfers, Reserves

### Budget Summary

	2020-2021 Actuals <u>1</u>	2021-2022 Adopted <u>2</u>	2022-2023 Forecast <u>3</u>	2022-2023 Proposed <u>4</u>	% Change <u>(2 to 4)</u>
<b>Dollars by Expense Type</b>					
Capital Contributions	35,045,816	84,117,000	5,822,000	9,847,000	(88.3%)
Transfers to Other Funds	80,825,604	30,391,452	23,435,954	25,468,954	(16.2%)
Earmarked Reserves	N/A	169,645,346	117,504,214	119,537,214	(29.5%)
Contingency Reserve	N/A	40,000,000	41,000,000	41,000,000	2.5%
<b>Total</b>	<b>\$115,871,420</b>	<b>\$324,153,798</b>	<b>\$187,762,168</b>	<b>\$195,853,168</b>	<b>(39.6%)</b>
<b>Dollars by Category</b>					
Capital, Transfers, Reserves	115,871,420	324,153,798	187,762,168	195,853,168	(39.6%)
<b>Total</b>	<b>\$115,871,420</b>	<b>\$324,153,798</b>	<b>\$187,762,168</b>	<b>\$195,853,168</b>	<b>(39.6%)</b>
<b>Dollars by Fund</b>					
General Fund	115,871,420	324,153,798	187,762,168	195,853,168	(39.6%)
<b>Total</b>	<b>\$115,871,420</b>	<b>\$324,153,798</b>	<b>\$187,762,168</b>	<b>\$195,853,168</b>	<b>(39.6%)</b>
<b>Authorized Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

# General Fund Capital, Transfers, Reserves

## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Prior Year Budget (2021-2022):</b>	<b>0.00</b>	<b>324,153,798</b>
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
• Capital Contributions Rebudget: African American Community Services Agency Upgrades		(100,000)
• Capital Contributions Rebudget: Alviso Park Improvements		(100,000)
• Capital Contributions Rebudget: Animal Care and Services - Various Improvements		(330,000)
• Capital Contributions Rebudget: Animal Care and Services Boilers and BMS		(25,000)
• Capital Contributions Rebudget: Animal Care and Services Waterproofing		(7,000)
• Capital Contributions Rebudget: Arc Flash Hazard Analysis		(114,000)
• Capital Contributions Rebudget: Arena Repairs		(350,000)
•		(30,000)
• Capital Contributions Rebudget: Branham Lane Vision Zero Quick Build Projects		
• Capital Contributions Rebudget: Children's Discovery Museum Air Handler Unit Replacement		(505,000)
•		(800,000)
• Capital Contributions Rebudget: Children's Discovery Museum Elevator System		
• Capital Contributions Rebudget: City Hall Antenna and Rotunda Audio		(300,000)
• Capital Contributions Rebudget: City Hall Audio/Visual Upgrade		(469,000)
• Capital Contributions Rebudget: City Hall Campus Expansion		(1,400,000)
• Capital Contributions Rebudget: City Hall Elevator Controls		(150,000)
• Capital Contributions Rebudget: City Hall Fire Alarm Upgrade		(100,000)
• Capital Contributions Rebudget: City Hall HVAC Control System Replacement		(2,100,000)
• Capital Contributions Rebudget: City Hall Network Operations Center Electrical Switch Replacement		(900,000)
• Capital Contributions Rebudget: City Hall Rotunda Lighting		(117,000)
• Capital Contributions Rebudget: City Hall Security Upgrades		(413,000)
• Capital Contributions Rebudget: City Hall Waterproofing		(930,000)
•		(34,000)
• Capital Contributions Rebudget: Council District 3 Traffic Calming Enhancements		
•		(114,000)
• Capital Contributions Rebudget: Council District 6 Traffic Calming Enhancements		
• Capital Contributions Rebudget: Electric Vehicles Charging Stations for Police Hybrid-Electric Vehicles		(210,000)
• Capital Contributions Rebudget: Emergency Operations Center Relocation		(6,700,000)
•		(1,580,000)
• Capital Contributions Rebudget: Emergency Power Generation for City Facilities		
• Capital Contributions Rebudget: Fire Apparatus Replacement		(2,500,000)
• Capital Contributions Rebudget: Fire Training Center Environmental Monitoring		(25,000)
• Capital Contributions Rebudget: Fire Training Center Relocation		(28,167,000)
• Capital Contributions Rebudget: Guadalupe River Park Improvements		(260,000)
• Capital Contributions Rebudget: Guadalupe River Park Ranger Rehabilitation		(250,000)
• Capital Contributions Rebudget: Hammer Theatre Center Chiller Replacement		(497,000)
• Capital Contributions Rebudget: Hammer Theatre Center HVAC Controls		(37,000)
• Capital Contributions Rebudget: Hammer Theatre Center Improvements		(350,000)

# General Fund Capital, Transfers, Reserves

## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
• Capital Contributions Rebudget: Hammer Theatre Center Upgrades		(288,000)
• Capital Contributions Rebudget: Happy Hollow Park and Zoo Exhibit Improvements		(227,000)
• Capital Contributions Rebudget: High Capacity and Safe Transit Corridor		(50,000)
• Capital Contributions Rebudget: History San Jose ADA Compliance		(100,000)
• Capital Contributions Rebudget: History San Jose High-Priority Capital Improvements		(130,000)
• Capital Contributions Rebudget: Ice Centre Expansion Project		(882,000)
• Capital Contributions Rebudget: Local Sales Tax - PAB/PAC Phase I Elevator Modernization		(3,000,000)
• Capital Contributions Rebudget: Mexican Heritage Plaza Patio		(47,000)
• Capital Contributions Rebudget: Monterey Road and Valleyhaven Way Traffic Signal Design		(79,000)
• Capital Contributions Rebudget: PAB Fire Protection System		(300,000)
• Capital Contributions Rebudget: PAB/PAC Elevator Modernization		(2,200,000)
• Capital Contributions Rebudget: Park Furniture Improvements		(394,000)
• Capital Contributions Rebudget: Paul Moore Park Improvements		(30,000)
• Capital Contributions Rebudget: Penitencia Creek Rd Crosswalk		(17,000)
• Capital Contributions Rebudget: Police Athletic League Stadium Master Plan		(400,000)
• Capital Contributions Rebudget: Police Administration Building Boiler and Chiller Replacement		(347,000)
• Capital Contributions Rebudget: Police Athletic League Stadium Turf Replacement		(2,902,000)
•		(493,000)
• Capital Contributions Rebudget: Police Communications Center Elevator Retrofit		(350,000)
• Capital Contributions Rebudget: Police Communications Emergency Uninterrupted Power Supply		(350,000)
• Capital Contributions Rebudget: Police Fleet Management System		(20,000)
• Capital Contributions Rebudget: Radio Systems Upgrade		(200,000)
• Capital Contributions Rebudget: Ramac Park Turf Replacement		(1,674,000)
• Capital Contributions Rebudget: Re-Use Facilities Capital Improvements		(100,000)
• Capital Contributions Rebudget: Remote Sensing Equipment for Generators		(140,000)
• Capital Contributions Rebudget: San Jose Municipal Stadium Improvements		(8,000)
• Capital Contributions Rebudget: San Jose Museum of Art HVAC Controls Upgrades		(40,000)
• Capital Contributions Rebudget: San Jose Stage Company		(1,000,000)
• Capital Contributions Rebudget: Sierra Rd Crosswalk		(48,000)
• Capital Contributions Rebudget: South Yard Fence Replacement		(200,000)
• Capital Contributions Rebudget: Tech Interactive Fire Alarm System		(2,250,000)
• Capital Contributions Rebudget: The Tech Museum Controls Module Improvements		(2,800,000)
• Capital Contributions Rebudget: The Tech Museum Tile Wall Evaluation and Repairs		(50,000)

# General Fund Capital, Transfers, Reserves

## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
• Capital Contributions Rebudget: Thornwood Drive Safety Improvements		(51,000)
• Capital Contributions Rebudget: Unanticipated/Emergency Maintenance		(2,000,000)
• Capital Contributions Rebudget: Vietnamese-American Community Center Planning and Fundraising		(75,000)
• Capital Contributions Rebudget: Vietnamese-American Cultural Center Playground Renovation		(199,000)
• Capital Contributions: Animal Care and Services Water Softener Replacement		(80,000)
• Capital Contributions: Camden and Charmeran Avenue Crosswalk		(20,000)
• Capital Contributions: Canoas Garden Avenue Crosswalk		(125,000)
• Capital Contributions: Children's Discovery Museum Pavement Repairs		(50,000)
• Capital Contributions: Children's Discovery Museum Skylight Replacement		(250,000)
• Capital Contributions: Closed Landfill Compliance		(2,300,000)
• Capital Contributions: Closed Landfill Compliance		(431,000)
• Capital Contributions: Council District 3 Traffic Calming Projects		(100,000)
• Capital Contributions: Council District 9 Traffic Calming Projects		(20,000)
• Capital Contributions: Cultural Facilities Planning and Project Development		(150,000)
• Capital Contributions: Fair Swim Center Roof Replacement		(50,000)
• Capital Contributions: Glenview Park Expansion		(41,000)
• Capital Contributions: Hammer Theatre Center Boiler Replacement		(77,000)
• Capital Contributions: Hammer Theatre Center Fire Detection Alarm and Devices Design		(197,000)
• Capital Contributions: Hammer Theatre Center HVAC Replacement		(130,000)
• Capital Contributions: Hammer Theatre Center Roof Repairs		(50,000)
• Capital Contributions: History San José - Miscellaneous Repairs		(198,000)
• Capital Contributions: Monterey Road Radar Speed Signs		(100,000)
• Capital Contributions: Monterey Road Transit Study		(100,000)
• Capital Contributions: Naglee Avenue and Dana Avenue Traffic Signal		(100,000)
• Capital Contributions: Parks Rehabilitation Strike and Capital Infrastructure Team		(785,000)
• Capital Contributions: Pedestrian Pathway at West William and Bird		(2,000)
• Capital Contributions: Police Administration Building Boiler and Chiller Replacement		(525,000)
• Capital Contributions: San José Museum of Art Door and Window Improvements		(150,000)
• Capital Contributions: San José Museum of Art Server Room Upgrades		(50,000)
• Capital Contributions: Soundwall at the Bernal Way Terminus		(22,000)
• Capital Contributions: TJ Martin and Jeffrey Fontana Parks Turf Replacement		(20,000)
• Capital Contributions: Vision Zero: Data-Driven Safety Improvements		(100,000)
• Capital Contributions: Unanticipated/Emergency Maintenance		431,000
•		(5,250,000)
Transfers to Other Funds: Communications Construction and Conveyance Fund		

# General Fund Capital, Transfers, Reserves

## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Base Adjustments</b>		
<b>One-Time Prior Year Expenditures Deleted</b>		
• Transfers to Other Funds: Public Safety and Infrastructure Bond Fund		(2,300,000)
• Earmarked Reserves Rebudget: Artificial Turf Capital Replacement Reserve		(2,639,274)
• Earmarked Reserves Rebudget: Budget Stabilization Reserve		(33,563,000)
• Earmarked Reserves Rebudget: City Attorney's Outside Litigation Reserve		(900,000)
• Earmarked Reserves Rebudget: Code Enforcement Permit System Reserve		(1,908,000)
• Earmarked Reserves Rebudget: Creative Center for the Arts Parking Reserve		(750,000)
• Earmarked Reserves Rebudget: Cultural Facilities Capital Maintenance Reserve		(28,849)
• Earmarked Reserves Rebudget: Development Fee Program Technology Reserve		(235,000)
• Earmarked Reserves Rebudget: FirstNet Emergency Communications Network Reserve		(672,000)
• Earmarked Reserves Rebudget: Google Parking Lots Option Payment Reserve		(2,700,000)
• Earmarked Reserves Rebudget: Information Technology Sinking Fund Reserve		(2,000,000)
• Earmarked Reserves Rebudget: Measure E - 10% Homelessness Prevention Reserve		(2,000,000)
• Earmarked Reserves Rebudget: Measure E - 10% Moderate Income Reserve		(4,850,000)
• Earmarked Reserves Rebudget: Measure E - 35% Low Income Reserve		(16,975,000)
• Earmarked Reserves Rebudget: Measure E - 45% Extremely Low Income Reserve		(21,825,000)
• Earmarked Reserves Rebudget: Police Property Facility Relocation Reserve		(500,000)
• Earmarked Reserves Rebudget: Salaries and Benefits Reserve		(5,000,000)
• Earmarked Reserves Rebudget: Sick Leave Payments Upon Retirement Reserve		(4,000,000)
• Earmarked Reserves Rebudget: Workers Compensation / General Liability Catastrophic Reserve		(15,000,000)
• Earmarked Reserves: City Attorney's Outside Litigation Reserve		90,000
• Earmarked Reserves: Information Technology Sinking Fund Reserve		(2,000,000)
• Earmarked Reserves: Measure E - 10% Homelessness Prevention Reserve		3,800,000
• Earmarked Reserves: Police Property Facility Relocation Reserve		(500,000)
• Earmarked Reserves: Police Redistricting Implementation Reserve		(1,000,000)
• Earmarked Reserves: Salaries and Benefits Reserve		(15,325,223)
• Earmarked Reserves: San José 311 Enhancements Reserve		(750,000)
	<b>0.00</b>	<b>(217,628,346)</b>

# General Fund Capital, Transfers, Reserves

## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	<b>Positions</b>	<b>General Fund (\$)</b>
<b>Base Adjustments</b>		
<b>Technical Adjustments to Costs of Ongoing Activities</b>		
• Capital Contributions: Capital Program and Public Works Department Support Service Costs		72,000
• Capital Contributions: Fuel Tank Monitoring		(20,000)
• Capital Contributions: Unanticipated/Emergency Maintenance		500,000
• Transfers to Other Funds: Business Improvement District Fund		485
• Transfers to Other Funds: City Hall Debt Service Fund		(241,266)
•		300,000
• Transfers to Other Funds: Communications Construction and Conveyance Fund		
• Transfers to Other Funds: Downtown Property and Business Improvement District Fund		135,283
• Transfers to Other Funds: Local Sales Tax - Transfer to the Airport Revenue Fund (Jet Fuel)		(100,000)
• Transfers to Other Funds: Vehicle Maintenance and Operations Fund		500,000
• Earmarked Reserves: Artificial Turf Capital Replacement Reserve		236,000
• Earmarked Reserves: Cultural Facilities Capital Maintenance Reserve		1,000,000
• Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve		2,000,000
• Earmarked Reserves: Measure E - 5% Moderate-Income Households Reserve		3,087,500
• Earmarked Reserves: Measure E - 10% Homelessness Prevention Reserve		(3,800,000)
• Earmarked Reserves: Measure E - 10% Homelessness Prevention and Rental Assistance Reserve		6,175,000
• Earmarked Reserves: Measure E - 10% Moderate Income Reserve		(3,800,000)
• Earmarked Reserves: Measure E - 15% Shelter Construction and Operations Reserve		9,262,500
• Earmarked Reserves: Measure E - 30% Low-Income Households Reserve		18,525,000
• Earmarked Reserves: Measure E - 35% Low Income Reserve		(13,300,000)
• Earmarked Reserves: Measure E - 40% Extremely Low-Income Households Reserve		24,700,000
• Earmarked Reserves: Measure E - 45% Extremely Low Income Reserve		(17,100,000)
• Earmarked Reserves: New Measure T Facilities Maintenance and Operations Reserve		497,000
• Earmarked Reserves: New Parks and Recreation Facilities Maintenance and Operations Reserve		248,000
• Earmarked Reserves: New Public Safety Infrastructure Assets Maintenance and Operations Reserve		204,000
• Earmarked Reserves: New Traffic Infrastructure Assets Maintenance and Operations Reserve		43,000
• Earmarked Reserves: Pension Obligation Bonds Consulting Services		(200,000)
• Earmarked Reserves: Revenue Loss Reserve		30,000,000
• Earmarked Reserves: Salaries and Benefits Reserve		21,312,214
• Contingency Reserve		1,000,000
	<b>0.00</b>	<b>81,236,716</b>
<b>2022-2023 Forecast Base Budget:</b>	<b>0.00</b>	<b>187,762,168</b>

# General Fund Capital, Transfers, Reserves

## Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<b>Budget Proposals Recommended</b>		
<b>Capital Contributions</b>		
1. Capital Contributions: City Facilities Seismic Shut-off Valves		100,000
2. Capital Contributions: City Hall Carpet Replacement		650,000
3. Capital Contributions: City Hall Exterior Restoration		300,000
4. Capital Contributions: City Hall Garage Pump Replacement		100,000
5. Capital Contributions: City Hall Security Upgrades		500,000
6. Capital Contributions: Hammer Theatre Center Fire Detection Alarm and Devices Design		200,000
<b>Capital Contributions</b>		
7. Capital Contributions: Hammer Theatre Center HVAC Condensing Unit Replacement		140,000
8. Capital Contributions: History San José - Miscellaneous Repair		200,000
9. Capital Contributions: History San José ADA Compliance		285,000
10. Capital Contributions: Municipal Garage Ceiling Repair and Light Upgrades		150,000
11. Capital Contributions: Old Fire Training Center Environmental Cleanup		200,000
12. Capital Contributions: Police Administration Building Gate Improvements		200,000
13. Capital Contributions: San José Municipal Stadium LED Lighting		800,000
14. Capital Contributions: San José Museum of Art Door and Window Improvement		100,000
15. Capital Contributions: The Tech Interactive Skylight Replacement		100,000
	<b>0.00</b>	<b>4,025,000</b>
<b>Transfers to Other Funds</b>		
1. Transfers to Other Funds: Communications Construction and Conveyance Tax Fund		2,000,000
2. Transfers to Other Funds: Downtown Property and Business Improvement District Fund		33,000
	<b>0.00</b>	<b>2,033,000</b>
<b>Earmarked Reserves</b>		
1. Earmarked Reserves: Budget Stabilization Reserve		2,000,000
2. Earmarked Reserves: Climate and Seismic Resilience Planning Reserve		463,000
3. Earmarked Reserves: Cultural Facilities Capital Maintenance Reserve		(1,000,000)
4. Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve		(2,000,000)
5. Earmarked Reserves: Disability Evaluation and Next Steps Reserve		200,000
6. Earmarked Reserves: Essential Services Reserve		3,000,000
7. Earmarked Reserves: Measure E - 10% Homeless Prevention and Rental Assistance Reserve		(115,000)
8. Earmarked Reserves: New Measure T Facilities Maintenance and Operations Reserve		(497,000)
9. Earmarked Reserves: New Parks and Recreation Facilities Maintenance and Operations Reserve		(248,000)
10. Earmarked Reserves: New Public Safety Facilities Maintenance and Operations Reserve		(204,000)
11. Earmarked Reserves: New Traffic Infrastructure Assets Maintenance and Operations Reserve		(43,000)



## General Fund Capital, Transfers, Reserves

### Budget Reconciliation

(2021-2022 Adopted to 2022-2023 Proposed)

	Positions	General Fund (\$)
<hr/>		
<b>Budget Proposals Recommended</b>		
<hr/>		
12. Earmarked Reserves: Vehicle Abatement and Pavement Parking Compliance Staffing Reserve		177,000
13. Earmarked Reserves: Vehicle Abatement Program Enhancement Reserve		300,000
	<hr/>	<hr/>
	<b>0.00</b>	<b>2,033,000</b>
<b>Total Budget Proposals Recommended</b>	<b>0.00</b>	<b>8,091,000</b>
<hr/>		
<b>2022-2023 Proposed Budget Total</b>	<b>0.00</b>	<b>195,853,168</b>
<hr/>		

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Capital Contributions</b>		
<b>1. Capital Contributions: City Facilities Seismic Shut-off Valves</b>		<b>100,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$100,000 to install seismic gas shut-off valves at various City facilities. A risk assessment across City facilities has identified multiple sites requiring the installation of seismic gas shut-off valves to protect life and property. Installation of these shut-off valves will provide increased safety measures in the case of a catastrophic seismic event and will also provide on-going cost savings on insurance premiums. (Ongoing costs: \$0)</p>		
<b>2. Capital Contributions: City Hall Carpet Replacement</b>		<b>650,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$650,000 to replace carpet in high traffic areas around City Hall. This funding will provide the replacement of carpet in committee rooms and high traffic areas such as walkways, entryways, and the elevator lobby. Highly trafficked carpet areas within City Hall are showing major wear, fading, and tears that have the potential to become a hazard. In order to mitigate any safety issues, it is recommended to replace carpet in these key locations. (Ongoing costs: \$0)</p>		
<b>3. Capital Contributions: City Hall Exterior Restoration</b>		<b>300,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$300,000 to restore worn and vandalized areas of City Hall. Graffiti, vandalism, and other activities have deteriorated the exterior areas of the City Hall campus. Minor removal and repair work has been completed as events have occurred, but a more expansive restoration project is needed to mend the facilities to their original state. The restoration work will include power washing and removal of graffiti, painting, and the repair of broken windows and fixtures. (Ongoing costs: \$0)</p>		
<b>4. Capital Contributions: City Hall Garage Pump Replacement</b>		<b>100,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$100,000 for the replacement of the pump system in the City Hall garage. The pump system is designed to remove stormwater from the garage to prevent flooding. The current system has deteriorated and requires repair and replacement to resume proper working condition. If not replaced, the system is at risk of flooding causing damage to the garage and vehicles/equipment parked there. (Ongoing costs: \$0)</p>		

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Capital Contributions</b>		
<b>5. Capital Contributions: City Hall Security Upgrades</b>		<b>500,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$500,000 to continue supporting upgrades to the security systems at City Hall. In 2019-2020, \$750,000 was approved for upgrades to access control software and equipment and video camera systems. This new infusion of funding will continue this work by finishing additional cameras and lighting upgrades as well as provide upgrades for a panic button system and a public announcement system. These upgrades are part of a larger City Hall security plan that will require additional funding in future years, but are essential in providing secure facilities for staff and the public. (Ongoing costs: \$0)</p>		
<b>6. Capital Contributions: Hammer Theatre Center Fire Detection Alarm and Devices Design</b>		<b>200,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$200,000 for the design of fire detection alarms and devices at the Hammer Theatre Centre Fire Detection. The fire detection system at the Hammer Theatre Center is at the end of its useful life and is obsolete. Support for the system is no longer readily available and it needs updating and replacement. A new system will need to be designed that is up to current code and will protect the facility. In 2021-2022, \$197,000 was allocated for the funding of the design phase of this project. As staff have begun work on the project the scope has expanded and additional funding is needed to complete the design work on the facility. A future proposal for the construction phase will be requested after the design is completed. (Ongoing costs: \$0)</p>		
<b>7. Capital Contributions: Hammer Theatre Center HVAC Condensing Unit Replacement</b>		<b>140,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$140,000 for the replacement of the 15-ton condensing unit at the Hammer Theatre Center. The HVAC equipment at the Hammer Theatre Center has aged beyond its useful life and is costly to continue to maintain. This equipment is used to maintain comfortable temperatures in the facility for patrons and staff members. Funding will be used to replace and update the equipment to ensure the HVAC system is in good working order. (Ongoing costs: \$0)</p>		
<b>8. Capital Contributions: History San José - Miscellaneous Repair</b>		<b>200,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$200,000 for various repairs at the History San José Museum. Due to the age of the facilities, it is critical that maintenance and repairs can be completed as they are identified. This allocation provides a funding source for the Department to respond to general maintenance and repair requests that the facilities may require. (Ongoing costs: \$0)</p>		

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Capital Contributions</b>		
<b>9. Capital Contributions: History San José ADA Compliance</b>		<b>285,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$285,000 to install a ramp at the Pacific Hotel building and wheelchair lift stations at the Hill House and DeLuz House at the History San José Museum to comply with Americans with Disabilities Act requirements. In 2020-2021, \$100,000 was allocated to this project which covered the design phase. The additional funding will cover the costs of the construction phase for the installation of the ramps and wheelchair lifts. Construction is anticipated to begin in 2022-2023. (Ongoing costs: \$0)</p>		
<b>10. Capital Contributions: Municipal Garage Ceiling Repair and Light Upgrades</b>		<b>150,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$150,000 for the assessment and design work needed to repair the Municipal Garage ceiling and to enhance lighting throughout the facility. The Municipal Garage is an older facility that has inadequate lighting in the repair bays as well as a deteriorating ceiling. This funding will support the cost of a consultant to assess and design adequate upgrades and repairs for the facility. (Ongoing costs: \$0)</p>		
<b>11. Capital Contributions: Old Fire Training Center Environmental Cleanup</b>		<b>200,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$200,000 for groundwater contamination investigation, monitoring, and cleanup at the Old Fire Training Center facility. The City sold the property in 2020 and as part of the sales agreement has retained responsibility for remediating the contaminated groundwater. The installation of off-site wells and groundwater monitoring will be funded through this allocation. Future funding will be needed for potential remediation treatments after the investigation of the site is completed. (Ongoing costs: \$0)</p>		
<b>12. Capital Contributions: Police Administration Building Gate Improvements</b>		<b>200,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$200,000 for the replacement of fencing and installation of a motorized gate on the western side of the Municipal Garage located at the Police Administration Building. The current fencing and gate are beyond their useful lives and are a critical component to the security of the facilities that house police vehicles and equipment as well as the Fleet Maintenance division's equipment used to repair police vehicles. Replacement of these theft and vandalism deterrent infrastructure components will ensure the continued security at the Police Administration Building. (Ongoing costs: \$0)</p>		

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Capital Contributions</b>		
<b>13. Capital Contributions: San José Municipal Stadium LED Lighting</b>		<b>800,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$800,000 for the replacement and installation of new LED lighting at the San José Municipal Stadium. Current metal halide lighting at the stadium is difficult to replace as this lighting system has become obsolete and replacement parts are difficult to acquire. Further, the San José Giants organization, the organization leasing the site, has stated that the current lighting system is out of compliance with Major League Baseball lighting standards. If not replaced, the City risks additional downtime or canceled events at the location as well as remaining out of compliance with Major League Baseball standards. As the responsibility of replacing field lighting rests with the City per the operating agreement with the San José Giants, General Fund resources are required for this project. (Ongoing costs: \$0)</p>		
<b>14. Capital Contributions: San José Museum of Art Door and Window Improvement</b>		<b>100,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$100,000 to replace and secure the exterior doors and windows at the San José Museum of Art. The doors and windows at the San José Museum of Art are old and frequently fail. During rainstorms water infiltrates through the seals of the windows and doors. This project replaces these fixtures with more energy efficient windows along with security enhancements to better protect the facility. In 2021-2022, \$150,000 in funding was allocated to this project, but as staff began repairs it was determined that the number of doors and windows that require replacement was larger than originally anticipated, thus requiring additional funding to complete the project (Ongoing costs: \$0)</p>		
<b>15. Capital Contributions: The Tech Interactive Skylight Replacement</b>		<b>100,000</b>
<i>Strategic Support CSA</i>		
<p>This action provides one-time funding of \$100,000 for the design phase for the replacement of the skylights at The Tech Interactive. The existing skylights are in disrepair and have caused water to leak during rainfall in the facility. From an initial assessment of the skylights, it has been determined that they will need to be replaced. This initial funding will cover the cost of assessing the extent of the project and design a replacement. (Ongoing costs: \$0)</p>		
<b>Subtotal Capital Contributions:</b>	<b>0.00</b>	<b>4,025,000</b>

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
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### Transfers to Other Funds

- |   |  |                  |
|---|--|------------------|
| 1. <b>Transfers to Other Funds: Communications Construction and Conveyance Tax Fund</b> |  | <b>2,000,000</b> |
|---|--|------------------|

#### *Strategic Support CSA*

This action provides for a one-time transfer of \$2.0 million to the Communications Construction and Conveyance Tax (Communications C&C Tax Fund) Fund to help fund the replacement of an estimated 429 radios operating on the Silicon Valley Radio Communication System (SVRCS), primarily used by Police and Fire personnel. Combined with an additional \$2.0 million for radio replacement in the Communications C&C Tax Fund, a total of \$4.0 million in 2022-2023 will allow the City to replace an estimated 429 radios. However, this still leaves an estimated 800 radios that will lose support by the end of 2022-2023. While these radios still function, the City needs to take action to ensure that replacements are regularly procured. As part of future budget cycles, the Administration will bring forward recommendations to treat the replacement of emergency radios and other critical first responder assets, similarly to the replacement of Fire Apparatus, whereby the City allocates annual funding based on a ten-year horizon to ensure timely replacement. (Ongoing costs: \$0)

- |  |  |               |
|--|--|---------------|
| 2. <b>Transfers to Other Funds: Downtown Property and Business Improvement District Fund</b> |  | <b>33,000</b> |
|--|--|---------------|

#### *Transportation and Aviation CSA*

This action increases the ongoing transfer to the Downtown Property and Business Improvement District Fund by \$33,000 to provide for an increase in the cost of baseline services for additional services comprised of cleaning and maintenance along the Paseo de San Antonio for approximately 16 hours per week, as well as Public Litter Can servicing in select downtown parks for approximately 18 hours per week. Services are expected to begin in January 2023 when the contract is scheduled to renew. (Ongoing costs: \$66,000)

<b>Subtotal Transfers to Other Funds:</b>	<b>0.00</b>	<b>2,033,000</b>
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### Earmarked Reserves

- |  |  |                  |
|--|--|------------------|
| 1. <b>Earmarked Reserves: Budget Stabilization Reserve</b> |  | <b>2,000,000</b> |
|--|--|------------------|

#### *Strategic Support CSA*

As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action sets aside additional funding in the Budget Stabilization Reserve of \$2.0 million, increasing anticipated funding, following the expected rebudgeting of the \$46.5 million reserved in 2021-2022 as part of the 2022-2023 Adopted Budget process, to \$48.5 million. This increase is in accordance with City Council Policy 1-18 to maintain an adequate reserve level to provide budget stability when there are fluctuations that result in lower than projected revenues and/or higher than projected expenditures that cannot be re-balanced within existing budgeted resources in any given year. The Budget Stabilization Reserve is intended to provide a buffer, or bridge funding, to protect against reducing service levels when these fluctuations occur. (Ongoing costs: \$0)

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Earmarked Reserves</b>		
<b>2. Earmarked Reserves: Climate and Seismic Resilience Planning Reserve</b>		<b>463,000</b>
<b>Strategic Support CSA</b>		
<p>As directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action establishes the Climate and Seismic Resilience Planning Reserve in the amount of \$463,000 to set aside the second year of funding to continue a multi-departmental team led from the City Manager's Office, informed by equity considerations, to drive results on key resilience objectives and major capital projects in the areas of drought resilience, sea level rise, microgrid development, urban forests, seismic safety, Coyote Valley open space implementations, electrification, and prioritizing the rehabilitation of aging City infrastructure. (Ongoing costs: \$0)</p>		
<b>3. Earmarked Reserves: Cultural Facilities Capital Maintenance Reserve</b>		<b>(1,000,000)</b>
<b>Strategic Support CSA</b>		
<p>This action liquidates the Cultural Facilities Capital Maintenance Reserve in 2022-2023 to fund a portion of the cultural facilities capital improvements programmed in the 2022-2023 Proposed Capital Budget, totaling \$1.025 million. Ongoing contributions of \$1.0 million will continue to support cultural facility capital rehabilitation work in 2023-2024. (Ongoing savings: \$0)</p>		
<b>4. Earmarked Reserves: Deferred Infrastructure and Maintenance Reserve</b>		<b>(2,000,000)</b>
<b>Strategic Support CSA</b>		
<p>This action liquidates the Deferred Infrastructure and Maintenance Reserve that was set aside as part of the 2023-2027 General Fund Forecast to be allocated to deferred maintenance and technology projects included as part of the 2022-2023 Proposed Budget. (Ongoing savings: \$0)</p>		
<b>5. Earmarked Reserves: Disability Evaluation and Next Steps Reserve</b>		<b>200,000</b>
<b>Strategic Support CSA</b>		
<p>This action allocates \$200,000 in a reserve to implement recommendations that may result from the completion of the evaluation authorized in the Mayor's June Budget Message for Fiscal Year 2021-2022, as approved by the City Council, that was to investigate: 1) existing workload associated with serving residents with disabilities; 2) how that workload is currently distributed throughout the City organization; 3) what specific additional work disability advocates and other community members seek to have the City perform through an office; 4) the cost and workload implications of creating such an office in light of existing budgetary and staffing constraints; and 5) a proposed workplan for an Office of Disability Affairs for consideration of future ongoing funding. This one-time allocation provides start-up resources in advance of the completed evaluation. A completed assessment with recommendations for general organizational improvements, as well as immediate actions to be considered for the next fiscal year will be communicated to the City Council as a Manager's Budget Addendum, as appropriate. (Ongoing costs: \$0)</p>		

# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Earmarked Reserves</b>		
<b>6. Earmarked Reserves: Essential Services Reserve</b>		<b>3,000,000</b>
<i>Strategic Support CSA</i>		
As directed in the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action establishes an Essential Services Reserve in the amount of \$3.0 million that will be used to support services that are of essential importance to residents. Services deemed essential by the City Council will be funded with the use of these one-time funds. (Ongoing costs: \$0)		
<b>7. Earmarked Reserves: Measure E - 10% Homeless Prevention and Rental Assistance Reserve</b>		<b>(115,000)</b>
<i>Community and Economic Development CSA</i>		
This action decreases the Measure E - 10% Homeless Prevention and Rental Assistance Reserve by \$115,000 to support the Bill Wilson Center Homeless Student Housing Program, as previously directed in the Mayor's March Budget Message for Fiscal Year 2020-2021. This funding, budgeted in the Measure E - Homeless Student Housing City-Wide Expenses appropriation, provides temporary housing to college students experiencing homelessness, in partnership with San José State University and Airbnb, Inc., for a period of three years. The first two years of the program were previously funded as part of the approved Measure E spending plans for 2020-2021 and 2021-2022. (Ongoing savings: \$0)		
<b>8. Earmarked Reserves: New Measure T Facilities Maintenance and Operations Reserve</b>		<b>(497,000)</b>
<i>Strategic Support CSA</i>		
This action liquidates the New Measure T Facilities Maintenance and Operations Reserve that was established in the 2023-2027 General Fund Forecast for projected operations and maintenance expenses of \$497,000 related to the Measure T – Emergency Operations Center and Measure T – City Facilities LED Lighting projects. These funds are allocated for operations and maintenance expenses in the Information Technology Department and Public Works Department. (Ongoing savings: \$497,000)		
<b>9. Earmarked Reserves: New Parks and Recreation Facilities Maintenance and Operations Reserve</b>		<b>(248,000)</b>
<i>Neighborhood Services CSA</i>		
This action liquidates the New Parks and Recreation Facilities Maintenance and Operations Reserve that was established in the 2023-2027 General Fund Forecast for projected operations and maintenance expenses of \$248,000 related to new parks and recreation facilities that are scheduled to become operational in 2022-2023, and for which operations and maintenance costs will be assumed by the City. These facilities include: River Oaks Park, Pellier Park, Penitencia Creek Dog Park, RAMAC Turf Replacement, Payne Ave. Park, and Newbury Park, among others. These funds are allocated for operations and maintenance expenses in the Parks, Recreation and Neighborhood Services Department and Public Works Department. (Ongoing savings: \$248,000)		



# General Fund Capital, Transfers, Reserves

## Budget Changes by Expense Type

2022-2023 Proposed Budget Changes	Positions	General Fund (\$)
<b>Earmarked Reserves</b>		
<b>10. Earmarked Reserves: New Public Safety Facilities Maintenance and Operations Reserve</b>		<b>(204,000)</b>
<i>Public Safety CSA</i>		
<p>This action liquidates the New Public Safety Facilities Maintenance and Operations Reserve that was established in the 2023-2027 General Fund Forecast for projected operations and maintenance expenses of \$204,000 related to the Fire Training Center Relocation project. These funds are allocated for operations and maintenance expense in the Fire Department. (Ongoing savings: \$204,000)</p>		
<b>11. Earmarked Reserves: New Traffic Infrastructure Assets Maintenance and Operations Reserve</b>		<b>(43,000)</b>
<i>Transportation and Aviation Services CSA</i>		
<p>This action liquidates the New Traffic Infrastructure Assets Maintenance and Operations Reserve that was established in the 2023-2027 General Fund Forecast for projected operations and maintenance expenses of \$43,000 related to transportation-related projects included in the Traffic Capital Improvement Program, including new traffic signals and streetlights (including those installed by developers), landscaping, and other traffic infrastructure. These funds are allocated for operations and maintenance expenses in the Transportation Department. (Ongoing savings: \$43,000)</p>		
<b>12. Earmarked Reserves: Vehicle Abatement and Pavement Parking Compliance Staffing Reserve</b>		<b>177,000</b>
<i>Transportation and Aviation Services CSA</i>		
<p>As directed by the Mayor's March Budget Message for Fiscal Year 2022-2023, as approved by the City Council, this action establishes the Vehicle Abatement and Pavement Parking Compliance Staffing Reserve in the amount of \$177,000 to set aside the second year of funding for enhanced parking enforcement activities and vehicle abatement special operations, including 1.0 Parking and Traffic Control Officer position, overtime funding, and service plan for automatic license plate recognition (ALPR) devices that will be purchased in 2022-2023. Enforcement efforts will be focused on small business corridors and the use of automatic license plate recognition devices to facilitate more rapid identification of problem vehicles. Funding for vehicle abatement operations consists of 500 hours of overtime to support a second year of vehicle abatement special operations in neighborhoods of concern. (Ongoing costs: \$0)</p>		
<b>13. Earmarked Reserves: Vehicle Abatement Program Enhancement Reserve</b>		<b>300,000</b>
<i>Transportation and Aviation Services CSA</i>		
<p>This action establishes an ongoing reserve of \$300,000 to enhance vehicle abatement program outcomes and community satisfaction. The Administration is evaluating alternatives to bring forward later in 2022-2023 as part of a future budget process. (Ongoing costs: \$300,000)</p>		
<b>Subtotal Earmarked Reserves:</b>	<b>0.00</b>	<b>2,033,000</b>
<b>2022-2023 Proposed Budget Changes Total</b>	<b>0.00</b>	<b>8,091,000</b>

## General Fund Capital, Transfers, Reserves

### Expense Type: Capital Contributions Detail of Costs Description

Capital Contributions	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Neighborhood Services CSA</b>				
<b>Parks &amp; Community Facilities Dev. Capital Program</b>				
Almaden Community Center Shade Structure	97,404	0	0	0
Alviso Park Improvements	10,042	100,000	0	0
Animal Care and Services Waterproofing	6,924	0	0	0
Biebrach Park Renovation	60,000	0	0	0
Fair Swim Center Roof Replacement	0	50,000	0	0
Glenview Park Expansion	0	41,000	0	0
Guadalupe River Park Improvements	91,779	260,000	0	0
Guadalupe River Park Ranger Station Rehabilitation	16,622	250,000	0	0
Happy Hollow Park and Zoo Exhibit Improvements	147,688	227,000	0	0
Jeneane Marie Circle Fencing	102,000	0	0	0
Park Furniture Improvements	332,928	394,000	0	0
Parks Rehabilitation Strike and Capital Infrastructure Team	642,021	785,000	0	0
Paul Moore Park Improvements	177,083	30,000	0	0
Police Athletic League Stadium Master Plan	0	400,000	0	0
Police Athletic League Stadium Turf Replacement	21,917	2,902,000	0	0
Ramac Park Turf Replacement	103,373	1,674,000	0	0
Re-Use Facilities Improvements	247,046	100,000	0	0
TJ Martin and Jeffrey Fontanan Park Turf Replacement	0	20,000	0	0
Turf Replacement	380,964	0	0	0
Vietnamese-American Community Center Planning and Fundraising	0	75,000	0	0
Vietnamese-American Cultural Center Playground Renovation	2,405	199,000	0	0
Willow Glen Community Center Equipment	23,833	0	0	0
<b>Total Parks &amp; Community Fac. Dev. Capital Pgm.</b>	<b>\$2,464,029</b>	<b>\$7,507,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Neighborhood Services CSA</b>	<b>\$2,464,029</b>	<b>\$7,507,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Public Safety CSA</b>				
<b>Public Safety Capital Program</b>				
Emergency Operations Center Relocation	0	6,700,000	0	0
Fire Apparatus Replacement	8,152,692	6,250,000	3,750,000	3,750,000
Fire Training Center Relocation	2,901,317	28,167,000	0	0
<b>Total Public Safety Capital Program</b>	<b>\$11,054,009</b>	<b>\$41,117,000</b>	<b>\$3,750,000</b>	<b>\$3,750,000</b>
<b>Total Public Safety CSA</b>	<b>\$11,054,009</b>	<b>\$41,117,000</b>	<b>\$3,750,000</b>	<b>\$3,750,000</b>
<b>Transportation &amp; Aviation Services CSA</b>				
<b>Traffic Capital Program</b>				
Berryessa and Commercial Roads Striping	1,104	0	0	0
Branham Lane Vision Zero Quick Build Projects	4,819	30,000	0	0
Camden and Charmeran Avenue Crosswalk	0	20,000	0	0
Canoas Garden Avenue Crosswalk	0	125,000	0	0
Council District 3 Traffic Calming Enhancements	16,204	134,000	0	0
Council District 6 Traffic Calming Enhancements	46,805	114,000	0	0
Council District 9 Traffic Calming Projects	0	20,000	0	0
Kimlee and Danby Drives Bulbouts	1,858	0	0	0
Local Sales Tax - Pavement Maintenance Program	98,654	0	0	0
Monterey Road and Valleyhaven Way Traffic Signal Design	2,245	79,000	0	0

## General Fund Capital, Transfers, Reserves

### Expense Type: Capital Contributions Detail of Costs Description

<b>Capital Contributions</b>	<b>2020-2021 Actuals</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
Monterey Road Radar Speed Signs	0	100,000	0	0
Monterey Road Transit Study	0	100,000	0	0
Naglee Avenue and Dana Avenue Traffic Signal	0	100,000	0	0
Pedestrian Pathway at W. William and Bird	0	2,000	0	0
Penitencia Creek Rd Crosswalk	5,706	17,000	0	0
Sierra Rd Crosswalk	8,031	48,000	0	0
Snell Ave Pedestrian Fence	41,218	0	0	0
Soundwall at the Bernal Way Terminus	0	22,000	0	0
Steven's Creek Corridor Vision Study	0	50,000	0	0
Thornwood Drive Safety Improvements	20,312	51,000	0	0
Traffic Signal at Monroe and Hedding Streets	81,163	0	0	0
Vision Zero: Data-Driven Safety Improvements	0	100,000	0	0
<b>Total Traffic Capital Program</b>	<b>\$328,119</b>	<b>\$1,112,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Transportation &amp; Aviation Services CSA</b>	<b>\$328,119</b>	<b>\$1,112,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Strategic Support CSA</b>				
<b>Municipal Improvements Capital Program</b>				
4th Street Garage Fire Pump Replacement	112,169	0	0	0
African American Community Services Agency Upgrades	34,729	100,000	0	0
Animal Care and Services - Various Improvements	230,610	330,000	0	0
Animal Care and Services Boilers and BMS	74,558	25,000	0	0
Animal Care and Services Water Softener Replacement	0	80,000	0	0
Animal Care and Services Waterproofing	0	7,000	0	0
Arc Flash Hazard Analysis	0	114,000	0	0
Arena Repairs	40,252	450,000	100,000	100,000
Capital Program and Public Works Department Support Service Costs	0	0	72,000	72,000
Children's Discovery Museum Air Handler Unit Replacement	505,542	505,000	0	0
Children's Discovery Museum Elevator System	11,340	800,000	0	0
Children's Discovery Museum Pavement Repairs	0	50,000	0	0
Children's Discovery Museum Skylight Replacement	0	250,000	0	0
City Facilities Seismic Shut-off Valves	0	0	0	100,000
City Hall and Police Communications Uninterrupted Power Supply Cap. Maint.	212,493	200,000	200,000	200,000
City Hall Antenna and Rotunda Audio	0	300,000	0	0
City Hall Audio/Visual Upgrade	0	469,000	0	0
City Hall Campus Expansion	2,121,944	1,400,000	0	0
City Hall Carpet Replacement	0	0	0	650,000
City Hall Elevator Controls	149,978	150,000	0	0
City Hall Exterior Restoration	0	0	0	300,000
City Hall Fire Alarm Upgrade	0	100,000	0	0
City Hall Garage Pump Replacement	0	0	0	100,000
City Hall HVAC Control System Replacement	1,507,829	2,100,000	0	0
City Hall Network Operations Center - Electrical Switch Replacement	3,373,526	900,000	0	0
City Hall Rotunda Lighting	3,931	117,000	0	0
City Hall Security Upgrades	0	413,000	0	500,000
City Hall Waterproofing	0	930,000	0	0
City-wide Building Assessment	18,998	0	0	0
Closed Landfill Compliance	362,278	3,181,000	450,000	450,000
Cultural Facilities Condition Assessment	0	150,000	0	0

## General Fund Capital, Transfers, Reserves

### Expense Type: Capital Contributions Detail of Costs Description

<b>Capital Contributions</b>	<b>2020-2021 Actuals</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
East Side Union High School District Community Wireless Network Project	1,117,573	0	0	0
Electric Vehicles Charging Stations for Police Hybrid-Electric Vehicles	276	210,000	0	0
Emergency Power Generation for City Facilities	101,564	1,580,000	0	0
Fire Training Center Environmental Monitoring	110,000	25,000	0	0
Fire Training Center Relocation	5,912,743	0	0	0
Fuel Tank Monitoring	16,804	20,000	0	0
Hammer Theatre Center Boiler Replacement	0	77,000	0	0
Hammer Theatre Center Chiller Replacement	2,945	497,000	0	0
Hammer Theatre Center Fire Detection Alarm and Devices Design	0	197,000	0	200,000
Hammer Theatre Center HVAC Condensing Unit Replacement	0	0	0	140,000
Hammer Theatre Center HVAC Controls	24,405	37,000	0	0
Hammer Theatre Center Improvements	0	350,000	0	0
Hammer Theatre Center Roofing	0	50,000	0	0
Hammer Theatre Center Upgrades	11,740	288,000	0	0
Hammer Theatre Miscellaneous HVAC & Electrical Upgrades	0	130,000	0	0
Heating, Ventilation, and Air Conditioning (HVAC) Cyber Security Upgrade	150,000	0	0	0
History San José - Automatic Parking Lot Gate	199,000	0	0	0
History San José ADA Compliance	0	100,000	0	285,000
History San José High-Priority Capital Improvements	160,939	130,000	0	0
History San José Miscellaneous Repairs	0	198,000	0	200,000
Ice Centre Expansion Project	505,189	882,000	0	0
Kimlee and Danby Drives Bulbouts	1,992	0	0	0
Local Sales Tax - PAB/PCC Phase I Elevator Modernization	152,308	3,000,000	0	0
Local Sales Tax - Police Communications Center Elevator Retrofit	331,000	0	0	0
Mexican Heritage Plaza Concrete Repair	27,991	0	0	0
Mexican Heritage Plaza Patio	2,662	47,000	0	0
Monterey Road and Valleyhaven Way Traffic Signal Design	1,417	0	0	0
Municipal Garage Ceiling Repair and Light Upgrades	0	0	0	150,000
Old Fire Training Center Environmental Cleanup	0	0	0	200,000
PAB/PAC Phase I Elevator Modernization	162,598	2,200,000	0	0
PAB Fire Protection System	0	300,000	0	0
Police Administration Building Boiler and Chiller Replacement	41,187	872,000	0	0
Police Administration Building Fencing - Employee Parking Lot Perimeter	214,249	0	0	0
Police Administration Building Gate Improvements	0	0	0	200,000
Police Communications Center Elevator Retrofit	238,071	493,000	0	0
Police Communications Emergency Uninterrupted Power Supply	58,882	350,000	0	0
Police Fleet Management System	5,576	20,000	0	0
Radio Systems Upgrade	0	200,000	0	0
Remote Sensing Equipment for Generators	7,848	140,000	0	0
San José Municipal Stadium Improvements	9,500	8,000	0	0
San Jose Municipal Stadium LED Lighting	0	0	0	800,000
San José Museum of Art - Minor Renovations	85,678	0	0	0
San José Museum of Art Door and Window Improvement	0	150,000	0	100,000
San José Museum of Art HVAC Controls Upgrades	119,442	40,000	0	0
San José Museum of Art Server Room Upgrade	0	50,000	0	0

## General Fund Capital, Transfers, Reserves

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### Expense Type: Capital Contributions Detail of Costs Description

	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed
<b>Capital Contributions</b>				
San José Stage Company	0	1,000,000	0	0
South Yard Fence Replacement	23,456	200,000	0	0
Tech Interactive Fire Alarm System	88,278	2,250,000	0	0
The Tech Interactive Skylight Replacement	0	0	0	100,000
The Tech Interactive Controls Module Improvements	772,621	2,800,000	0	0
The Tech Interactive Tile Wall Evaluation and Repairs	467,177	50,000	0	0
Traffic Signal at Monroe and Hedding Streets	173,259	0	0	0
Unanticipated/Emergency Maintenance	1,140,516	2,319,000	1,250,000	1,250,000
<b>Total Municipal Improvements Capital Program</b>	<b>\$21,199,063</b>	<b>\$34,381,000</b>	<b>\$2,072,000</b>	<b>\$6,097,000</b>
<b>Total Strategic Support CSA</b>	<b>\$21,199,063</b>	<b>\$34,381,000</b>	<b>\$2,072,000</b>	<b>\$6,097,000</b>
<b>TOTAL CAPITAL CONTRIBUTIONS</b>	<b>\$35,045,220</b>	<b>\$84,117,000</b>	<b>\$5,822,000</b>	<b>\$9,847,000</b>

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## General Fund Capital, Transfers, Reserves

### Expense Type: Transfers to Other Funds Detail of Costs Description

<b>Transfers to Other Funds</b>	<b>2020-2021 Actuals</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>
<b>Community and Economic Development CSA</b>				
Transfer to the Building Development Fee Program Fund	33,229,387	0	0	0
Transfer to the Business Improvement District Fund	11,666	12,133	12,618	12,618
Transfer to the Citywide Planning Fee Program Fund	3,840,930	0	0	0
Transfer to the Planning Development Fee Program Fund	3,062,245	0	0	0
Transfer to the San José Arena Capital Reserve Fund	2,300,000	2,300,000	2,300,000	2,300,000
<b>Total Community and Economic Development CSA</b>	<b>\$42,444,228</b>	<b>\$2,312,133</b>	<b>\$2,312,618</b>	<b>\$2,312,618</b>
<b>Public Safety CSA</b>				
Transfer to the Fire Development Fee Program Fund	8,263,052	0	0	0
<b>Total Public Safety CSA</b>	<b>\$8,263,052</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transportation and Aviation Services CSA</b>				
Local Sales Tax - Transfer to the Airport Revenue Fund (Jet Fuel)	463,275	400,000	300,000	300,000
Transfer to the Downtown Property and Business Improvement District Fund	851,040	876,571	1,011,854	1,044,854
Transfer to the Maint. District No. 11 (Brokaw - Junction to Old Oakland) Fund	6,354	6,354	6,354	6,354
Transfer to the Maint. District No. 20 (Renaissance - N. First Landscaping) Fund	21,461	21,461	21,461	21,461
Transfer to the Maint. District No. 21 (Gateway Place - Airport Parkway) Fund	8,996	8,996	8,996	8,996
Transfer to the Maint. District No. 22 (Hellyer - Silver Creek Valley) Fund	35,223	35,223	35,223	35,223
Transfer to the Maintenance District No. 15 (Silver Creek Valley) Fund	16,636	16,636	16,636	16,636
Transfer to the Maintenance District No. 19 (River Oaks Area Landscaping) Fund	6,195	6,195	6,195	6,195
Transfer to the Maintenance District No. 2 (Trade Zone Blvd. - Lundy Ave.) Fund	2,408	2,408	2,408	2,408
Transfer to the Maintenance District No. 8 (Zanker - Montague) Fund	2,353	2,353	2,353	2,353
Transfer to the Maintenance District No. 9 (Santa Teresa - Great Oaks) Fund	23,480	23,480	23,480	23,480
<b>Total Transportation and Aviation Services CSA</b>	<b>\$1,437,421</b>	<b>\$1,399,677</b>	<b>\$1,434,960</b>	<b>\$1,467,960</b>
<b>Strategic Support CSA</b>				
Transfer to the Public Works Development Fee Program Fund	7,894,839	0	0	0
Transfer to the Public Works Small Cell Permitting Fee Program Fund	711,413	0	0	0
Transfer to the City Hall Debt Service Fund	16,850,026	0	0	0
Transfer to the Vehicle Maintenance and Operations Fund	1,390,000	1,000,000	1,500,000	1,500,000
Transfer to the Communications Construction and Conveyance Tax Fund	1,250,000	6,950,000	2,000,000	4,000,000
Transfer to the Service Yards C&C Tax Fund	500,000	0	0	0
Transfer to the Building and Structure Construction Tax Fund	84,625	0	0	0
Transfer to the City Hall Debt Service Fund	0	16,429,642	16,188,376	16,188,376
Transfer to the Public Safety and Infrastructure Bond Fund	0	2,300,000	0	0
<b>Total Strategic Support CSA</b>	<b>\$28,680,903</b>	<b>\$26,679,642</b>	<b>\$19,688,376</b>	<b>\$21,688,376</b>
<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>\$80,825,604</b>	<b>\$30,391,452</b>	<b>\$23,435,954</b>	<b>\$25,468,954</b>

## General Fund Capital, Transfers, Reserves

### Expense Type: Earmarked Reserves Detail of Costs Description

Earmarked Reserves	2020-2021 Actuals	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Proposed	Type of Reserve*
<b>Community and Economic Development CSA</b>					
Code Enforcement Permit System Reserve		1,908,000	0	0	C
Development Fee Program Technology Reserve		235,000	0	0	B
Google Parking Lots Option Payment Reserve		2,700,000	0	0	B
Measure E - 10% Homeless Prevention and Rental Assistance Reserve		0	6,175,000	6,060,000	B
Measure E - 10% Homelessness Prevention Reserve		2,000,000	0	0	B
Measure E - 10% Moderate Income Reserve		8,650,000	0	0	B
Measure E - 15% Homeless Support Programs Reserve		0	9,262,500	9,262,500	B
Measure E - 30% Low-Income Households Reserve		0	18,525,000	18,525,000	B
Measure E - 35% Low Income Reserve		30,275,000	0	0	B
Measure E - 40% Extremely Low-Income Households Reserve		0	24,700,000	24,700,000	B
Measure E - 45% Extremely Low Income Reserve		38,925,000	0	0	B
Measure E - 5% Moderate-Income Households Reserve		0	3,087,500	3,087,500	B
<b>Total Community and Economic Development CSA</b>	<b>N/A</b>	<b>\$84,693,000</b>	<b>\$61,750,000</b>	<b>\$61,635,000</b>	
<b>Neighborhood Services CSA</b>					
Artificial Turf Capital Replacement Reserve		2,853,274	450,000	450,000	C
New Parks and Recreation Facilities M&O Reserve		0	248,000	0	C
<b>Total Neighborhood Services CSA</b>	<b>N/A</b>	<b>\$2,853,274</b>	<b>\$698,000</b>	<b>\$450,000</b>	
<b>Public Safety CSA</b>					
New Public Safety Facilities M&O Reserve		0	204,000	0	C
Police Property Facility Relocation Reserve		1,000,000	0	0	C
Police Redistricting Implementation Reserve		1,000,000	0	0	C
<b>Total Public Safety CSA</b>	<b>N/A</b>	<b>\$2,000,000</b>	<b>\$204,000</b>	<b>\$0</b>	
<b>Transportation and Aviation Services CSA</b>					
Creative Center for the Arts Parking Reserve		750,000	0	0	C
New Traffic Infrastructure Assets M&O Reserve		0	43,000	0	C
Vehicle Abatement Enhancement Program Reserve		0	0	477,000	C
<b>Total Transportation and Aviation Services CSA</b>	<b>N/A</b>	<b>\$750,000</b>	<b>\$43,000</b>	<b>\$477,000</b>	
<b>Strategic Support CSA</b>					
Budget Stabilization Reserve		33,563,000	0	2,000,000	A
City Attorney's Office Outside Litigation Reserve		810,000	0	0	C
Climate and Seismic Resilience Planning Reserve		0	0	463,000	C
Cultural Facilities Capital Maintenance Reserve		28,849	1,000,000	0	C
Deferred Infrastructure and Maintenance Reserve		0	2,000,000	0	C
Disability Evaluation and Next Steps Reserve		0	0	200,000	C
Essential Services Reserve		0	0	3,000,000	C
FirstNet Emergency Communications Network Reserve		672,000	0	0	C
IT Sinking Fund Reserve		4,000,000	0	0	C
New Measure T Facilities Maintenance and Operations Reserve		0	497,000	0	C
Pension Obligation Bonds Consulting Services Reserve		200,000	0	0	C

## General Fund Capital, Transfers, Reserves

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### Expense Type: Earmarked Reserves Detail of Costs Description

<b>Earmarked Reserves</b>	<b>2020-2021 Actuals</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>	<b>Type of Reserve*</b>
Revenue Loss Reserve		0	30,000,000	30,000,000	A
Salaries and Benefits Reserve		20,325,223	21,312,214	21,312,214	A, C
San Jose 311 Implementation Reserve		750,000	0	0	B
Sick Leave Payments Upon Retirement Reserve		4,000,000	0	0	C
Workers Compensation / General Liability Catastrophic Reserve		15,000,000	0	0	A
<b>Total Strategic Support CSA</b>		<b>\$79,349,072</b>	<b>\$54,809,214</b>	<b>\$56,975,214</b>	
<b>TOTAL EARMARKED RESERVES</b>	<b>N/A</b>	<b>\$169,645,346</b>	<b>\$117,504,214</b>	<b>\$119,537,214</b>	

\* Type of Reserve:

A: Contingency/Safety Net Reserve (set aside to address unanticipated circumstances arising from financial and/or public emergencies, to provide budget stability, and to address particular risks associated with potential claims against the City).

B: Restricted Reserve (set aside for a specified purpose from a restricted funding source).

C: Programmatic Reserve (set aside to deliver a particular program/project; many are multi-year projects).



## General Fund Capital, Transfers, Reserves

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### Expense Type: Contingency Reserve Detail of Costs Description

<b>Contingency Reserve</b>	<b>2020-2021 Actuals</b>	<b>2021-2022 Adopted</b>	<b>2022-2023 Forecast</b>	<b>2022-2023 Proposed</b>	<b>Type of Reserve*</b>
<hr/>					
<b>Strategic Support CSA</b>					
Contingency Reserve		40,000,000	41,000,000	41,000,000	A
<b>Total Strategic Support CSA</b>	<b>N/A</b>	<b>\$40,000,000</b>	<b>\$41,000,000</b>	<b>\$41,000,000</b>	
<hr/>					
<b>TOTAL CONTINGENCY RESERVE</b>	<b>N/A</b>	<b>\$40,000,000</b>	<b>\$41,000,000</b>	<b>\$41,000,000</b>	

\* Type of Reserve:

A: Contingency/Safety Net Reserve (set aside to address unanticipated circumstances arising from financial and/or public emergencies, to provide budget stability, and to address particular risks associated with potential claims against the City).

B: Restricted Reserve (set aside for a specified purpose from a restricted funding source).

C: Programmatic Reserve (set aside to deliver a particular program/project; many are multi-year projects).

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## Affordable Housing Impact Fee Fund (452)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Housing Project Reserve (Source)	0	1,697,732	0	0	5,000,000
Unrestricted Beginning Fund Balance (Source)	0	4,773,509	0	0	5,363,489
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>6,471,241</b>	<b>0</b>	<b>0</b>	<b>10,363,489</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	0	40,000	40,000	75,000	40,000
<b>Total Revenue from the Use of Money/Property</b>	<b>0</b>	<b>40,000</b>	<b>40,000</b>	<b>75,000</b>	<b>40,000</b>
<b>Fees, Rates, and Charges</b>					
Affordable Housing Impact Fee	0	0	0	8,830,505	6,000,000
<b>Total Fees, Rates, and Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,830,505</b>	<b>6,000,000</b>
<b>Transfers</b>					
Multi-Source Housing Fund	0	0	7,855,263	7,855,263	0
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>7,855,263</b>	<b>7,855,263</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>0</b>	<b>6,511,241</b>	<b>7,895,263</b>	<b>16,760,768</b>	<b>16,403,489</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Housing Loans and Grants	0	0	0	6,200,000	0
Housing Personal Services	0	171,452	171,452	171,452	177,964
Overhead	0	25,827	25,827	25,827	56,058
<b>Total Expenditures</b>	<b>0</b>	<b>197,279</b>	<b>197,279</b>	<b>6,397,279</b>	<b>234,022</b>
<b>Ending Fund Balance</b>					
Housing Project Reserve (Use)	0	5,000,000	5,000,000	5,000,000	15,000,000
Unrestricted Ending Fund Balance (Use)	0	1,313,962	2,697,984	5,363,489	1,169,467
<b>Total Ending Fund Balance</b>	<b>0</b>	<b>6,313,962</b>	<b>7,697,984</b>	<b>10,363,489</b>	<b>16,169,467</b>
<b>TOTAL USE OF FUNDS</b>	<b>0</b>	<b>6,511,241</b>	<b>7,895,263</b>	<b>16,760,768</b>	<b>16,403,489</b>

\* Actuals may not subtotal due to rounding.

## Airport Customer Facility And Transportation Fee Fund (519)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Debt Service Coverage Reserve (Source)	4,764,311	4,854,680	4,854,680	4,854,680	1,999,890
Future Debt Service Reserve (Source)	4,161,871	1,539,151	947,298	947,298	6,489,286
Reserve for Encumbrances (Source)	363,314	363,314	586,891	586,891	586,891
<b>Total Beginning Fund Balance</b>	<b>9,289,496</b>	<b>6,757,145</b>	<b>6,388,869</b>	<b>6,388,869</b>	<b>9,076,067</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	112,294	49,249	49,249	70,573	76,198
<b>Total Revenue from the Use of Money/Property</b>	<b>112,294</b>	<b>49,249</b>	<b>49,249</b>	<b>70,573</b>	<b>76,198</b>
<b>Revenue from Federal Government</b>					
Coronavirus Aid, Relief, and Economic Security (CARES) Act	8,276,860	0	0	0	0
<b>Total Revenue from Federal Government</b>	<b>8,276,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fees, Rates, and Charges</b>					
Customer Transport Fee	6,538,691	15,620,146	15,620,146	12,874,973	15,228,347
Rental Car Agencies	3,052,272	0	0	0	0
<b>Total Fees, Rates, and Charges</b>	<b>9,590,963</b>	<b>15,620,146</b>	<b>15,620,146</b>	<b>12,874,973</b>	<b>15,228,347</b>
<b>Other Revenue</b>					
Miscellaneous	15,499	0	0	0	0
<b>Total Other Revenue</b>	<b>15,499</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>27,285,112</b>	<b>22,426,540</b>	<b>22,058,264</b>	<b>19,334,415</b>	<b>24,380,612</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Airport Non-Personal/Equipment	1,453,594	2,247,289	2,247,289	2,247,289	2,275,589
CFC Audit	21,350	11,500	11,500	11,500	11,500
Operations Contingency	0	100,000	100,000	0	100,000
<b>Total Expenditures</b>	<b>1,474,944</b>	<b>2,358,789</b>	<b>2,358,789</b>	<b>2,258,789</b>	<b>2,387,089</b>
<b>Transfers</b>					
Transfer to the Airport Fiscal Agent Fund	19,418,719	7,999,559	7,999,559	7,999,559	8,997,709
Transfer to the General Fund	2,580	0	0	0	0
<b>Total Transfers</b>	<b>19,421,299</b>	<b>7,999,559</b>	<b>7,999,559</b>	<b>7,999,559</b>	<b>8,997,709</b>
<b>Ending Fund Balance</b>					
Debt Service Coverage Reserve (Use)	4,854,680	1,999,890	1,999,890	1,999,890	2,249,427
Future Debt Service Reserve (Use)	947,298	9,704,988	9,113,135	6,489,286	10,159,496
Reserve for Encumbrances (Use)	586,891	363,314	586,891	586,891	586,891
<b>Total Ending Fund Balance</b>	<b>6,388,869</b>	<b>12,068,192</b>	<b>11,699,916</b>	<b>9,076,067</b>	<b>12,995,814</b>
<b>TOTAL USE OF FUNDS</b>	<b>27,285,112</b>	<b>22,426,540</b>	<b>22,058,264</b>	<b>19,334,415</b>	<b>24,380,612</b>

\* Actuals may not subtotal due to rounding.

## Airport Fiscal Agent Fund (525)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Debt Service Reserve (Source)	83,386,340	84,015,635	72,932,202	72,932,202	73,218,375
<b>Total Beginning Fund Balance</b>	<b>83,386,340</b>	<b>84,015,635</b>	<b>72,932,202</b>	<b>72,932,202</b>	<b>73,218,375</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	856,968	1,000,000	1,000,000	350,000	450,000
<b>Total Revenue from the Use of Money/Property</b>	<b>856,968</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>350,000</b>	<b>450,000</b>
<b>Financing Proceeds</b>					
Bond Proceeds	463,214,291	0	0	0	0
<b>Total Financing Proceeds</b>	<b>463,214,291</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Airport Customer Facility and Transportation Fee Fund	19,418,719	7,999,559	7,999,559	7,999,559	8,997,709
Airport Passenger Facility Charge Fund	14,338,705	12,420,000	12,420,000	12,420,000	13,060,000
Airport Revenue Fund	58,960,960	25,285,919	25,285,919	25,285,919	25,424,930
<b>Total Transfers</b>	<b>92,718,384</b>	<b>45,705,478</b>	<b>45,705,478</b>	<b>45,705,478</b>	<b>47,482,639</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>640,175,983</b>	<b>130,721,113</b>	<b>119,637,680</b>	<b>118,987,680</b>	<b>121,151,014</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Bond Issuance Costs	2,523,363	0	0	0	0
Principal and Interest Payments	564,097,421	45,705,305	45,705,305	45,705,305	47,482,369
<b>Total Expenditures</b>	<b>566,620,784</b>	<b>45,705,305</b>	<b>45,705,305</b>	<b>45,705,305</b>	<b>47,482,369</b>
<b>Transfers</b>					
Transfer to the Airport Revenue Fund	622,997	285,000	285,000	64,000	241,000
<b>Total Transfers</b>	<b>622,997</b>	<b>285,000</b>	<b>285,000</b>	<b>64,000</b>	<b>241,000</b>
<b>Ending Fund Balance</b>					
Debt Service Reserve (Use)	72,932,202	84,730,808	73,647,375	73,218,375	73,427,645
<b>Total Ending Fund Balance</b>	<b>72,932,202</b>	<b>84,730,808</b>	<b>73,647,375</b>	<b>73,218,375</b>	<b>73,427,645</b>
<b>TOTAL USE OF FUNDS</b>	<b>640,175,983</b>	<b>130,721,113</b>	<b>119,637,680</b>	<b>118,987,680</b>	<b>121,151,014</b>

\* Actuals may not subtotal due to rounding.

## Airport Maintenance And Operation Fund (523)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Master Trust Agreement Reserve (Source)	25,479,131	28,024,473	27,144,435	27,144,435	24,957,995
Reserve for Encumbrances (Source)	6,745,038	6,745,038	7,234,054	7,234,054	7,234,054
Workers' Compensation Claims Reserve (Source)	2,680,353	2,680,353	2,474,767	2,474,767	2,474,767
<b>Total Beginning Fund Balance</b>	<b>34,904,522</b>	<b>37,449,864</b>	<b>36,853,256</b>	<b>36,853,256</b>	<b>34,666,816</b>
<b>Transfers</b>					
Airport Revenue Fund	92,220,820	111,097,447	117,097,447	134,097,447	121,070,145
<b>Total Transfers</b>	<b>92,220,820</b>	<b>111,097,447</b>	<b>117,097,447</b>	<b>134,097,447</b>	<b>121,070,145</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>127,125,342</b>	<b>148,547,311</b>	<b>153,950,703</b>	<b>170,950,703</b>	<b>155,736,961</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Airline Reserve Funds Distribution	1,324,554	0	0	20,000,000	0
Airport Non-Personal/Equipment	29,284,368	48,939,494	48,939,494	48,939,494	51,142,505
Airport Personal Services	34,512,252	36,311,499	37,311,499	37,311,499	39,003,846
Annual Audit	65,023	80,593	80,593	80,593	83,033
Banking Services	95,556	0	0	0	0
City Attorney Non-Personal/Equipment	839	4,000	4,000	4,000	4,000
City Attorney Personal Services	757,185	789,528	789,528	789,528	691,284
City Manager Non-Personal/Equipment	24,314	24,500	24,500	24,500	24,500
ITD Non-Personal/Equipment	7,686	7,686	7,686	7,686	7,686
ITD Personal Services	28,901	26,533	27,713	27,713	27,477
OED Personal Services	215,438	231,555	242,479	242,479	243,453
Operations Contingency	0	2,274,238	1,258,357	1,258,357	1,500,000
Overhead	5,395,977	5,478,618	5,478,618	5,478,618	3,622,387
PBCE Personal Services	81,150	85,671	89,448	89,448	89,863
Police Personal Services	102,253	117,445	117,445	117,445	110,627
PRNS Personal Services	0	56,508	56,508	56,508	71,158
PW Non-Personal/Equipment	4,314	14,000	14,000	14,000	14,000
PW Personal Services	59,178	179,315	179,315	179,315	189,467
Tenant Business Loan Program	0	0	6,000,000	3,000,000	0
Workers' Compensation Claims	156,507	633,500	633,500	633,500	633,500
<b>Total Expenditures</b>	<b>72,115,495</b>	<b>95,254,683</b>	<b>101,254,683</b>	<b>118,254,683</b>	<b>97,458,786</b>
<b>Transfers</b>					
Transfer to the General Fund - Aircraft Rescue/Fire Fighting Services	7,741,781	8,083,082	8,083,082	8,083,082	8,286,269
Transfer to the General Fund - Police Services	10,414,810	9,946,122	9,946,122	9,946,122	10,139,339
<b>Total Transfers</b>	<b>18,156,591</b>	<b>18,029,204</b>	<b>18,029,204</b>	<b>18,029,204</b>	<b>18,425,608</b>
<b>Ending Fund Balance</b>					
Master Trust Agreement Reserve (Use)	27,144,435	25,838,033	24,957,995	24,957,995	30,143,746
Reserve for Encumbrances (Use)	7,234,054	6,745,038	7,234,054	7,234,054	7,234,054
Workers' Compensation Claim Reserve (Use)	2,474,767	2,680,353	2,474,767	2,474,767	2,474,767
<b>Total Ending Fund Balance</b>	<b>36,853,256</b>	<b>35,263,424</b>	<b>34,666,816</b>	<b>34,666,816</b>	<b>39,852,567</b>
<b>TOTAL USE OF FUNDS</b>	<b>127,125,342</b>	<b>148,547,311</b>	<b>153,950,703</b>	<b>170,950,703</b>	<b>155,736,961</b>

\* Actuals may not subtotal due to rounding.

## Airport Revenue Fund (521)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Airline Agreement Reserve (Source)	67,366,573	61,329,452	83,123,685	83,123,685	79,872,709
<b>Total Beginning Fund Balance</b>	<u>67,366,573</u>	<u>61,329,452</u>	<u>83,123,685</u>	<u>83,123,685</u>	<u>79,872,709</u>
<b>Revenue from Federal Government</b>					
American Rescue Plan Act	0	0	34,000,000	6,586,408	28,910,633
Coronavirus Aid, Relief, and Economic Security (CARES) Act	32,407,906	25,600,000	25,600,000	12,095,072	0
Consolidated Appropriations Act, 2021	14,500,000	0	0	13,421,940	0
<b>Total Revenue from Federal Government</b>	<u>46,907,906</u>	<u>25,600,000</u>	<u>59,600,000</u>	<u>32,103,420</u>	<u>28,910,633</u>
<b>Fees, Rates, and Charges</b>					
Airfield Area	3,453,548	5,123,670	5,123,670	5,055,174	5,663,394
Landing Fees	16,932,835	25,507,654	25,507,654	23,137,541	29,727,985
Miscellaneous	14,875,390	13,889,278	13,889,278	12,627,430	12,479,172
Parking and Roadway	22,191,776	31,124,695	31,124,695	42,262,132	48,916,500
Petroleum Products	1,722,485	2,733,667	2,733,667	2,308,367	2,984,483
Terminal Building	11,120,432	11,551,906	4,951,906	17,751,255	16,425,243
Terminal Rental	62,005,014	57,836,306	57,836,306	53,697,131	62,497,263
<b>Total Fees, Rates, and Charges</b>	<u>132,301,480</u>	<u>147,767,176</u>	<u>141,167,176</u>	<u>156,839,030</u>	<u>178,694,040</u>
<b>Transfers</b>					
Airport Fiscal Agent Fund	622,997	285,000	285,000	64,000	241,000
Airport Revenue Bond Improvement Fund	0	0	931,776	931,776	0
General Fund	463,275	400,000	300,000	300,000	300,000
<b>Total Transfers</b>	<u>1,086,272</u>	<u>685,000</u>	<u>1,516,776</u>	<u>1,295,776</u>	<u>541,000</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>247,662,231</u></u>	<u><u>235,381,628</u></u>	<u><u>285,407,637</u></u>	<u><u>273,361,911</u></u>	<u><u>288,018,382</u></u>
<b>USE OF FUNDS</b>					
<b>Transfers</b>					
Transfer to the Airport Fiscal Agent Fund	58,960,960	25,285,919	25,285,919	25,285,919	25,424,930
Transfer to the Airport Maintenance and Operation Fund	92,220,820	111,097,447	117,097,447	134,097,447	121,070,145
Transfer to the Airport Surplus Revenue Fund	13,321,000	17,772,000	17,772,000	33,772,000	82,553,000
Transfer to the General Fund	35,766	0	333,836	333,836	0
<b>Total Transfers</b>	<u>164,538,546</u>	<u>154,155,366</u>	<u>160,489,202</u>	<u>193,489,202</u>	<u>229,048,075</u>
<b>Ending Fund Balance</b>					
Airline Agreement Reserve (Use)	83,123,685	81,226,262	124,918,435	79,872,709	58,970,307
<b>Total Ending Fund Balance</b>	<u>83,123,685</u>	<u>81,226,262</u>	<u>124,918,435</u>	<u>79,872,709</u>	<u>58,970,307</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>247,662,231</u></u>	<u><u>235,381,628</u></u>	<u><u>285,407,637</u></u>	<u><u>273,361,911</u></u>	<u><u>288,018,382</u></u>

\* Actuals may not subtotal due to rounding.

## Airport Surplus Revenue Fund (524)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Airline Agreement Reserve (Source)	1,183,042	1,219,557	1,108,819	1,108,819	1,151,771
<b>Total Beginning Fund Balance</b>	<u>1,183,042</u>	<u>1,219,557</u>	<u>1,108,819</u>	<u>1,108,819</u>	<u>1,151,771</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	26,808	41,024	41,024	41,024	0
<b>Total Revenue from the Use of Money/Property</b>	<u>26,808</u>	<u>41,024</u>	<u>41,024</u>	<u>41,024</u>	<u>0</u>
<b>Transfers</b>					
Airport Revenue Bond Improvement Fund	0	0	1,928	1,928	0
Airport Revenue Fund	13,321,000	17,772,000	17,772,000	33,772,000	82,553,000
<b>Total Transfers</b>	<u>13,321,000</u>	<u>17,772,000</u>	<u>17,773,928</u>	<u>33,773,928</u>	<u>82,553,000</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><b>14,530,850</b></u>	<u><b>19,032,581</b></u>	<u><b>18,923,771</b></u>	<u><b>34,923,771</b></u>	<u><b>83,704,771</b></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Commercial Paper Principal and Interest	100,262	2,000,000	2,000,000	18,000,000	15,000,000
<b>Total Expenditures</b>	<u>100,262</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>18,000,000</u>	<u>15,000,000</u>
<b>Transfers</b>					
Transfer to the Airport Renewal and Replacement Fund	13,321,000	15,772,000	15,772,000	15,772,000	67,553,000
Transfer to the General Fund	769	0	0	0	0
<b>Total Transfers</b>	<u>13,321,769</u>	<u>15,772,000</u>	<u>15,772,000</u>	<u>15,772,000</u>	<u>67,553,000</u>
<b>Ending Fund Balance</b>					
Airline Agreement Reserve (Use)	1,108,819	1,260,581	1,151,771	1,151,771	1,151,771
<b>Total Ending Fund Balance</b>	<u>1,108,819</u>	<u>1,260,581</u>	<u>1,151,771</u>	<u>1,151,771</u>	<u>1,151,771</u>
<b>TOTAL USE OF FUNDS</b>	<u><b>14,530,850</b></u>	<u><b>19,032,581</b></u>	<u><b>18,923,771</b></u>	<u><b>34,923,771</b></u>	<u><b>83,704,771</b></u>

\* Actuals may not subtotal due to rounding.



**American Rescue Plan Fund (402)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	216,383	216,383	216,383
Unrestricted Beginning Fund Balance (Source)	0	0	(83,133)	(83,133)	2,845,250
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>133,250</b>	<b>133,250</b>	<b>3,061,633</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	133,250	0	0	500,000	515,000
<b>Total Revenue from the Use of Money/Property</b>	<b>133,250</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>515,000</b>
<b>Revenue from Federal Government</b>					
American Rescue Plan Act	1,676,329	130,955,000	153,983,154	153,983,154	56,620,669
<b>Total Revenue from Federal Government</b>	<b>1,676,329</b>	<b>130,955,000</b>	<b>153,983,154</b>	<b>153,983,154</b>	<b>56,620,669</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,809,579</b>	<b>130,955,000</b>	<b>154,116,404</b>	<b>154,616,404</b>	<b>60,197,302</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
BeautifySJ and Encampment Waste Pick Up - San Jose Bridge Program	0	0	4,000,000	4,000,000	3,000,000
Build Back Better and COVID-19 Recovery - Community Engagement	0	0	500,000	500,000	700,000
Build Back Better and COVID-19 Recovery - COVID-19 Recovery Taskforce	0	0	500,000	500,000	2,000,000
Build Back Better and COVID-19 Recovery - Emergency Public Information	0	0	1,000,000	1,000,000	480,000
Child and Youth Services - Child and Youth Services	0	0	1,800,000	1,800,000	10,000,000
Child and Youth Services - Child and Youth Success	0	500,000	500,000	500,000	0
Child and Youth Services - San Jose Learns	0	0	500,000	500,000	500,000
Child Care and Education - Child Care Learning Pods	0	1,300,000	0	0	0
Child Care and Education - Digital Equity	0	3,820,000	0	0	0
Childcare and Education - Family, Friend, & Neighborhood Program	0	500,000	0	0	0
Digital Equity - Community WiFi	0	0	3,250,000	3,250,000	0
Digital Equity - Device Access	0	0	1,120,000	1,120,000	875,000
Digital Equity - Digital Equity Communications, Outreach, + Education	0	0	750,000	750,000	200,000
Emergency Housing - Downtown Homeless Health Response and Support	0	0	1,200,000	1,200,000	300,000
Emergency Housing - Emergency Housing Construction and Operation	0	2,500,000	4,000,000	4,000,000	18,500,000
Emergency Housing - Sheltering and Enhanced Encampment Services	0	3,000,000	3,000,000	3,000,000	0
Encampment Services: BeautifySJ - Encampment Waste Pick Up and BeautifySJ	0	12,250,000	14,000,000	14,000,000	7,000,000
Energy Saving Retrofits	0	500,000	500,000	500,000	0
Food and Necessities Distribution - Food Services	0	14,549,000	14,812,771	14,812,771	3,000,000
Housing Stabilization - Eviction Help Center	0	0	3,100,000	3,100,000	0
Housing Stabilization - Hotel Sheltering Operations + Services	0	0	4,000,000	4,000,000	0

\* Actuals may not subtotal due to rounding.

## American Rescue Plan Fund (402)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
Housing Stabilization - South Hall Demobilization + Housing Assistance Center	0	0	3,550,000	2,050,000	0
License Plate Readers	0	0	250,000	250,000	0
Recovery Foundation - Drive to Digital	0	1,860,000	0	0	0
Recovery Foundation - Effective Teams	0	500,000	850,000	850,000	0
Recovery Foundation - Safe Workplace	0	228,000	228,000	228,000	0
Recovery Foundation and Drive to Digital - Recovery Mgmt, Coord & Compliance	0	0	3,300,000	2,588,000	1,762,000
Re-Employment & Workforce Dev - Gdalupe Rvr Prk + Coyote Crk Clean-Up Res Corps	0	0	1,400,000	1,400,000	0
Re-Employment and Workforce Development - Environment Resilience Corps	0	0	3,760,000	3,760,000	200,000
Re-Employment and Workforce Development - Food Distribution Resilience Corps	0	0	10,100,000	10,100,000	1,800,000
Re-Employment and Workforce Development - Learning Resilience Corps	0	0	1,370,000	1,370,000	0
Re-Employment and Workforce Development - Small Business Resilience Corps	0	0	1,120,000	1,120,000	0
Resident Relief - Food and Necessities Distribution	1,676,329	0	0	0	0
Resident Relief - Housing Stabilization	0	10,650,000	0	0	0
Resident Relief - Re-Employment and Workforce Development	0	14,050,000	0	0	0
San José Aspires Administrative Support	0	538,000	538,000	538,000	450,000
Small Business, Non-Profits, and Arts - Build Back Better and COVID-19 Recovery	0	2,000,000	0	0	0
Small Business, Non-Profits, and Arts - Council District Outdoor Activation	0	0	440,000	440,000	0
Small Business, Non-Profits, and Arts - San José Abierto	0	4,200,000	3,712,000	3,712,000	1,200,000
Small Business, Non-Profits, and Arts - Small Business Recovery	0	10,435,000	0	0	0
Small Business Recovery - Downtown Outdoor Activities Marketing Campaign	0	0	200,000	200,000	200,000
Small Business Recovery - Quetzal Gardens Operations	0	0	75,000	75,000	0
Small Business Recovery - San Jose Al Fresco	0	0	850,000	850,000	400,000
Small Business Recovery - Shop Local Hub to Support Nghbrhd Business Districts	0	0	100,000	100,000	0
Small Business Recovery - Small Business + Manufacturing Recovery Initiative	0	0	1,000,000	1,000,000	0
Small Business Recovery - Small Business Displacement Index Study	0	0	60,000	60,000	0
Small Business Recovery - Small Business District Outrch (Spanish + Vietnamese)	0	0	300,000	300,000	0
Small Business Recovery - Small Business Grants	0	0	2,750,000	2,750,000	0
Small Business Recovery - Small Business Technical Assistance Revamp	0	0	125,000	125,000	0
Small Business Recovery - Storefront Activation Grants	0	0	200,000	200,000	0
Small Business Recovery - Supplemental Business Development Communications	0	0	300,000	300,000	100,000
Small Business Recovery - Supplemental Economic Dev Association Capacity Bldg	0	0	1,000,000	1,000,000	0
Small Business Recovery - Supplemental Legal Assistance for Tenant	0	0	150,000	150,000	0

\* Actuals may not subtotal due to rounding.

**American Rescue Plan Fund (402)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
Small Business Recovery - Underwrite Creation of New Property BIDs	0	0	1,000,000	1,000,000	0
Small Business Recovery - Virtual Accelerator Program for New Businesses	0	0	175,000	175,000	0
YIGBY Land Use Policy Development	0	75,000	75,000	75,000	0
<b>Total Expenditures</b>	<b>1,676,329</b>	<b>83,455,000</b>	<b>97,510,771</b>	<b>95,298,771</b>	<b>52,667,000</b>
<b>Transfers</b>					
Transfer to the Convention and Cultural Affairs Fund	0	2,500,000	2,500,000	2,500,000	4,000,000
Transfer to the General Fund	0	45,000,000	53,756,000	53,756,000	3,310,000
<b>Total Transfers</b>	<b>0</b>	<b>47,500,000</b>	<b>56,256,000</b>	<b>56,256,000</b>	<b>7,310,000</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	216,383	0	216,383	216,383	216,383
Unrestricted Ending Fund Balance (Use)	(83,133)	0	133,250	2,845,250	3,919
<b>Total Ending Fund Balance</b>	<b>133,250</b>	<b>0</b>	<b>349,633</b>	<b>3,061,633</b>	<b>220,302</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,809,579</b>	<b>130,955,000</b>	<b>154,116,404</b>	<b>154,616,404</b>	<b>60,197,302</b>

\* Actuals may not subtotal due to rounding.

## Benefits Funds - Benefit Fund (160)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	10,902	10,902	19,706	19,706	19,706
Unrestricted Beginning Fund Balance (Source)	1,410,752	1,592,561	1,258,823	1,258,823	998,505
<b>Total Beginning Fund Balance</b>	<b>1,421,654</b>	<b>1,603,463</b>	<b>1,278,529</b>	<b>1,278,529</b>	<b>1,018,211</b>
<b>Revenue from the Use of Money/Property</b>					
Interest-Demutualization Funds	0	5,000	5,000	5,000	5,000
<b>Total Revenue from the Use of Money/Property</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Other Revenue</b>					
Miscellaneous Revenue	112,509	0	0	0	0
Contractual Performance Guarantee Penalties	117,504	0	0	152,000	0
<b>Total Other Revenue</b>	<b>230,013</b>	<b>0</b>	<b>0</b>	<b>152,000</b>	<b>0</b>
<b>Transfers</b>					
401(a) Defined Contribution Retirement Plan	216,404	240,000	297,500	260,000	294,000
Benefits Administration Fee	1,324,182	1,400,000	1,400,000	1,400,000	1,611,000
Employee Assistance Program	471,109	480,000	480,000	471,000	506,000
FICA - Medicare	10,499,226	11,448,000	11,448,000	10,780,000	11,923,000
General Employee Vision	338,985	360,000	360,000	344,000	360,000
General Purpose Parking Fund	42,525	2,500	2,500	2,300	0
Health Plans	63,090,723	70,000,000	70,000,000	64,000,000	70,000,000
MEF Legal	87,967	91,000	91,000	87,000	89,000
PTC 457	1,248,069	1,150,000	1,500,000	1,375,000	1,554,000
<b>Total Transfers</b>	<b>77,319,190</b>	<b>85,171,500</b>	<b>85,579,000</b>	<b>78,719,300</b>	<b>86,337,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>78,970,857</b>	<b>86,779,963</b>	<b>86,862,529</b>	<b>80,154,829</b>	<b>87,360,211</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
401(a) Defined Contribution Retirement Plan	208,459	240,000	297,500	260,000	294,000
Benefits Consultant Fee	239,961	254,721	254,721	254,721	254,721
Employee Assistance Program	471,194	480,000	480,000	471,000	506,000
Employee Benefit Payout	39,988	77,000	77,000	77,000	77,000
FICA-Medicare	10,511,946	11,448,000	11,448,000	10,780,000	11,923,000
General Employee Vision	340,698	360,000	360,000	344,000	360,000
Health Plans	63,360,223	70,000,000	70,000,000	64,000,000	70,000,000
HR Non-Personal/Equipment	10,199	25,000	52,318	52,318	25,000
HR Personal Services	869,491	908,644	920,103	932,000	1,089,622
MEF Legal	95,570	91,000	91,000	87,000	89,000
Overhead	235,344	294,982	294,982	294,982	372,704
PTC 457	1,249,112	1,150,000	1,500,000	1,375,000	1,554,000
Wellness Program	6,400	445,080	528,680	153,000	530,000
<b>Total Expenditures</b>	<b>77,638,585</b>	<b>85,774,427</b>	<b>86,304,304</b>	<b>79,081,021</b>	<b>87,075,047</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	53,546	55,597	55,597	55,597	59,346
Transfer to the General Fund	197	0	0	0	0
<b>Total Transfers</b>	<b>53,743</b>	<b>55,597</b>	<b>55,597</b>	<b>55,597</b>	<b>59,346</b>

\* Actuals may not subtotal due to rounding.

**Benefits Funds - Benefit Fund (160)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	19,706	10,902	19,706	19,706	19,706
Unrestricted Ending Fund Balance (Use)	1,258,823	939,037	482,922	998,505	206,112
<b>Total Ending Fund Balance</b>	1,278,529	949,939	502,628	1,018,211	225,818
 <b>TOTAL USE OF FUNDS</b>	 <b>78,970,857</b>	 <b>86,779,963</b>	 <b>86,862,529</b>	 <b>80,154,829</b>	 <b>87,360,211</b>

\* Actuals may not subtotal due to rounding.

## Benefits Funds - Dental Insurance Fund (155)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Dental Claims Reserve (Source)	2,800,000	1,400,000	1,400,000	1,400,000	1,425,000
Reserve for Encumbrances (Source)	0	0	800	800	800
Unrestricted Beginning Fund Balance (Source)	3,377,313	5,296,144	5,330,315	5,330,316	4,981,017
<b>Total Beginning Fund Balance</b>	<b>6,177,313</b>	<b>6,696,144</b>	<b>6,731,115</b>	<b>6,731,116</b>	<b>6,406,817</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	92,823	40,000	40,000	55,000	40,000
<b>Total Revenue from the Use of Money/Property</b>	<b>92,823</b>	<b>40,000</b>	<b>40,000</b>	<b>55,000</b>	<b>40,000</b>
<b>Fees, Rates, and Charges</b>					
Participant Contributions (Employees)	322,418	286,000	286,000	262,295	339,948
<b>Total Fees, Rates, and Charges</b>	<b>322,418</b>	<b>286,000</b>	<b>286,000</b>	<b>262,295</b>	<b>339,948</b>
<b>Transfers</b>					
COBRA Revenue	20,464	0	0	14,000	0
Reimbursement from City Funds	5,733,773	5,021,000	5,021,000	4,788,902	6,095,810
Reimbursement from Retirement Funds	6,199,041	5,289,000	5,289,000	5,250,213	6,509,472
<b>Total Transfers</b>	<b>11,953,278</b>	<b>10,310,000</b>	<b>10,310,000</b>	<b>10,053,115</b>	<b>12,605,282</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>18,545,832</b>	<b>17,332,144</b>	<b>17,367,115</b>	<b>17,101,526</b>	<b>19,392,047</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Dental HMO Plan	327,980	386,000	386,000	262,741	364,347
HR Non-Personal/Equipment	557,887	586,000	592,828	575,500	586,000
HR Personal Services	178,615	184,447	185,209	185,209	190,053
Overhead	46,654	59,158	59,158	59,158	66,203
Payment of Claims	10,690,067	11,400,000	11,400,000	9,600,000	11,628,000
<b>Total Expenditures</b>	<b>11,801,203</b>	<b>12,615,605</b>	<b>12,623,195</b>	<b>10,682,608</b>	<b>12,834,603</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	11,638	12,101	12,101	12,101	12,875
Transfer to the General Fund	1,875	0	0	0	0
<b>Total Transfers</b>	<b>13,513</b>	<b>12,101</b>	<b>12,101</b>	<b>12,101</b>	<b>12,875</b>
<b>Ending Fund Balance</b>					
Dental Claims Reserve (Use)	1,400,000	1,425,000	1,425,000	1,425,000	1,425,000
Reserve for Encumbrances (Use)	800	0	800	800	800
Unrestricted Ending Fund Balance (Use)	5,330,316	3,279,438	3,306,019	4,981,017	5,118,769
<b>Total Ending Fund Balance</b>	<b>6,731,116</b>	<b>4,704,438</b>	<b>4,731,819</b>	<b>6,406,817</b>	<b>6,544,569</b>
<b>TOTAL USE OF FUNDS</b>	<b>18,545,832</b>	<b>17,332,144</b>	<b>17,367,115</b>	<b>17,101,526</b>	<b>19,392,047</b>

\* Actuals may not subtotal due to rounding.

## Benefits Funds - Life Insurance Fund (156)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	162,931	182,670	200,599	196,876	233,960
<b>Total Beginning Fund Balance</b>	<b>162,931</b>	<b>182,670</b>	<b>200,599</b>	<b>196,876</b>	<b>233,960</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	7,051	4,000	4,000	4,000	4,000
<b>Total Revenue from the Use of Money/Property</b>	<b>7,051</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Fees, Rates, and Charges</b>					
Participant Contributions (Employees)	448,885	466,350	466,350	463,418	477,510
<b>Total Fees, Rates, and Charges</b>	<b>448,885</b>	<b>466,350</b>	<b>466,350</b>	<b>463,418</b>	<b>477,510</b>
<b>Other Revenue</b>					
Benefits Administration Fee	147,201	167,000	167,000	147,000	167,000
Participant Contributions (Retirees)	421,068	423,650	423,650	427,084	435,411
<b>Total Other Revenue</b>	<b>568,269</b>	<b>590,650</b>	<b>590,650</b>	<b>574,084</b>	<b>602,411</b>
<b>Transfers</b>					
Reimbursement from City Funds	711,938	720,000	749,000	753,763	769,124
<b>Total Transfers</b>	<b>711,938</b>	<b>720,000</b>	<b>749,000</b>	<b>753,763</b>	<b>769,124</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,899,074</b>	<b>1,963,670</b>	<b>2,010,599</b>	<b>1,992,141</b>	<b>2,087,005</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
HR Non-Personal/Equipment	0	2,140	2,140	2,140	2,140
HR Personal Services	80,314	79,570	82,939	82,939	82,499
Life Insurance Premiums	1,591,157	1,600,000	1,629,000	1,642,390	1,682,075
Overhead	23,270	25,821	25,821	25,821	28,888
<b>Total Expenditures</b>	<b>1,694,741</b>	<b>1,707,531</b>	<b>1,739,900</b>	<b>1,753,290</b>	<b>1,795,602</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	7,297	4,891	4,891	4,891	5,184
Transfer to the General Fund	160	0	0	0	0
<b>Total Transfers</b>	<b>7,457</b>	<b>4,891</b>	<b>4,891</b>	<b>4,891</b>	<b>5,184</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	196,876	251,248	265,808	233,960	286,219
<b>Total Ending Fund Balance</b>	<b>196,876</b>	<b>251,248</b>	<b>265,808</b>	<b>233,960</b>	<b>286,219</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,899,074</b>	<b>1,963,670</b>	<b>2,010,599</b>	<b>1,992,141</b>	<b>2,087,005</b>

\* Actuals may not subtotal due to rounding.

**Benefits Funds - Self-Insured Medical Fund (158)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	800	800	0
Unrestricted Beginning Fund Balance (Source)	1,838,716	104,308	446,842	446,842	0
<b>Total Beginning Fund Balance</b>	<b>1,838,716</b>	<b>104,308</b>	<b>447,642</b>	<b>447,642</b>	<b>0</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	21,250	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>21,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Reimbursement from Stop Loss	288,502	0	0	0	0
<b>Total Transfers</b>	<b>288,502</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>2,148,468</b>	<b>104,308</b>	<b>447,642</b>	<b>447,642</b>	<b>0</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
HR Non-Personal/Equipment	4,500	0	0	0	0
Payment of Claims	(154,462)	0	0	0	0
<b>Total Expenditures</b>	<b>(149,962)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Transfer to the General Fund	1,000,788	0	446,842	447,642	0
Transfer to the Unemployment Insurance Fund	850,000	0	0	0	0
<b>Total Transfers</b>	<b>1,850,788</b>	<b>0</b>	<b>446,842</b>	<b>447,642</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	800	0	800	0	0
Unrestricted Ending Fund Balance (Use)	446,842	104,308	0	0	0
<b>Total Ending Fund Balance</b>	<b>447,642</b>	<b>104,308</b>	<b>800</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF FUNDS</b>	<b>2,148,468</b>	<b>104,308</b>	<b>447,642</b>	<b>447,642</b>	<b>0</b>

\* Actuals may not subtotal due to rounding.



## Benefits Funds - Unemployment Insurance Fund (157)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unemployment Insurance Claims Reserve (Source)	750,000	0	0	0	500,000
Unrestricted Beginning Fund Balance (Source)	314,289	718,958	1,210,216	1,210,126	1,676,150
<b>Total Beginning Fund Balance</b>	<b>1,064,289</b>	<b>718,958</b>	<b>1,210,216</b>	<b>1,210,126</b>	<b>2,176,150</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	10,115	20,000	20,000	20,000	20,000
<b>Total Revenue from the Use of Money/Property</b>	<b>10,115</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Revenue from State of California</b>					
Reimbursements	4,652	0	0	0	0
<b>Total Revenue from State of California</b>	<b>4,652</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Reimbursement from City Funds	1,451,931	3,300,000	1,500,000	1,500,000	1,500,000
Self-Insured Medical Fund	850,000	0	0	0	0
<b>Total Transfers</b>	<b>2,301,931</b>	<b>3,300,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>3,380,987</b>	<b>4,038,958</b>	<b>2,730,216</b>	<b>2,730,126</b>	<b>3,696,150</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
HR Non-Personal/Equipment	6,732	13,404	47,550	47,550	13,604
HR Personal Services	81,656	75,986	44,805	41,600	80,655
Overhead	20,128	25,085	25,085	25,085	24,834
Payment of Claims	2,055,118	3,000,000	750,000	433,000	600,000
<b>Total Expenditures</b>	<b>2,163,634</b>	<b>3,114,475</b>	<b>867,440</b>	<b>547,235</b>	<b>719,093</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	6,788	6,741	6,741	6,741	7,046
Transfer to the General Fund	349	0	0	0	0
<b>Total Transfers</b>	<b>7,137</b>	<b>6,741</b>	<b>6,741</b>	<b>6,741</b>	<b>7,046</b>
<b>Ending Fund Balance</b>					
Unemployment Insurance Claims Reserve (Use)	0	500,000	500,000	500,000	500,000
Unrestricted Ending Fund Balance (Use)	1,210,216	417,742	1,356,035	1,676,150	2,470,011
<b>Total Ending Fund Balance</b>	<b>1,210,216</b>	<b>917,742</b>	<b>1,856,035</b>	<b>2,176,150</b>	<b>2,970,011</b>
<b>TOTAL USE OF FUNDS</b>	<b>3,380,987</b>	<b>4,038,958</b>	<b>2,730,216</b>	<b>2,730,126</b>	<b>3,696,150</b>

\* Actuals may not subtotal due to rounding.

## Building Development Fee Program Fund (237)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	383,559	383,559	383,559
Unrestricted Beginning Fund Balance (Source)	0	27,351,938	32,538,827	32,538,827	30,769,045
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>27,351,938</b>	<b>32,922,386</b>	<b>32,922,386</b>	<b>31,152,604</b>
<b>Licenses and Permits</b>					
Building Development Program Fees	34,799,861	32,178,325	32,178,325	33,316,833	33,626,338
<b>Total Licenses and Permits</b>	<b>34,799,861</b>	<b>32,178,325</b>	<b>32,178,325</b>	<b>33,316,833</b>	<b>33,626,338</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	274,366	340,000	340,000	300,000	340,000
<b>Total Revenue from the Use of Money/Property</b>	<b>274,366</b>	<b>340,000</b>	<b>340,000</b>	<b>300,000</b>	<b>340,000</b>
<b>Transfers</b>					
General Fund	33,229,387	0	96	96	0
<b>Total Transfers</b>	<b>33,229,387</b>	<b>0</b>	<b>96</b>	<b>96</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>68,303,614</b>	<b>59,870,263</b>	<b>65,440,807</b>	<b>66,539,315</b>	<b>65,118,942</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Building Development Fee Program - Non-Personal/Equipment (PBCE)	1,572,506	1,557,869	1,557,869	1,557,869	1,811,969
Building Development Fee Program - Personal Services (OED)	52,642	56,857	59,419	54,014	0
Building Development Fee Program - Personal Services (PBCE)	24,807,241	29,133,950	29,133,950	25,971,979	31,129,475
Building Development Fee Program - Personal Services (PW)	21,201	51,975	53,723	49,376	53,620
City Attorney Personal Services	0	0	0	0	64,027
Development Fee Program - Shared Resources Non-Personal/Equipment (ITD)	39,357	10,240	82,704	10,240	59,975
Development Fee Program - Shared Resources Non-Personal/Equipment (PBCE)	189,831	473,289	473,289	473,289	459,024
Development Fee Program - Shared Resources Personal Services (Finance)	41,285	77,966	81,243	74,068	82,777
Development Fee Program - Shared Resources Personal Services (HR)	28,737	27,785	29,044	27,507	29,700
Development Fee Program - Shared Resources Personal Services (ITD)	262,081	1,357,207	1,357,207	1,289,347	1,683,821
Development Fee Program - Shared Resources Personal Services (PBCE)	2,203,729	716,654	785,037	387,867	731,578
OED Personal Services	224,311	77,169	80,852	74,854	130,921
Overhead	4,738,651	4,359,378	4,359,378	4,359,378	5,716,606
<b>Total Expenditures</b>	<b>34,181,572</b>	<b>37,900,339</b>	<b>38,053,715</b>	<b>34,329,788</b>	<b>41,953,493</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	1,199,656	1,056,923	1,056,923	1,056,923	1,171,381
<b>Total Transfers</b>	<b>1,199,656</b>	<b>1,056,923</b>	<b>1,056,923</b>	<b>1,056,923</b>	<b>1,171,381</b>

\* Actuals may not subtotal due to rounding.

## Building Development Fee Program Fund (237)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	383,559	0	383,559	383,559	383,559
Unrestricted Ending Fund Balance (Use)	32,538,827	20,913,001	25,946,610	30,769,045	21,610,509
<b>Total Ending Fund Balance</b>	<u>32,922,386</u>	<u>20,913,001</u>	<u>26,330,169</u>	<u>31,152,604</u>	<u>21,994,068</u>
 <b>TOTAL USE OF FUNDS</b>	 <u><u>68,303,614</u></u>	 <u><u>59,870,263</u></u>	 <u><u>65,440,807</u></u>	 <u><u>66,539,315</u></u>	 <u><u>65,118,942</u></u>

\* Actuals may not subtotal due to rounding.

## Building Homes and Jobs Act Fund (456)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	0	0	0	0	4,305,646
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,305,646</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	0	0	0	7,000	10,000
<b>Total Revenue from the Use of Money/Property</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,000</b>	<b>10,000</b>
<b>Revenue from State of California</b>					
Grant Revenue	0	0	4,348,646	4,348,646	6,759,142
<b>Total Revenue from State of California</b>	<b>0</b>	<b>0</b>	<b>4,348,646</b>	<b>4,348,646</b>	<b>6,759,142</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>0</b>	<b>0</b>	<b>4,348,646</b>	<b>4,355,646</b>	<b>11,074,788</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Housing Personal Services	0	0	100,000	50,000	80,214
Housing Shelter	0	0	4,248,646	0	4,248,646
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>4,348,646</b>	<b>50,000</b>	<b>4,328,860</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	0	0	0	4,305,646	6,745,928
<b>Total Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,305,646</b>	<b>6,745,928</b>
<b>TOTAL USE OF FUNDS</b>	<b>0</b>	<b>0</b>	<b>4,348,646</b>	<b>4,355,646</b>	<b>11,074,788</b>

\* Actuals may not subtotal due to rounding.

## Business Improvement District Fund (351)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Downtown BID Reserve (Source)	126,731	0	221,651	221,651	0
Hotel BID Reserve (Source)	64,882	0	219,495	219,495	0
Japantown BID Reserve (Source)	6,347	0	9,243	9,243	0
Willow Glen CBID Reserve (Source)	21,860	17,063	22,095	22,095	22,095
<b>Total Beginning Fund Balance</b>	<b>219,820</b>	<b>17,063</b>	<b>472,484</b>	<b>472,484</b>	<b>22,095</b>
<b>Special Assessments</b>					
Downtown BID Assessment	693,738	630,000	630,000	630,000	800,000
Hotel Benefit Assessment District	1,233,119	1,762,385	1,762,385	1,762,385	1,800,000
Japantown Benefit Assessment District	32,823	35,825	35,825	35,825	40,000
Willow Glen CBID Assessment	255,925	273,868	273,868	273,868	284,437
<b>Total Special Assessments</b>	<b>2,215,605</b>	<b>2,702,078</b>	<b>2,702,078</b>	<b>2,702,078</b>	<b>2,924,437</b>
<b>Transfers</b>					
General Fund	11,666	12,133	12,133	12,133	12,618
<b>Total Transfers</b>	<b>11,666</b>	<b>12,133</b>	<b>12,133</b>	<b>12,133</b>	<b>12,618</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>2,447,091</b>	<b>2,731,274</b>	<b>3,186,695</b>	<b>3,186,695</b>	<b>2,959,150</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Administration Services	5,702	5,000	5,000	5,000	5,000
Downtown Business Improvement District	598,818	630,000	851,651	851,651	800,000
Hotel Business Improvement District	1,078,506	1,762,385	1,981,880	1,981,880	1,800,000
Japantown Business Improvement District	29,927	35,825	45,068	45,068	40,000
Willow Glen Community Benefit District	261,654	281,001	281,001	281,001	291,472
<b>Total Expenditures</b>	<b>1,974,607</b>	<b>2,714,211</b>	<b>3,164,600</b>	<b>3,164,600</b>	<b>2,936,472</b>
<b>Ending Fund Balance</b>					
Downtown BID Reserve (Use)	221,651	0	0	0	0
Hotel BID Reserve (Use)	219,495	0	0	0	0
Japantown BID Reserve (Use)	9,243	0	0	0	0
Willow Glen CBID Reserve (Use)	22,095	17,063	22,095	22,095	22,678
<b>Total Ending Fund Balance</b>	<b>472,484</b>	<b>17,063</b>	<b>22,095</b>	<b>22,095</b>	<b>22,678</b>
<b>TOTAL USE OF FUNDS</b>	<b>2,447,091</b>	<b>2,731,274</b>	<b>3,186,695</b>	<b>3,186,695</b>	<b>2,959,150</b>

\* Actuals may not subtotal due to rounding.

## Cash Reserve Fund (002)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	6,031	6,131	6,117	6,117	6,217
<b>Total Beginning Fund Balance</b>	<u>6,031</u>	<u>6,131</u>	<u>6,117</u>	<u>6,117</u>	<u>6,217</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	86	100	100	100	100
<b>Total Revenue from the Use of Money/Property</b>	<u>86</u>	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>6,117</u></u>	<u><u>6,231</u></u>	<u><u>6,217</u></u>	<u><u>6,217</u></u>	<u><u>6,317</u></u>
<b>USE OF FUNDS</b>					
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	6,117	6,231	6,217	6,217	6,317
<b>Total Ending Fund Balance</b>	<u>6,117</u>	<u>6,231</u>	<u>6,217</u>	<u>6,217</u>	<u>6,317</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>6,117</u></u>	<u><u>6,231</u></u>	<u><u>6,217</u></u>	<u><u>6,217</u></u>	<u><u>6,317</u></u>

\* Actuals may not subtotal due to rounding.

**City Hall Debt Service Fund (210)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	4,000	4,000	4,000	4,000	4,000
Unrestricted Beginning Fund Balance (Source)	1,682,649	895,460	1,201,562	1,174,722	244,262
<b>Total Beginning Fund Balance</b>	<b>1,686,649</b>	<b>899,460</b>	<b>1,205,562</b>	<b>1,178,722</b>	<b>248,262</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	217,510	202,937	202,937	202,937	200,000
<b>Total Revenue from the Use of Money/Property</b>	<b>217,510</b>	<b>202,937</b>	<b>202,937</b>	<b>202,937</b>	<b>200,000</b>
<b>Transfers</b>					
Capital Funds	0	2,066,000	2,066,000	2,066,000	2,171,000
General Fund	0	16,429,642	16,429,642	16,429,642	16,188,376
Special Funds	0	5,616,961	5,581,961	5,581,961	6,845,624
Various Funds	24,425,309	0	0	0	0
<b>Total Transfers</b>	<b>24,425,309</b>	<b>24,112,603</b>	<b>24,077,603</b>	<b>24,077,603</b>	<b>25,205,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>26,329,468</b>	<b>25,215,000</b>	<b>25,486,102</b>	<b>25,459,262</b>	<b>25,653,262</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Hall Debt Service	23,180,556	23,202,000	23,202,000	23,202,000	23,203,000
City Hall Garage Debt Service	1,967,254	2,009,000	2,009,000	2,009,000	2,002,000
<b>Total Expenditures</b>	<b>25,147,810</b>	<b>25,211,000</b>	<b>25,211,000</b>	<b>25,211,000</b>	<b>25,205,000</b>
<b>Transfers</b>					
Transfer to the General Fund	2,936	0	0	0	0
<b>Total Transfers</b>	<b>2,936</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	4,000	4,000	4,000	4,000	4,000
Unrestricted Ending Fund Balance (Use)	1,174,722	0	271,102	244,262	444,262
<b>Total Ending Fund Balance</b>	<b>1,178,722</b>	<b>4,000</b>	<b>275,102</b>	<b>248,262</b>	<b>448,262</b>
<b>TOTAL USE OF FUNDS</b>	<b>26,329,468</b>	<b>25,215,000</b>	<b>25,486,102</b>	<b>25,459,262</b>	<b>25,653,262</b>

\* Actuals may not subtotal due to rounding.

**Citywide Planning Fee Program Fund (239)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	218,345	218,345	218,345
Unrestricted Beginning Fund Balance (Source)	0	3,801,963	4,044,192	4,044,192	3,915,508
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>3,801,963</b>	<b>4,262,537</b>	<b>4,262,537</b>	<b>4,133,853</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	33,276	31,000	31,000	31,000	31,000
<b>Total Revenue from the Use of Money/Property</b>	<b>33,276</b>	<b>31,000</b>	<b>31,000</b>	<b>31,000</b>	<b>31,000</b>
<b>Fees, Rates, and Charges</b>					
Citywide Planning Program Fees	3,383,377	3,283,125	3,283,125	3,033,393	3,300,000
<b>Total Fees, Rates, and Charges</b>	<b>3,383,377</b>	<b>3,283,125</b>	<b>3,283,125</b>	<b>3,033,393</b>	<b>3,300,000</b>
<b>Transfers</b>					
General Fund	3,840,930	0	0	0	0
<b>Total Transfers</b>	<b>3,840,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>7,257,583</b>	<b>7,116,088</b>	<b>7,576,662</b>	<b>7,326,930</b>	<b>7,464,853</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Citywide Planning Fee - Non-Personal/Equipment (PBCE)	231,363	963,457	963,457	500,000	799,957
Citywide Planning Fee - Personal Services (PBCE)	1,881,070	2,763,134	2,763,134	1,989,450	2,713,944
Development Fee Program - Shared Resources Non-Personal/Equipment (ITD)	0	0	0	0	3,250
Development Fee Program - Shared Resources Non-Personal/Equipment (PBCE)	6,301	12,784	12,784	12,784	12,784
Development Fee Program - Shared Resources Personal Services (ITD)	0	6,618	6,618	6,618	40,175
Development Fee Program - Shared Resources Personal Services (PBCE)	55,536	58,700	58,700	70,100	63,694
OED Personal Services	205,569	0	0	0	0
Overhead	503,777	454,022	454,022	454,022	466,327
PW Personal Services	0	59,471	61,015	61,015	58,962
<b>Total Expenditures</b>	<b>2,883,616</b>	<b>4,318,186</b>	<b>4,319,730</b>	<b>3,093,989</b>	<b>4,159,093</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	111,430	99,088	99,088	99,088	109,679
<b>Total Transfers</b>	<b>111,430</b>	<b>99,088</b>	<b>99,088</b>	<b>99,088</b>	<b>109,679</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	218,345	0	218,345	218,345	218,345
Unrestricted Ending Fund Balance (Use)	4,044,192	2,698,814	2,939,499	3,915,508	2,977,736
<b>Total Ending Fund Balance</b>	<b>4,262,537</b>	<b>2,698,814</b>	<b>3,157,844</b>	<b>4,133,853</b>	<b>3,196,081</b>
<b>TOTAL USE OF FUNDS</b>	<b>7,257,583</b>	<b>7,116,088</b>	<b>7,576,662</b>	<b>7,326,930</b>	<b>7,464,853</b>

\* Actuals may not subtotal due to rounding.



**Community Development Block Grant Fund (441)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	4,918,673	4,918,673	4,979,410	4,979,410	4,979,410
Unrestricted Beginning Fund Balance (Source)	6,488,376	3,290,864	3,873,611	3,873,611	1,925,519
<b>Total Beginning Fund Balance</b>	<b>11,407,049</b>	<b>8,209,537</b>	<b>8,853,021</b>	<b>8,853,021</b>	<b>6,904,929</b>
<b>Revenue from the Use of Money/Property</b>					
Housing Rehab Loan Repayments	511,455	300,000	300,000	300,000	300,000
Other Loan Repayments	37,995	100,000	100,000	100,000	100,000
<b>Total Revenue from the Use of Money/Property</b>	<b>549,450</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>Revenue from Federal Government</b>					
Coronavirus Aid, Relief, and Economic Security (CARES) Act	1,223,003	12,841,925	11,618,922	4,544,109	7,074,813
CDBG Grant Entitlement	8,945,956	8,761,415	8,761,415	8,761,415	8,761,415
<b>Total Revenue from Federal Government</b>	<b>10,168,959</b>	<b>21,603,340</b>	<b>20,380,337</b>	<b>13,305,524</b>	<b>15,836,228</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>22,125,458</b>	<b>30,212,877</b>	<b>29,633,358</b>	<b>22,558,545</b>	<b>23,141,157</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
CARES Act	60,895	5,263,414	3,167,075	1,000,000	4,202,519
Childcare Services	478,843	0	0	905,607	100,000
Code Enforcement Operations	417,705	1,266,728	1,266,728	700,000	1,265,048
Community Development Block Grant CV3	1,162,109	7,578,511	7,578,511	3,544,109	2,872,294
Community Wireless Network Infrastructure	0	2,484,920	2,484,920	2,484,920	2,784,920
Contractual Community Services	1,545,792	1,274,212	1,849,094	1,849,094	1,474,212
Emergency Housing Vouchers	2,855,473	0	0	0	0
Homeless Services	88,839	0	0	0	0
Housing Emergency and Minor Repair Program	1,508,027	1,650,000	1,650,000	1,650,000	1,650,000
Housing Program Development and Monitoring	1,367,423	1,287,597	1,320,458	1,000,000	1,437,599
Housing Rehabilitation Loans and Grants	47,941	0	0	0	0
Job Readiness Training Project	412,775	500,000	500,000	500,000	500,000
Legal Aid Fair Housing Program	(742)	100,000	100,000	100,000	100,000
Legal Services	15,525	18,620	18,620	18,620	21,597
Microenterprise Loans	1,151,340	0	0	0	0
Neighborhood Infrastructure Improvements	(7,293)	300,000	300,000	300,000	0
Planning Studies	24,488	61,790	61,790	61,790	91,930
Plaza Hotel Rehabilitation	0	1,000,000	1,000,000	0	1,000,000
Public Works Neighborhood Infrastructure Improvements	766,479	0	1,200,000	1,200,000	0
Rental Support Case Management	323,235	0	30,304	15,578	211,224
Transportation Neighborhood Infrastructure Improvements	1,053,583	323,898	323,898	323,898	198,744
<b>Total Expenditures</b>	<b>13,272,437</b>	<b>23,109,690</b>	<b>22,851,398</b>	<b>15,653,616</b>	<b>17,910,087</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	4,979,410	4,918,673	4,979,410	4,979,410	4,979,410
Unrestricted Ending Fund Balance (Use)	3,873,611	2,184,514	1,802,550	1,925,519	251,660
<b>Total Ending Fund Balance</b>	<b>8,853,021</b>	<b>7,103,187</b>	<b>6,781,960</b>	<b>6,904,929</b>	<b>5,231,070</b>
<b>TOTAL USE OF FUNDS</b>	<b>22,125,458</b>	<b>30,212,877</b>	<b>29,633,358</b>	<b>22,558,545</b>	<b>23,141,157</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 1 (Capitol Auto Mall) Fund (371)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	14,132	14,132	1,460	1,460	1,460
Unrestricted Beginning Fund Balance (Source)	526,397	539,324	539,458	539,458	456,609
<b>Total Beginning Fund Balance</b>	<b>540,529</b>	<b>553,456</b>	<b>540,918</b>	<b>540,918</b>	<b>458,069</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	7,109	9,100	9,100	4,400	4,200
<b>Total Revenue from the Use of Money/Property</b>	<b>7,109</b>	<b>9,100</b>	<b>9,100</b>	<b>4,400</b>	<b>4,200</b>
<b>Special Assessments</b>					
Special Assessments Revenue	179,222	180,900	180,900	180,900	195,300
<b>Total Special Assessments</b>	<b>179,222</b>	<b>180,900</b>	<b>180,900</b>	<b>180,900</b>	<b>195,300</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>726,860</b>	<b>743,456</b>	<b>730,918</b>	<b>726,218</b>	<b>657,569</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	118,768	219,050	219,050	212,421	139,250
DOT Personal Services	53,801	58,190	58,190	40,638	54,739
Overhead	13,213	15,090	15,090	15,090	15,250
<b>Total Expenditures</b>	<b>185,782</b>	<b>292,330</b>	<b>292,330</b>	<b>268,149</b>	<b>209,239</b>
<b>Transfers</b>					
Transfer to the General Fund	160	0	0	0	0
<b>Total Transfers</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	1,460	14,132	1,460	1,460	1,460
Unrestricted Ending Fund Balance (Use)	539,458	436,994	437,128	456,609	446,870
<b>Total Ending Fund Balance</b>	<b>540,918</b>	<b>451,126</b>	<b>438,588</b>	<b>458,069</b>	<b>448,330</b>
<b>TOTAL USE OF FUNDS</b>	<b>726,860</b>	<b>743,456</b>	<b>730,918</b>	<b>726,218</b>	<b>657,569</b>

\* Actuals may not subtotal due to rounding.

**Comm Fac Dist No. 2 (Aborn-Murillo) and No. 3 (Silverland-Capriana) Fund (369)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	1,617,923	1,408,765	1,510,737	1,510,737	1,148,038
<b>Total Beginning Fund Balance</b>	<b>1,617,923</b>	<b>1,408,765</b>	<b>1,510,737</b>	<b>1,510,737</b>	<b>1,148,038</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	16,869	24,900	24,900	8,500	4,000
<b>Total Revenue from the Use of Money/Property</b>	<b>16,869</b>	<b>24,900</b>	<b>24,900</b>	<b>8,500</b>	<b>4,000</b>
<b>Special Assessments</b>					
Special Assessments Revenue	1,734,220	1,755,200	1,755,200	1,755,200	1,811,600
<b>Total Special Assessments</b>	<b>1,734,220</b>	<b>1,755,200</b>	<b>1,755,200</b>	<b>1,755,200</b>	<b>1,811,600</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>3,369,012</b>	<b>3,188,865</b>	<b>3,290,837</b>	<b>3,274,437</b>	<b>2,963,638</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	1,476,782	1,494,500	1,644,500	1,644,500	1,770,800
DOT Personal Services	285,609	415,087	415,087	339,846	387,949
Overhead	93,939	140,437	140,437	140,437	142,006
<b>Total Expenditures</b>	<b>1,856,330</b>	<b>2,050,024</b>	<b>2,200,024</b>	<b>2,124,783</b>	<b>2,300,755</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	1,478	1,616	1,616	1,616	3,693
Transfer to the General Fund	467	0	0	0	0
<b>Total Transfers</b>	<b>1,945</b>	<b>1,616</b>	<b>1,616</b>	<b>1,616</b>	<b>3,693</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	1,510,737	1,137,225	1,089,197	1,148,038	659,190
<b>Total Ending Fund Balance</b>	<b>1,510,737</b>	<b>1,137,225</b>	<b>1,089,197</b>	<b>1,148,038</b>	<b>659,190</b>
<b>TOTAL USE OF FUNDS</b>	<b>3,369,012</b>	<b>3,188,865</b>	<b>3,290,837</b>	<b>3,274,437</b>	<b>2,963,638</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 8 (Communications Hill) Fund (373)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	73,794	73,794	73,794
Unrestricted Beginning Fund Balance (Source)	948,938	255,480	308,529	308,529	290,031
<b>Total Beginning Fund Balance</b>	<b>948,938</b>	<b>255,480</b>	<b>382,323</b>	<b>382,323</b>	<b>363,825</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	7,219	9,000	9,000	1,500	500
<b>Total Revenue from the Use of Money/Property</b>	<b>7,219</b>	<b>9,000</b>	<b>9,000</b>	<b>1,500</b>	<b>500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	693,320	957,700	957,700	957,700	1,053,500
<b>Total Special Assessments</b>	<b>693,320</b>	<b>957,700</b>	<b>957,700</b>	<b>957,700</b>	<b>1,053,500</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,649,477</b>	<b>1,222,180</b>	<b>1,349,023</b>	<b>1,341,523</b>	<b>1,417,825</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	793,554	722,530	722,530	554,623	844,880
DOT Personal Services	324,772	228,177	243,798	243,798	234,652
Overhead	127,779	76,316	76,316	76,316	85,985
Security Services	19,242	100,000	100,000	100,000	100,000
<b>Total Expenditures</b>	<b>1,265,347</b>	<b>1,127,023</b>	<b>1,142,644</b>	<b>974,737</b>	<b>1,265,517</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	1,497	2,961	2,961	2,961	2,704
Transfer to the General Fund	310	0	0	0	0
<b>Total Transfers</b>	<b>1,807</b>	<b>2,961</b>	<b>2,961</b>	<b>2,961</b>	<b>2,704</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	73,794	0	73,794	73,794	73,794
Unrestricted Ending Fund Balance (Use)	308,529	92,196	129,624	290,031	75,810
<b>Total Ending Fund Balance</b>	<b>382,323</b>	<b>92,196</b>	<b>203,418</b>	<b>363,825</b>	<b>149,604</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,649,477</b>	<b>1,222,180</b>	<b>1,349,023</b>	<b>1,341,523</b>	<b>1,417,825</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 11 (Adeline-Mary Helen) Fund (374)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	200,274	89,302	89,914	89,914	92,814
<b>Total Beginning Fund Balance</b>	<b>200,274</b>	<b>89,302</b>	<b>89,914</b>	<b>89,914</b>	<b>92,814</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,263	1,400	1,400	1,000	500
<b>Total Revenue from the Use of Money/Property</b>	<b>1,263</b>	<b>1,400</b>	<b>1,400</b>	<b>1,000</b>	<b>500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	50,603	51,900	51,900	51,900	51,900
<b>Total Special Assessments</b>	<b>50,603</b>	<b>51,900</b>	<b>51,900</b>	<b>51,900</b>	<b>51,900</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>252,140</b>	<b>142,602</b>	<b>143,214</b>	<b>142,814</b>	<b>145,214</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	145,254	105,000	105,000	50,000	119,400
Overhead	16,972	0	0	0	0
<b>Total Expenditures</b>	<b>162,226</b>	<b>105,000</b>	<b>105,000</b>	<b>50,000</b>	<b>119,400</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	89,914	37,602	38,214	92,814	25,814
<b>Total Ending Fund Balance</b>	<b>89,914</b>	<b>37,602</b>	<b>38,214</b>	<b>92,814</b>	<b>25,814</b>
<b>TOTAL USE OF FUNDS</b>	<b>252,140</b>	<b>142,602</b>	<b>143,214</b>	<b>142,814</b>	<b>145,214</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 12 (Basking Ridge) Fund (376)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	12,608	12,608	21,656	21,656	21,656
Unrestricted Beginning Fund Balance (Source)	660,767	474,742	357,124	357,124	229,076
<b>Total Beginning Fund Balance</b>	<b>673,375</b>	<b>487,350</b>	<b>378,780</b>	<b>378,780</b>	<b>250,732</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	7,274	7,800	7,800	1,300	500
<b>Total Revenue from the Use of Money/Property</b>	<b>7,274</b>	<b>7,800</b>	<b>7,800</b>	<b>1,300</b>	<b>500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	151,894	160,400	160,400	220,000	257,000
<b>Total Special Assessments</b>	<b>151,894</b>	<b>160,400</b>	<b>160,400</b>	<b>220,000</b>	<b>257,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>832,543</b>	<b>655,550</b>	<b>546,980</b>	<b>600,080</b>	<b>508,232</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	88,777	71,400	71,400	35,000	78,400
DOT Personal Services	259,460	335,847	335,847	197,379	289,847
Overhead	104,103	114,820	114,820	114,820	107,686
<b>Total Expenditures</b>	<b>452,340</b>	<b>522,067</b>	<b>522,067</b>	<b>347,199</b>	<b>475,933</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	1,188	2,149	2,149	2,149	3,373
Transfer to the General Fund	235	0	0	0	0
<b>Total Transfers</b>	<b>1,423</b>	<b>2,149</b>	<b>2,149</b>	<b>2,149</b>	<b>3,373</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	21,656	12,608	21,656	21,656	21,656
Unrestricted Ending Fund Balance (Use)	357,124	118,726	1,108	229,076	7,270
<b>Total Ending Fund Balance</b>	<b>378,780</b>	<b>131,334</b>	<b>22,764</b>	<b>250,732</b>	<b>28,926</b>
<b>TOTAL USE OF FUNDS</b>	<b>832,543</b>	<b>655,550</b>	<b>546,980</b>	<b>600,080</b>	<b>508,232</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 13 (Guadalupe Mines) Fund (310)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	374,109	338,897	358,913	358,913	359,362
<b>Total Beginning Fund Balance</b>	<b>374,109</b>	<b>338,897</b>	<b>358,913</b>	<b>358,913</b>	<b>359,362</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	5,145	6,900	6,900	3,000	3,000
<b>Total Revenue from the Use of Money/Property</b>	<b>5,145</b>	<b>6,900</b>	<b>6,900</b>	<b>3,000</b>	<b>3,000</b>
<b>Special Assessments</b>					
Special Assessments Revenue	59,474	60,800	60,800	60,800	60,800
<b>Total Special Assessments</b>	<b>59,474</b>	<b>60,800</b>	<b>60,800</b>	<b>60,800</b>	<b>60,800</b>
<b>Transfers</b>					
Storm Sewer Operating Fund	10,121	10,121	10,121	10,121	10,121
<b>Total Transfers</b>	<b>10,121</b>	<b>10,121</b>	<b>10,121</b>	<b>10,121</b>	<b>10,121</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>448,849</b>	<b>416,718</b>	<b>436,734</b>	<b>432,834</b>	<b>433,283</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	40,162	37,160	37,160	30,441	35,160
DOT Personal Services	35,256	44,957	44,957	26,588	47,746
Overhead	14,396	16,443	16,443	16,443	18,302
<b>Total Expenditures</b>	<b>89,814</b>	<b>98,560</b>	<b>98,560</b>	<b>73,472</b>	<b>101,208</b>
<b>Transfers</b>					
Transfer to the General Fund	122	0	0	0	0
<b>Total Transfers</b>	<b>122</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	358,913	318,158	338,174	359,362	332,075
<b>Total Ending Fund Balance</b>	<b>358,913</b>	<b>318,158</b>	<b>338,174</b>	<b>359,362</b>	<b>332,075</b>
<b>TOTAL USE OF FUNDS</b>	<b>448,849</b>	<b>416,718</b>	<b>436,734</b>	<b>432,834</b>	<b>433,283</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 14 (Raleigh-Charlotte) Fund (379)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	1,250	1,250	1,405	1,405	1,405
Unrestricted Beginning Fund Balance (Source)	765,148	742,437	909,550	909,550	921,151
<b>Total Beginning Fund Balance</b>	<b>766,398</b>	<b>743,687</b>	<b>910,955</b>	<b>910,955</b>	<b>922,556</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	10,821	13,900	13,900	7,700	8,000
<b>Total Revenue from the Use of Money/Property</b>	<b>10,821</b>	<b>13,900</b>	<b>13,900</b>	<b>7,700</b>	<b>8,000</b>
<b>Special Assessments</b>					
Special Assessments Revenue	591,633	606,100	606,100	606,100	625,000
<b>Total Special Assessments</b>	<b>591,633</b>	<b>606,100</b>	<b>606,100</b>	<b>606,100</b>	<b>625,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,368,852</b>	<b>1,363,687</b>	<b>1,530,955</b>	<b>1,524,755</b>	<b>1,555,556</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	123,142	80,600	80,600	80,600	87,700
DOT Personal Services	58,558	64,822	64,822	57,565	66,214
Overhead	28,164	33,144	33,144	33,144	36,387
PRNS Non-Personal/Equipment	229,790	400,214	400,214	400,214	392,214
PRNS Personal Services	17,996	29,333	30,676	30,676	31,096
<b>Total Expenditures</b>	<b>457,650</b>	<b>608,113</b>	<b>609,456</b>	<b>602,199</b>	<b>613,611</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	0	0	0	838
Transfer to the General Fund	247	0	0	0	0
<b>Total Transfers</b>	<b>247</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>838</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	1,405	1,250	1,405	1,405	1,405
Unrestricted Ending Fund Balance (Use)	909,550	754,324	920,094	921,151	939,702
<b>Total Ending Fund Balance</b>	<b>910,955</b>	<b>755,574</b>	<b>921,499</b>	<b>922,556</b>	<b>941,107</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,368,852</b>	<b>1,363,687</b>	<b>1,530,955</b>	<b>1,524,755</b>	<b>1,555,556</b>

\* Actuals may not subtotal due to rounding.



**Community Facilities District No. 15 (Berryessa-Sierra) Fund (370)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	534,112	645,203	618,998	618,998	581,503
<b>Total Beginning Fund Balance</b>	<b>534,112</b>	<b>645,203</b>	<b>618,998</b>	<b>618,998</b>	<b>581,503</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	8,153	9,300	9,300	5,700	5,500
<b>Total Revenue from the Use of Money/Property</b>	<b>8,153</b>	<b>9,300</b>	<b>9,300</b>	<b>5,700</b>	<b>5,500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	97,606	99,600	99,600	99,600	99,600
<b>Total Special Assessments</b>	<b>97,606</b>	<b>99,600</b>	<b>99,600</b>	<b>99,600</b>	<b>99,600</b>
<b>Transfers</b>					
Storm Sewer Operating Fund	26,920	26,920	26,920	26,920	26,920
<b>Total Transfers</b>	<b>26,920</b>	<b>26,920</b>	<b>26,920</b>	<b>26,920</b>	<b>26,920</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>666,791</b>	<b>781,023</b>	<b>754,818</b>	<b>751,218</b>	<b>713,523</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	33,436	255,000	255,000	159,188	157,000
DOT Personal Services	9,928	12,806	12,806	5,822	13,657
Overhead	4,244	4,705	4,705	4,705	5,279
<b>Total Expenditures</b>	<b>47,608</b>	<b>272,511</b>	<b>272,511</b>	<b>169,715</b>	<b>175,936</b>
<b>Transfers</b>					
Transfer to the General Fund	185	0	0	0	0
<b>Total Transfers</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	618,998	508,512	482,307	581,503	537,587
<b>Total Ending Fund Balance</b>	<b>618,998</b>	<b>508,512</b>	<b>482,307</b>	<b>581,503</b>	<b>537,587</b>
<b>TOTAL USE OF FUNDS</b>	<b>666,791</b>	<b>781,023</b>	<b>754,818</b>	<b>751,218</b>	<b>713,523</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 16 (Raleigh-Coronado) Fund (344)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	746,743	840,695	888,388	888,388	739,904
<b>Total Beginning Fund Balance</b>	<b>746,743</b>	<b>840,695</b>	<b>888,388</b>	<b>888,388</b>	<b>739,904</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	11,157	11,400	11,400	7,700	10,000
<b>Total Revenue from the Use of Money/Property</b>	<b>11,157</b>	<b>11,400</b>	<b>11,400</b>	<b>7,700</b>	<b>10,000</b>
<b>Special Assessments</b>					
Special Assessments Revenue	345,071	387,400	387,400	387,400	399,800
<b>Total Special Assessments</b>	<b>345,071</b>	<b>387,400</b>	<b>387,400</b>	<b>387,400</b>	<b>399,800</b>
<b>Transfers</b>					
Storm Sewer Operating Fund	28,000	28,000	28,000	28,000	28,000
<b>Total Transfers</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>	<b>28,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,130,971</b>	<b>1,267,495</b>	<b>1,315,188</b>	<b>1,311,488</b>	<b>1,177,704</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	200,630	208,500	448,500	448,500	172,000
DOT Personal Services	31,305	50,448	51,539	50,934	50,483
Overhead	10,422	12,249	12,249	12,249	19,096
PRNS Non-Personal/Equipment	0	59,901	59,901	59,901	59,901
<b>Total Expenditures</b>	<b>242,357</b>	<b>331,098</b>	<b>572,189</b>	<b>571,584</b>	<b>301,480</b>
<b>Transfers</b>					
Transfer to the General Fund	226	0	0	0	0
<b>Total Transfers</b>	<b>226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	888,388	936,397	742,999	739,904	876,224
<b>Total Ending Fund Balance</b>	<b>888,388</b>	<b>936,397</b>	<b>742,999</b>	<b>739,904</b>	<b>876,224</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,130,971</b>	<b>1,267,495</b>	<b>1,315,188</b>	<b>1,311,488</b>	<b>1,177,704</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities District No. 17 (Capitol Expy – Evergreen Place) (496)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	50,393	98,393	114,311	114,311	153,811
<b>Total Beginning Fund Balance</b>	<b>50,393</b>	<b>98,393</b>	<b>114,311</b>	<b>114,311</b>	<b>153,811</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	0	0	0	0	1,600
<b>Total Revenue from the Use of Money/Property</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,600</b>
<b>Special Assessments</b>					
Special Assessments Revenue	61,934	62,300	62,300	89,500	92,400
<b>Total Special Assessments</b>	<b>61,934</b>	<b>62,300</b>	<b>62,300</b>	<b>89,500</b>	<b>92,400</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>112,327</b>	<b>160,693</b>	<b>176,611</b>	<b>203,811</b>	<b>247,811</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Community Facilities District No. 17 Feasibility Project	(1,984)	0	0	0	145,693
DOT Non-Personal/Equipment	0	15,000	15,000	50,000	0
<b>Total Expenditures</b>	<b>(1,984)</b>	<b>15,000</b>	<b>15,000</b>	<b>50,000</b>	<b>145,693</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	114,311	145,693	161,611	153,811	102,118
<b>Total Ending Fund Balance</b>	<b>114,311</b>	<b>145,693</b>	<b>161,611</b>	<b>153,811</b>	<b>102,118</b>
<b>TOTAL USE OF FUNDS</b>	<b>112,327</b>	<b>160,693</b>	<b>176,611</b>	<b>203,811</b>	<b>247,811</b>

\* Actuals may not subtotal due to rounding.

**Community Facilities Revenue Fund (422)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Hayes Close Out Costs Reserve (Source)	35,000	35,000	35,000	35,000	0
Reserve for Encumbrances (Source)	12,336	12,336	59	59	0
Unrestricted Beginning Fund Balance (Source)	2,265,430	274,360	293,114	293,114	0
<b>Total Beginning Fund Balance</b>	<b>2,312,766</b>	<b>321,696</b>	<b>328,173</b>	<b>328,173</b>	<b>0</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	32,354	35,000	35,000	5,000	0
<b>Total Revenue from the Use of Money/Property</b>	<b>32,354</b>	<b>35,000</b>	<b>35,000</b>	<b>5,000</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>2,345,120</b>	<b>356,696</b>	<b>363,173</b>	<b>333,173</b>	<b>0</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Hayes Close Out Costs	9,764	0	0	0	0
Hayes Consultant Costs	6,113	0	0	0	0
<b>Total Expenditures</b>	<b>15,877</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
Transfer to the General Fund	2,001,070	0	0	333,173	0
<b>Total Transfers</b>	<b>2,001,070</b>	<b>0</b>	<b>0</b>	<b>333,173</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Hayes Close Out Costs Reserve (Use)	35,000	35,000	35,000	0	0
Reserve for Encumbrances (Use)	59	12,336	59	0	0
Unrestricted Ending Fund Balance (Use)	293,114	309,360	328,114	0	0
<b>Total Ending Fund Balance</b>	<b>328,173</b>	<b>356,696</b>	<b>363,173</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF FUNDS</b>	<b>2,345,120</b>	<b>356,696</b>	<b>363,173</b>	<b>333,173</b>	<b>0</b>

\* Actuals may not subtotal due to rounding.

## Convention and Cultural Affairs Fund (536)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	250,039	250,039	166,419	166,419	166,419
Unrestricted Beginning Fund Balance (Source)	2,169,509	1,544,964	1,567,422	1,567,422	1,073,994
<b>Total Beginning Fund Balance</b>	<b>2,419,548</b>	<b>1,795,003</b>	<b>1,733,841</b>	<b>1,733,841</b>	<b>1,240,413</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	51,770	100,000	100,000	26,000	75,000
<b>Total Revenue from the Use of Money/Property</b>	<b>51,770</b>	<b>100,000</b>	<b>100,000</b>	<b>26,000</b>	<b>75,000</b>
<b>Transfers</b>					
Americian Rescue Plan Fund	0	2,500,000	2,500,000	2,500,000	4,000,000
Convention and Cultural Affairs Capital Fund	5,235,000	0	0	0	0
Transient Occupancy Tax Fund	4,587,366	7,257,365	6,390,130	6,390,130	8,007,364
<b>Total Transfers</b>	<b>9,822,366</b>	<b>9,757,365</b>	<b>8,890,130</b>	<b>8,890,130</b>	<b>12,007,364</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>12,293,684</b>	<b>11,652,368</b>	<b>10,723,971</b>	<b>10,649,971</b>	<b>13,322,777</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Facilities Safety Assessment	115,683	0	0	0	0
Convention Center City Free Use	0	75,000	75,000	0	25,000
Convention Facilities Industry Advisor	0	50,000	50,000	30,000	25,000
Convention Facilities Operations	8,225,265	7,320,000	7,320,000	6,750,000	9,175,000
CVB Marketing Services	0	0	0	0	1,300,000
Insurance Expenses	401,032	406,000	450,000	440,000	450,000
PW Non-Personal/Equipment	1,240	9,000	9,000	2,500	9,000
Team San José Incentive Fee	0	0	0	0	250,000
Team San José Management Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Workers' Compensation Claims	12,101	50,000	50,000	20,000	50,000
<b>Total Expenditures</b>	<b>9,755,321</b>	<b>8,910,000</b>	<b>8,954,000</b>	<b>8,242,500</b>	<b>12,284,000</b>
<b>Transfers</b>					
Transfer to the Convention and Cultural Affairs Capital Fund	0	292,128	292,128	292,128	0
Transfer to the General Fund	1,557	0	0	0	0
Transfer to the General Fund - Contract Oversight	290,410	269,505	269,505	269,505	286,578
Transfer to the General Fund - Overhead	443,055	535,925	535,925	535,925	492,249
Transfer to the General Fund- Cultural Facilities Cap. Maint. Cost Sharing	69,500	69,500	69,500	69,500	69,500
<b>Total Transfers</b>	<b>804,522</b>	<b>1,167,058</b>	<b>1,167,058</b>	<b>1,167,058</b>	<b>848,327</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	166,419	250,039	166,419	166,419	166,419
Unrestricted Ending Fund Balance (Use)	1,567,422	1,325,271	436,494	1,073,994	24,031
<b>Total Ending Fund Balance</b>	<b>1,733,841</b>	<b>1,575,310</b>	<b>602,913</b>	<b>1,240,413</b>	<b>190,450</b>
<b>TOTAL USE OF FUNDS</b>	<b>12,293,684</b>	<b>11,652,368</b>	<b>10,723,971</b>	<b>10,649,971</b>	<b>13,322,777</b>

\* Actuals may not subtotal due to rounding.

## Convention Center Facilities District Revenue Fund (791)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Debt Service Reserve (Source)	0	0	0	8,237,023	0
Revenue Stabilization Reserve (Source)	10,258,950	10,258,950	10,258,950	10,258,950	12,297,552
South Hall Site Acquisition Debt Service Reserve (Source)	3,000,000	0	0	0	0
Unrestricted Beginning Fund Balance (Source)	1,402,189	6,220,549	6,576,218	6,576,218	9,061,373
<b>Total Beginning Fund Balance</b>	<b>14,661,139</b>	<b>16,479,499</b>	<b>16,835,168</b>	<b>25,072,191</b>	<b>21,358,925</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	235,733	200,000	200,000	86,000	100,000
<b>Total Revenue from the Use of Money/Property</b>	<b>235,733</b>	<b>200,000</b>	<b>200,000</b>	<b>86,000</b>	<b>100,000</b>
<b>Financing Proceeds</b>					
Lease Revenue Refunding Bonds	0	0	0	87,966,109	0
<b>Total Financing Proceeds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87,966,109</b>	<b>0</b>
<b>Convention Center Facilities District Special Tax</b>					
Convention Center Facilities District Special Tax Revenue	8,846,982	9,500,000	8,500,000	8,500,000	10,500,000
<b>Total Convention Center Facilities District Special Tax</b>	<b>8,846,982</b>	<b>9,500,000</b>	<b>8,500,000</b>	<b>8,500,000</b>	<b>10,500,000</b>
<b>Transfers</b>					
Convention Center Facilities District Capital Fund	4,000,000	0	0	0	0
<b>Total Transfers</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>27,743,854</b>	<b>26,179,499</b>	<b>25,535,168</b>	<b>121,624,300</b>	<b>31,958,925</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Debt Service: Lease Revenue Bonds (Series 2022A)	0	0	0	0	7,671,366
Debt Service: Exhibit Hall Commercial Paper	61,866	2,291,000	2,291,000	41,410	0
Debt Service: Lease Revenue Bonds	2,204,196	2,252,000	2,252,000	761,513	0
Debt Service: Special Tax Bonds	8,211,563	8,210,000	8,210,000	99,134,245	0
South Hall Acquisition Debt Service	311,061	921,000	921,000	208,207	0
<b>Total Expenditures</b>	<b>10,788,686</b>	<b>13,674,000</b>	<b>13,674,000</b>	<b>100,145,375</b>	<b>7,671,366</b>
<b>Transfers</b>					
Transfer to the Convention Center Facilities District Capital Fund	0	0	0	0	150,000
Transfer to the General Fund	120,000	120,000	120,000	120,000	120,000
<b>Total Transfers</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>270,000</b>
<b>Ending Fund Balance</b>					
Revenue Stabilization Reserve (Use)	10,258,950	10,258,950	10,258,950	12,297,552	12,297,552
Unrestricted Ending Fund Balance (Use)	6,576,218	2,126,549	1,482,218	9,061,373	11,720,007
<b>Total Ending Fund Balance</b>	<b>16,835,168</b>	<b>12,385,499</b>	<b>11,741,168</b>	<b>21,358,925</b>	<b>24,017,559</b>
<b>TOTAL USE OF FUNDS</b>	<b>27,743,854</b>	<b>26,179,499</b>	<b>25,535,168</b>	<b>121,624,300</b>	<b>31,958,925</b>

\* Actuals may not subtotal due to rounding.

## Coronavirus Relief Fund (401)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	8,042,587	8,042,587	722,820	722,820	0
Unrestricted Beginning Fund Balance (Source)	(7,371,607)	0	10,865,659	10,865,659	0
<b>Total Beginning Fund Balance</b>	<b>670,980</b>	<b>8,042,587</b>	<b>11,588,479</b>	<b>11,588,479</b>	<b>0</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	917,498	0	0	67,000	0
<b>Total Revenue from the Use of Money/Property</b>	<b>917,498</b>	<b>0</b>	<b>0</b>	<b>67,000</b>	<b>0</b>
<b>Revenue from Federal Government</b>					
CARES Act - Coronavirus Relief Funding	104,351,693	10,000,000	2,960,858	2,960,858	0
<b>Total Revenue from Federal Government</b>	<b>104,351,693</b>	<b>10,000,000</b>	<b>2,960,858</b>	<b>2,960,858</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>105,940,171</b>	<b>18,042,587</b>	<b>14,549,337</b>	<b>14,616,337</b>	<b>0</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Communications and Translation Services	345,512	0	0	0	0
Consulting and Planning Support	523,036	0	321,000	321,000	0
COVID-19 Personal Services	24,252,694	0	9,062,000	9,062,000	0
Facilities Improvements	2,129,570	0	100,000	100,000	0
Food and Necessities	20,532,167	0	0	0	0
Food and Necessities Distribution - Food Services	0	0	4,343,517	5,133,337	0
Homeless Sheltering and Support	26,024,071	0	0	0	0
Local Assistance	20,444,742	0	0	0	0
PPE & Janitorial Services	99,900	0	0	0	0
Testing, Tracing and Isolation	10,000,000	10,000,000	0	0	0
<b>Total Expenditures</b>	<b>104,351,692</b>	<b>10,000,000</b>	<b>13,826,517</b>	<b>14,616,337</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	722,820	8,042,587	722,820	0	0
Unrestricted Ending Fund Balance (Use)	865,659	0	0	0	0
<b>Total Ending Fund Balance</b>	<b>1,588,479</b>	<b>8,042,587</b>	<b>722,820</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF FUNDS</b>	<b>105,940,171</b>	<b>18,042,587</b>	<b>14,549,337</b>	<b>14,616,337</b>	<b>0</b>

\* Actuals may not subtotal due to rounding.

## Downtown Property And Business Improvement District Fund (302)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	68,796	68,796	126,470	126,470	126,470
Unrestricted Beginning Fund Balance (Source)	1,542,110	1,686,156	1,615,462	1,615,462	1,609,667
<b>Total Beginning Fund Balance</b>	<u>1,610,906</u>	<u>1,754,952</u>	<u>1,741,932</u>	<u>1,741,932</u>	<u>1,736,137</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	12,057	21,000	21,000	8,000	7,000
<b>Total Revenue from the Use of Money/Property</b>	<u>12,057</u>	<u>21,000</u>	<u>21,000</u>	<u>8,000</u>	<u>7,000</u>
<b>Other Revenue</b>					
Miscellaneous	0	0	0	31,366	0
<b>Total Other Revenue</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>31,366</u>	<u>0</u>
<b>Special Assessments</b>					
Special Assessments Revenue	2,557,994	2,610,171	2,610,171	2,631,663	3,936,916
<b>Total Special Assessments</b>	<u>2,557,994</u>	<u>2,610,171</u>	<u>2,610,171</u>	<u>2,631,663</u>	<u>3,936,916</u>
<b>Transfers</b>					
General Fund	851,040	876,571	876,571	876,571	1,044,854
General Purpose Parking Fund	77,447	77,447	77,447	77,447	77,447
<b>Total Transfers</b>	<u>928,487</u>	<u>954,018</u>	<u>954,018</u>	<u>954,018</u>	<u>1,122,301</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>5,109,444</u></u>	<u><u>5,340,141</u></u>	<u><u>5,327,121</u></u>	<u><u>5,366,979</u></u>	<u><u>6,802,354</u></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Downtown Property and Business Improvement District	2,959,615	3,144,704	3,144,704	3,194,476	3,939,683
Downtown Transit Mall	395,000	395,000	395,000	395,000	471,600
PW Personal Services	12,632	10,000	10,000	41,366	10,000
<b>Total Expenditures</b>	<u>3,367,247</u>	<u>3,549,704</u>	<u>3,549,704</u>	<u>3,630,842</u>	<u>4,421,283</u>
<b>Transfers</b>					
Transfer to the General Fund	265	0	0	0	0
<b>Total Transfers</b>	<u>265</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	126,470	68,796	126,470	126,470	126,470
Unrestricted Ending Fund Balance (Use)	1,615,462	1,721,641	1,650,947	1,609,667	2,254,601
<b>Total Ending Fund Balance</b>	<u>1,741,932</u>	<u>1,790,437</u>	<u>1,777,417</u>	<u>1,736,137</u>	<u>2,381,071</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>5,109,444</u></u>	<u><u>5,340,141</u></u>	<u><u>5,327,121</u></u>	<u><u>5,366,979</u></u>	<u><u>6,802,354</u></u>

\* Actuals may not subtotal due to rounding.



## Economic Development Administration Loan Fund (444)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	7,069	7,194	7,170	7,170	7,270
<b>Total Beginning Fund Balance</b>	<u>7,069</u>	<u>7,194</u>	<u>7,170</u>	<u>7,170</u>	<u>7,270</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	101	125	125	100	125
<b>Total Revenue from the Use of Money/Property</b>	<u>101</u>	<u>125</u>	<u>125</u>	<u>100</u>	<u>125</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>7,170</u></u>	<u><u>7,319</u></u>	<u><u>7,295</u></u>	<u><u>7,270</u></u>	<u><u>7,395</u></u>
<b>USE OF FUNDS</b>					
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	7,170	7,319	7,295	7,270	7,395
<b>Total Ending Fund Balance</b>	<u>7,170</u>	<u>7,319</u>	<u>7,295</u>	<u>7,270</u>	<u>7,395</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>7,170</u></u>	<u><u>7,319</u></u>	<u><u>7,295</u></u>	<u><u>7,270</u></u>	<u><u>7,395</u></u>

\* Actuals may not subtotal due to rounding.

**Edward Byrne Memorial Justice Assistance Grant Trust Fund (474)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	30,750	30,750	30,750
Unrestricted Beginning Fund Balance (Source)	0	0	69,818	69,818	0
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>100,568</b>	<b>100,568</b>	<b>30,750</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	568	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>568</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue from Federal Government</b>					
Federal Government Revenue	238,825	963,191	1,250,906	1,250,906	0
<b>Total Revenue from Federal Government</b>	<b>238,825</b>	<b>963,191</b>	<b>1,250,906</b>	<b>1,250,906</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>239,393</b>	<b>963,191</b>	<b>1,351,474</b>	<b>1,351,474</b>	<b>30,750</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
2017 Justice Assistance Grant	0	238,459	239,027	239,027	0
2018 Justice Assistance Grant	0	282,401	282,401	282,401	0
2019 Justice Assistance Grant	138,825	151,762	151,762	151,762	0
2020 Justice Assistance Grant	0	290,569	290,569	290,569	0
2021 Justice Assistance Grant	0	0	356,965	356,965	0
<b>Total Expenditures</b>	<b>138,825</b>	<b>963,191</b>	<b>1,320,724</b>	<b>1,320,724</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	30,750	0	30,750	30,750	30,750
Unrestricted Ending Fund Balance (Use)	69,818	0	0	0	0
<b>Total Ending Fund Balance</b>	<b>100,568</b>	<b>0</b>	<b>30,750</b>	<b>30,750</b>	<b>30,750</b>
<b>TOTAL USE OF FUNDS</b>	<b>239,393</b>	<b>963,191</b>	<b>1,351,474</b>	<b>1,351,474</b>	<b>30,750</b>

\* Actuals may not subtotal due to rounding.

## Emergency Reserve Fund (406)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	2,206,092	2,206,092	12,441,045	12,441,045	12,441,045
Unrestricted Beginning Fund Balance (Source)	0	412,787	(34,653,616)	(34,653,616)	(40,220,674)
<b>Total Beginning Fund Balance</b>	<u>2,206,092</u>	<u>2,618,879</u>	<u>(22,212,571)</u>	<u>(22,212,571)</u>	<u>(27,779,629)</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	154,758	30,000	30,000	102,000	100,000
<b>Total Revenue from the Use of Money/Property</b>	<u>154,758</u>	<u>30,000</u>	<u>30,000</u>	<u>102,000</u>	<u>100,000</u>
<b>Revenue from Local Agencies</b>					
Reimbursements	640,044	0	0	0	0
<b>Total Revenue from Local Agencies</b>	<u>640,044</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Revenue from State of California</b>					
Disaster Assistance	94,167	0	0	0	0
<b>Total Revenue from State of California</b>	<u>94,167</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Revenue from Federal Government</b>					
Emergency Rental Assistance	0	14,511,000	31,468,076	31,468,076	0
Federal Emergency Management Agency (FEMA)	0	11,840,000	44,627,000	0	40,700,000
<b>Total Revenue from Federal Government</b>	<u>0</u>	<u>26,351,000</u>	<u>76,095,076</u>	<u>31,468,076</u>	<u>40,700,000</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><b>3,095,061</b></u>	<u><b>28,999,879</b></u>	<u><b>53,912,505</b></u>	<u><b>9,357,505</b></u>	<u><b>13,020,371</b></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
COVID-19 Emergency Response	14,471,439	1,824,000	1,824,000	597,000	450,000
Emergency Rental Assistance	0	0	18,073,953	18,073,953	0
Food and Necessities Distribution - Food Services	0	7,051,000	4,051,000	4,051,000	0
Resident Relief - Housing Stabilization	0	15,636,000	2,213,181	2,213,181	0
Resident Relief - Re-Employment and Workforce Development	0	1,840,000	2,100,000	2,100,000	0
Testing, Tracing and Isolation	4,500,000	0	10,000,000	10,000,000	0
Vaccination Outreach and Support	1,594,222	0	0	0	0
<b>Total Expenditures</b>	<u>20,565,661</u>	<u>26,351,000</u>	<u>38,262,134</u>	<u>37,035,134</u>	<u>450,000</u>
<b>Transfers</b>					
Transfer to the General Fund	4,587,213	0	0	0	0
Transfer to the General Fund - Interest Income	154,758	30,000	30,000	102,000	100,000
<b>Total Transfers</b>	<u>4,741,971</u>	<u>30,000</u>	<u>30,000</u>	<u>102,000</u>	<u>100,000</u>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	12,441,045	2,206,092	12,441,045	12,441,045	12,441,045
Unrestricted Ending Fund Balance (Use)	(34,653,616)	412,787	3,179,326	(40,220,674)	29,326
<b>Total Ending Fund Balance</b>	<u>(22,212,571)</u>	<u>2,618,879</u>	<u>15,620,371</u>	<u>(27,779,629)</u>	<u>12,470,371</u>
<b>TOTAL USE OF FUNDS</b>	<u><b>3,095,061</b></u>	<u><b>28,999,879</b></u>	<u><b>53,912,505</b></u>	<u><b>9,357,505</b></u>	<u><b>13,020,371</b></u>

\* Actuals may not subtotal due to rounding.

## Federal Drug Forfeiture Fund (419)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	222,247	9,061	9,416	9,416	9,416
<b>Total Beginning Fund Balance</b>	<u>222,247</u>	<u>9,061</u>	<u>9,416</u>	<u>9,416</u>	<u>9,416</u>
<b>Revenue from Federal Government</b>					
Federal Revenue	1,814	0	0	0	0
Interest	355	0	0	0	0
<b>Total Revenue from Federal Government</b>	<u>2,169</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Transfers</b>					
Federal Drug Forfeiture (Memo)	0	0	215,000	215,000	0
<b>Total Transfers</b>	<u>0</u>	<u>0</u>	<u>215,000</u>	<u>215,000</u>	<u>0</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>224,416</u></u>	<u><u>9,061</u></u>	<u><u>224,416</u></u>	<u><u>224,416</u></u>	<u><u>9,416</u></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Police Non-Personal/Equipment	215,000	0	0	0	0
<b>Total Expenditures</b>	<u>215,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Transfers</b>					
Transfer to Federal Drug Forfeiture Fund	0	0	215,000	215,000	0
<b>Total Transfers</b>	<u>0</u>	<u>0</u>	<u>215,000</u>	<u>215,000</u>	<u>0</u>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	9,416	9,061	9,416	9,416	9,416
<b>Total Ending Fund Balance</b>	<u>9,416</u>	<u>9,061</u>	<u>9,416</u>	<u>9,416</u>	<u>9,416</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>224,416</u></u>	<u><u>9,061</u></u>	<u><u>224,416</u></u>	<u><u>224,416</u></u>	<u><u>9,416</u></u>

\* Actuals may not subtotal due to rounding.

**Federated Retiree Healthcare Trust Fund (124)**  
**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actual	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Claims (Source)	303,310,000	317,917,217	385,178,000	385,178,000	402,214,000
<b>Total Beginning Fund Balance</b>	<b>303,310,000</b>	<b>317,917,217</b>	<b>385,178,000</b>	<b>385,178,000</b>	<b>402,214,000</b>
<b>Revenue from the Use of Money/Property</b>					
Participant Income	10,275,000	9,075,000	9,075,000	9,075,000	8,805,000
Investment Income	77,360,000	16,192,000	16,192,000	19,765,000	19,586,000
<b>Total Revenue from the Use of Money/Property</b>	<b>87,635,000</b>	<b>25,267,000</b>	<b>25,267,000</b>	<b>28,840,000</b>	<b>28,391,000</b>
<b>Transfers</b>					
City Contributions	26,236,000	19,900,000	19,900,000	19,340,000	18,300,000
<b>Total Transfers</b>	<b>26,236,000</b>	<b>19,900,000</b>	<b>19,900,000</b>	<b>19,340,000</b>	<b>18,300,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>417,181,000</b>	<b>363,084,217</b>	<b>430,345,000</b>	<b>433,358,000</b>	<b>448,905,000</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Health Insurance	31,871,000	32,740,000	32,740,000	31,000,000	31,679,000
VEBA Transfers	5,000	10,000	10,000	10,000	10,000
Professional Fees	127,000	96,000	96,000	134,000	159,000
<b>Total Expenditures</b>	<b>32,003,000</b>	<b>32,846,000</b>	<b>32,846,000</b>	<b>31,144,000</b>	<b>31,848,000</b>
<b>Ending Fund Balance</b>					
Reserve for Claims (Use)	385,178,000	330,238,217	397,499,000	402,214,000	417,057,000
<b>Total Ending Fund Balance</b>	<b>385,178,000</b>	<b>330,238,217</b>	<b>397,499,000</b>	<b>402,214,000</b>	<b>417,057,000</b>
<b>TOTAL USE OF FUNDS</b>	<b>417,181,000</b>	<b>363,084,217</b>	<b>430,345,000</b>	<b>433,358,000</b>	<b>448,905,000</b>

This Statement of Source and Use is for display purposes only. The Federated City Employees Retirement Plan Board of Administration approved the annual administrative budget on 3/17/22.

## Federated Retirement Fund (134)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actual	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Claims (Source)	2,208,017,000	2,282,541,976	2,883,775,000	2,883,775,000	3,004,624,900
<b>Total Beginning Fund Balance</b>	<b>2,208,017,000</b>	<b>2,282,541,976</b>	<b>2,883,775,000</b>	<b>2,883,775,000</b>	<b>3,004,624,900</b>
<b>Revenue from the Use of Money/Property</b>					
Participant Income	25,724,000	27,672,000	27,672,000	27,671,400	29,110,000
Investment Income	698,608,000	111,562,000	111,562,000	148,932,000	155,865,000
<b>Total Revenue from the Use of Money/Property</b>	<b>724,332,000</b>	<b>139,234,000</b>	<b>139,234,000</b>	<b>176,603,400</b>	<b>184,975,000</b>
<b>Transfers</b>					
City Contributions	183,964,000	206,015,000	206,015,000	182,536,500	206,015,000
1980 COLA	500	500	500	500	500
1990 COLA	18,500	17,500	17,500	16,000	16,000
<b>Total Transfers</b>	<b>183,983,000</b>	<b>206,033,000</b>	<b>206,033,000</b>	<b>182,553,000</b>	<b>206,031,500</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>3,116,332,000</b>	<b>2,627,808,976</b>	<b>3,229,042,000</b>	<b>3,242,931,400</b>	<b>3,395,631,400</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Retirement Personal Services	3,198,000	3,709,237	3,684,000	3,321,000	3,986,000
Retirement Non-Personal/Equipment	1,517,000	724,000	724,000	723,000	798,000
Benefits	227,206,000	230,465,000	230,465,000	233,364,000	244,321,000
Professional Fees	617,000	799,000	999,000	882,000	836,000
1980 COLA	500	500	500	500	500
1990 COLA	18,500	17,500	17,500	16,000	16,000
<b>Total Expenditures</b>	<b>232,557,000</b>	<b>235,715,237</b>	<b>235,890,000</b>	<b>238,306,500</b>	<b>249,957,500</b>
<b>Ending Fund Balance</b>					
Reserve for Claims (Use)	2,883,775,000	2,392,093,739	2,993,152,000	3,004,624,900	3,145,673,900
<b>Total Ending Fund Balance</b>	<b>2,883,775,000</b>	<b>2,392,093,739</b>	<b>2,993,152,000</b>	<b>3,004,624,900</b>	<b>3,145,673,900</b>
<b>TOTAL USE OF FUNDS</b>	<b>3,116,332,000</b>	<b>2,627,808,976</b>	<b>3,229,042,000</b>	<b>3,242,931,400</b>	<b>3,395,631,400</b>

This Statement of Source and Use is for display purposes only. The Federated City Employees' Retirement Plan Board of Administration approved the annual administrative budget on 3/17/22. It should be noted that the personal services costs reflected in this statement can vary from the budget presented to the Board due to revised salary, retirement, and benefit costs when compared to those that were projected in March.

## Fire Development Fee Program Fund (240)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	406,399	406,399	406,399
Unrestricted Beginning Fund Balance (Source)	0	4,080,124	5,434,500	5,434,500	2,573,087
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>4,080,124</b>	<b>5,840,899</b>	<b>5,840,899</b>	<b>2,979,486</b>
<b>Licenses and Permits</b>					
Fire Development Program Fees	6,820,812	7,536,534	7,536,534	6,900,000	7,817,700
<b>Total Licenses and Permits</b>	<b>6,820,812</b>	<b>7,536,534</b>	<b>7,536,534</b>	<b>6,900,000</b>	<b>7,817,700</b>
<b>Fines, Forfeitures, and Penalties</b>					
Fire Development Program Fees	377	0	0	0	0
<b>Total Fines, Forfeitures, and Penalties</b>	<b>377</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	63,447	144,000	144,000	65,000	75,000
<b>Total Revenue from the Use of Money/Property</b>	<b>63,447</b>	<b>144,000</b>	<b>144,000</b>	<b>65,000</b>	<b>75,000</b>
<b>Transfers</b>					
General Fund	8,263,052	0	0	0	0
<b>Total Transfers</b>	<b>8,263,052</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>15,147,688</b>	<b>11,760,658</b>	<b>13,521,433</b>	<b>12,805,899</b>	<b>10,872,186</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Development Fee Program - Shared Resources Non-Personal/Equipment (ITD)	4,609	3,824	3,824	3,824	8,970
Development Fee Program - Shared Resources Personal Services (Finance)	3,525	6,730	7,003	7,003	7,176
Development Fee Program - Shared Resources Personal Services (ITD)	51,603	211,282	211,282	211,282	216,548
Fire Development Fee Program - Non-Personal/Equipment (Fire)	497,536	140,257	140,257	140,257	152,016
Fire Development Fee Program - Non-Personal/Equipment (PBCE)	24,786	82,239	82,239	82,239	79,917
Fire Development Fee Program - Personal Services (Fire)	6,987,906	7,432,387	7,689,331	7,689,331	7,821,023
Fire Development Fee Program - Personal Services (PBCE)	326,671	147,051	158,963	158,963	149,793
Fire Development Fee Program - Personal Services (PW)	10,600	11,120	11,608	11,608	12,070
Fire Inspection Improvements	66,675	174,818	174,818	174,818	0
OED Personal Services	0	22,048	23,101	23,101	23,249
Overhead	1,202,262	1,082,569	1,298,569	1,298,569	1,272,684
<b>Total Expenditures</b>	<b>9,176,173</b>	<b>9,314,325</b>	<b>9,800,995</b>	<b>9,800,995</b>	<b>9,743,446</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	130,616	25,418	25,418	25,418	256,690
<b>Total Transfers</b>	<b>130,616</b>	<b>25,418</b>	<b>25,418</b>	<b>25,418</b>	<b>256,690</b>

\* Actuals may not subtotal due to rounding.

**Fire Development Fee Program Fund (240)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	406,399	0	406,399	406,399	406,399
Unrestricted Ending Fund Balance (Use)	5,434,500	2,420,915	3,288,621	2,573,087	465,651
<b>Total Ending Fund Balance</b>	5,840,899	2,420,915	3,695,020	2,979,486	872,050
 <b>TOTAL USE OF FUNDS</b>	 <b>15,147,688</b>	 <b>11,760,658</b>	 <b>13,521,433</b>	 <b>12,805,899</b>	 <b>10,872,186</b>

\* Actuals may not subtotal due to rounding.



## Fire Retiree Healthcare Trust Fund (126)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actual	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Claims (Source)	68,542,000	83,359,683	96,292,000	96,292,000	113,317,000
<b>Total Beginning Fund Balance</b>	<b>68,542,000</b>	<b>83,359,683</b>	<b>96,292,000</b>	<b>96,292,000</b>	<b>113,317,000</b>
<b>Revenue from the Use of Money/Property</b>					
Investment Income	17,708,000	5,552,940	5,553,000	6,352,000	7,134,000
<b>Total Revenue from the Use of Money/Property</b>	<b>17,708,000</b>	<b>5,552,940</b>	<b>5,553,000</b>	<b>6,352,000</b>	<b>7,134,000</b>
<b>Transfers</b>					
City Contributions	10,062,000	11,000,000	11,000,000	10,697,000	11,200,000
<b>Total Transfers</b>	<b>10,062,000</b>	<b>11,000,000</b>	<b>11,000,000</b>	<b>10,697,000</b>	<b>11,200,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>96,312,000</b>	<b>99,912,623</b>	<b>112,845,000</b>	<b>113,341,000</b>	<b>131,651,000</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Professional Fees	20,000	25,303	25,000	24,000	27,000
<b>Total Expenditures</b>	<b>20,000</b>	<b>25,303</b>	<b>25,000</b>	<b>24,000</b>	<b>27,000</b>
<b>Ending Fund Balance</b>					
Reserve for Claims (Use)	96,292,000	99,887,320	112,820,000	113,317,000	131,624,000
<b>Total Ending Fund Balance</b>	<b>96,292,000</b>	<b>99,887,320</b>	<b>112,820,000</b>	<b>113,317,000</b>	<b>131,624,000</b>
<b>TOTAL USE OF FUNDS</b>	<b>96,312,000</b>	<b>99,912,623</b>	<b>112,845,000</b>	<b>113,341,000</b>	<b>131,651,000</b>

This Statement of Source and Use is for display purposes only. The Police and Fire Retirement Plan Board of Administration approved the annual administrative budget on 3/3/22.

**Gas Tax Maintenance And Construction Fund - 1943 (409)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Gas Tax</b>					
Gas Tax Revenue	7,352,178	7,200,000	7,200,000	6,000,000	6,300,000
<b>Total Gas Tax</b>	<b>7,352,178</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>6,000,000</b>	<b>6,300,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>7,352,178</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>6,000,000</b>	<b>6,300,000</b>
<b>USE OF FUNDS</b>					
<b>Transfers</b>					
Street Maintenance on a monthly basis as available	7,352,178	7,200,000	7,200,000	6,000,000	6,300,000
<b>Total Transfers</b>	<b>7,352,178</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>6,000,000</b>	<b>6,300,000</b>
<b>TOTAL USE OF FUNDS</b>	<b>7,352,178</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>6,000,000</b>	<b>6,300,000</b>

\* Actuals may not subtotal due to rounding.

## Gas Tax Maintenance And Construction Fund - 1964 (410)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Gas Tax</b>					
Gas Tax Revenue	3,167,729	3,300,000	3,300,000	3,300,000	3,400,000
<b>Total Gas Tax</b>	3,167,729	3,300,000	3,300,000	3,300,000	3,400,000
<b>TOTAL SOURCE OF FUNDS</b>	3,167,729	3,300,000	3,300,000	3,300,000	3,400,000
<b>USE OF FUNDS</b>					
<b>Transfers</b>					
Street Maintenance on a monthly basis as available	3,167,729	3,300,000	3,300,000	3,300,000	3,400,000
<b>Total Transfers</b>	3,167,729	3,300,000	3,300,000	3,300,000	3,400,000
<b>TOTAL USE OF FUNDS</b>	3,167,729	3,300,000	3,300,000	3,300,000	3,400,000

\* Actuals may not subtotal due to rounding.

**Gas Tax Maintenance And Construction Fund - 1990 (411)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Gas Tax</b>					
Gas Tax Revenue	5,418,067	5,500,000	5,500,000	5,700,000	5,800,000
<b>Total Gas Tax</b>	<b>5,418,067</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,700,000</b>	<b>5,800,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>5,418,067</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,700,000</b>	<b>5,800,000</b>
<b>USE OF FUNDS</b>					
<b>Transfers</b>					
Street Maintenance on a monthly basis as available	5,418,067	5,500,000	5,500,000	5,700,000	5,800,000
<b>Total Transfers</b>	<b>5,418,067</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,700,000</b>	<b>5,800,000</b>
<b>TOTAL USE OF FUNDS</b>	<b>5,418,067</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>5,700,000</b>	<b>5,800,000</b>

\* Actuals may not subtotal due to rounding.

## General Purpose Parking Fund (533)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Emergency Repairs Reserve (Source)	700,000	700,000	700,000	700,000	700,000
Reserve for Encumbrances (Source)	2,089,691	2,089,691	2,598,648	2,598,648	2,598,648
Unrestricted Beginning Fund Balance (Source)	605,258	240,566	1,629,020	1,629,020	1,991,614
<b>Total Beginning Fund Balance</b>	<b>3,394,949</b>	<b>3,030,257</b>	<b>4,927,668</b>	<b>4,927,668</b>	<b>5,290,262</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	39,709	50,000	50,000	50,000	50,000
<b>Total Revenue from the Use of Money/Property</b>	<b>39,709</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Fees, Rates, and Charges</b>					
Parking Lots and Garages	5,473,403	6,144,000	8,644,000	9,468,000	10,888,200
Parking Meters	1,556,716	1,688,000	2,500,000	2,500,000	2,875,000
Parking Meter Removal Fees	3,808	0	0	0	0
<b>Total Fees, Rates, and Charges</b>	<b>7,033,927</b>	<b>7,832,000</b>	<b>11,144,000</b>	<b>11,968,000</b>	<b>13,763,200</b>
<b>Other Revenue</b>					
Miscellaneous	48,650	100,000	100,000	100,000	100,000
Parking Lots and Garages	(336)	0	0	0	0
<b>Total Other Revenue</b>	<b>48,314</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Transfers</b>					
General Purpose Parking Capital Fund	5,700,000	4,900,000	1,588,000	0	0
<b>Total Transfers</b>	<b>5,700,000</b>	<b>4,900,000</b>	<b>1,588,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>16,216,899</b>	<b>15,912,257</b>	<b>17,809,668</b>	<b>17,045,668</b>	<b>19,203,462</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	5,020,198	7,415,897	7,615,897	6,424,872	7,793,897
DOT Personal Services	2,181,561	2,597,618	2,597,618	2,340,553	2,683,124
Downtown Public Restrooms	342,853	0	0	0	0
ITD Non-Personal/Equipment	10,289	9,531	9,531	9,531	9,401
ITD Personal Services	915	7,607	7,607	7,607	7,859
Overhead	2,078,705	1,583,570	1,583,570	1,583,570	1,448,613
Police Garage Security Services	0	150,000	320,000	320,000	320,000
PW Non-Personal/Equipment	15,951	29,488	29,488	29,488	29,488
PW Personal Services	0	50,000	50,000	50,000	50,000
Workers' Compensation Claims	1,082	5,000	5,000	5,000	5,000
<b>Total Expenditures</b>	<b>9,651,554</b>	<b>11,848,711</b>	<b>12,218,711</b>	<b>10,770,621</b>	<b>12,347,382</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	91,616	87,549	87,549	87,549	99,204
Transfer to the Downtown Property and Business Improvement District Fund	77,447	77,447	77,447	77,447	77,447
Transfer to the General Fund	498,314	497,000	497,000	497,000	497,000
Transfer to the General Fund - San Jose Downtown Association	216,300	322,789	322,789	322,789	329,473
Transfer to the General Purpose Parking Capital Fund	754,000	0	0	0	1,770,000
<b>Total Transfers</b>	<b>1,637,677</b>	<b>984,785</b>	<b>984,785</b>	<b>984,785</b>	<b>2,773,124</b>

\* Actuals may not subtotal due to rounding.

**General Purpose Parking Fund (533)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Emergency Repairs Reserve (Use)	700,000	700,000	700,000	700,000	700,000
Reserve for Encumbrances (Use)	2,598,648	2,089,691	2,598,648	2,598,648	2,598,648
Unrestricted Ending Fund Balance (Use)	1,629,020	289,070	1,307,524	1,991,614	784,308
<b>Total Ending Fund Balance</b>	<u>4,927,668</u>	<u>3,078,761</u>	<u>4,606,172</u>	<u>5,290,262</u>	<u>4,082,956</u>
 <b>TOTAL USE OF FUNDS</b>	 <u><u>16,216,899</u></u>	 <u><u>15,912,257</u></u>	 <u><u>17,809,668</u></u>	 <u><u>17,045,668</u></u>	 <u><u>19,203,462</u></u>

\* Actuals may not subtotal due to rounding.

## Gift Trust Fund (139)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	113,956	113,956	102,584	102,584	102,584
Unrestricted Beginning Fund Balance (Source)	3,805,951	1,835,804	4,496,283	3,910,170	1,156,000
<b>Total Beginning Fund Balance</b>	<b>3,919,907</b>	<b>1,949,760</b>	<b>4,598,867</b>	<b>4,012,754</b>	<b>1,258,584</b>
<b>Revenue from the Use of Money/Property</b>					
Library Purposes	618	0	0	0	0
Public Safety Purposes	156	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>774</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>					
Clerk Purposes	277	0	0	0	0
DOT Purposes	10,210	0	0	0	0
Library Purposes	760,356	0	137,394	351,307	0
OED Purposes	27,195	0	0	0	0
Other Purposes	13,819	0	0	0	0
PRNS Purposes	102,352	0	0	80,940	0
Public Safety Purposes	3,818	0	0	0	0
PW Purposes	540,143	0	0	283,290	0
<b>Total Other Revenue</b>	<b>1,458,170</b>	<b>0</b>	<b>137,394</b>	<b>715,537</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>5,378,851</b>	<b>1,949,760</b>	<b>4,736,261</b>	<b>4,728,291</b>	<b>1,258,584</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Airport Military Lounge	0	0	602	602	0
Albino, Erminia and Alba Joyce Martini Memorial Fund	0	125,595	110,521	82,521	28,000
Almaden Lake Park	0	0	7,083	7,083	0
Almaden Lake Park Rangers	0	0	736	736	0
Almaden Winery Improvements	0	0	33,780	33,780	0
Alum Rock Park	0	0	3,846	3,846	0
Alviso Community Center	0	0	23,708	23,708	0
Alviso Recreation and Teen Program	0	0	1,973	1,973	0
Animal Adoption	0	0	4,663	4,663	0
Animal Services Donations	275,670	174,000	1,147,391	799,391	348,000
Annual District I Festival in the Park	0	0	1,729	1,729	0
Anti-Theft Car Campaign	0	0	5	5	0
Art + Technology Program	12,104	55,000	65,064	49,064	16,000
Art Work	0	0	9,667	9,667	0
Arts and Education Week	0	0	6,637	6,637	0
Berryessa Center Art Project	0	0	2,660	2,660	0
Books for Little Hands	0	0	6,297	6,297	0
CADPE - Drug Education	0	0	111	111	0
Calabazas BMX Park	0	0	3,191	3,191	0
Calabazas Branch Library	0	0	2,094	2,094	0
Camden Community Center Miscellaneous Gifts	103	0	4,861	4,861	0
Canine Unit	0	0	2,525	2,525	0
Castro School Landscaping	0	0	7,666	7,666	0
Child Safety Seats	0	0	278	278	0
Children's Interview Center	0	0	31,207	31,207	0

\* Actuals may not subtotal due to rounding.

## Gift Trust Fund (139)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
Coleman / Guadalupe Traffic Study and Mitigation	0	0	16,407	16,407	0
Combined Gifts	0	0	7,317	7,317	0
Commodore Park Maintenance	107,016	0	0	0	0
Communications Facility Fitness Center	0	0	187	187	0
Community Cultural Council	0	0	4,109	4,109	0
CommUnity Resource Fair	0	0	24,142	24,142	0
Community Services Program	0	0	3,204	3,204	0
Crime Prevention Committee	0	0	927	927	0
Cultural Performance	0	0	146	146	0
Cybercadet Program	0	0	408	408	0
Dando Artwork Maintenance	0	25,000	50,474	37,474	13,000
Emma Prusch Farm Park	0	0	11,100	11,100	0
Enhanced Crosswalk at Hedding and Elm Streets	0	0	20,006	20,006	0
Facebook	0	75,000	393,293	293,293	100,000
Family Camp Camperships	0	0	6,128	6,128	0
Friends of Paul Moore Park	0	0	4,423	4,423	0
G.E.A.R. Program	0	0	38,147	38,147	0
Garbage Stickers	7,940	0	13,793	13,793	0
Go Girl Go BAWSI	0	0	1,039	1,039	0
Grace Community Center	0	0	43,291	43,291	0
Gullo Park Turf Irrigation	0	0	20,040	20,040	0
Hazardous Material Training	1,425	0	0	0	0
Heliport System Plan Study	0	0	31,246	31,246	0
Incubation Office Project	0	0	7,491	7,491	0
Internet Crimes Against Children	0	0	225	225	0
Investigative Enhancement	0	0	855	855	0
IPA's Teen Leadership Council	0	0	2,307	2,307	0
J. Ward Memorial Scholarship	0	0	293	293	0
Japanese Friendship Garden	0	0	16,601	16,601	0
Kidport	0	0	4	4	0
Kinjo Gardens	0	0	6,005	6,005	0
Lake Cunningham Skate Park	0	0	7,385	7,385	0
Leland High School Tennis	0	0	2,676	2,676	0
Library Literacy Project	0	0	46,121	35,121	11,000
Library-General Gifts	786,490	143,378	608,899	456,899	144,000
Major Awards Banquet	0	0	95	95	0
Mayor's College Motivation Program	0	0	22,233	22,233	0
Mayor's Gang Prevention Task Force Clean Slate Program	396	0	19,178	19,178	0
Mayor's Safe Families	0	0	123	123	0
Miscellaneous Gifts under \$5,000	0	0	27,699	27,699	0
Miscellaneous Gifts Under \$1,000	0	0	20,028	20,028	0
Mise and Starbird Gift	0	0	51,556	38,556	13,000
N. San Pedro Area Park Maintenance	0	25,000	124,877	93,877	31,000
Newhall Park Maintenance	16,113	255,000	263,290	143,290	120,000
Nicolas Prusch Swimming	0	454,004	385,659	288,659	97,000
O'Donnell's Gardens Park	0	0	5,939	5,939	0
OED Miscellaneous Gifts	0	0	323	323	0
Our City Forest	0	0	208	208	0
Overfelt Gardens	0	0	1,773	1,773	0
Pedestrian Enhancements - International Circle and Hospital Parkway	0	0	2,382	2,382	0
Police & School Partnership Program	0	0	795	795	0
Police Educational Robot	0	0	188	188	0
Police Mounted Unit	0	0	18,703	18,703	0

\* Actuals may not subtotal due to rounding.



## Gift Trust Fund (139)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
Police Reserves Unit	3,311	0	11,812	9,812	2,000
Public Education Program	0	0	22,865	22,865	0
River Oaks Park Maintenance	120,770	208,827	0	0	0
Robbery Secret Witness	0	0	1,361	1,361	0
Roosevelt Roller Hockey Rink Legacy Project 2018-2019	0	21,000	107,642	80,642	27,000
RP & CS General Gifts over \$1,000	581	0	57,811	42,811	15,000
S.A.V.E. Program	0	0	38,410	38,410	0
Safe Summer Initiative	0	0	25,313	25,313	0
San José Vietnam War Memorial	0	0	13,135	13,135	0
Scholastic Crime Stoppers	0	0	420	420	0
School Safety Gifts	0	0	78	78	0
Seven Trees Music Wish Book	0	0	35,899	35,899	0
Spay / Neuter Program	0	0	59,924	34,924	25,000
Sponsorship Gifts	0	0	190	190	0
St. James Park Landscaping	0	0	9,034	9,034	0
Trauma Kits	0	0	159	159	0
Vista Montana Park Maintenance	34,178	274,000	417,114	251,144	166,000
Volunteer Program	0	0	57	57	0
Willow Glen Founders Day	0	0	766	766	0
Youth Commission	0	0	19,654	19,654	0
<b>Total Expenditures</b>	<b>1,366,097</b>	<b>1,835,804</b>	<b>4,633,677</b>	<b>3,469,707</b>	<b>1,156,000</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	102,584	113,956	102,584	102,584	102,584
Unrestricted Ending Fund Balance (Use)	3,910,170	0	0	1,156,000	0
<b>Total Ending Fund Balance</b>	<b>4,012,754</b>	<b>113,956</b>	<b>102,584</b>	<b>1,258,584</b>	<b>102,584</b>
<b>TOTAL USE OF FUNDS</b>	<b>5,378,851</b>	<b>1,949,760</b>	<b>4,736,261</b>	<b>4,728,291</b>	<b>1,258,584</b>

\* Actuals may not subtotal due to rounding.

# Home Investment Partnership Program Trust Fund (445)

## STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Housing Project Reserve (Source)	1,000,000	0	0	0	0
Reserve for Encumbrances (Source)	11,411,589	11,411,589	3,484,842	3,484,842	3,484,842
Unrestricted Beginning Fund Balance (Source)	(5,441,957)	1,521,291	(826,497)	(826,497)	735,030
<b>Total Beginning Fund Balance</b>	<b>6,969,632</b>	<b>12,932,880</b>	<b>2,658,345</b>	<b>2,658,345</b>	<b>4,219,872</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	85,347	200,000	200,000	510,000	510,000
Loan Repayments	2,352,591	510,000	510,000	1,001,000	1,001,000
<b>Total Revenue from the Use of Money/Property</b>	<b>2,437,938</b>	<b>710,000</b>	<b>710,000</b>	<b>1,511,000</b>	<b>1,511,000</b>
<b>Revenue from Federal Government</b>					
American Rescue Plan Act	0	11,676,334	11,676,334	0	11,676,334
HOME Entitlement Grants	3,358,799	3,221,675	3,221,675	3,221,675	3,221,675
<b>Total Revenue from Federal Government</b>	<b>3,358,799</b>	<b>14,898,009</b>	<b>14,898,009</b>	<b>3,221,675</b>	<b>14,898,009</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>12,766,369</b>	<b>28,540,889</b>	<b>18,266,354</b>	<b>7,391,020</b>	<b>20,628,881</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Attorney Personal Services	1,184	14,147	14,147	14,147	15,672
Fair Housing	86,973	200,000	200,000	200,000	200,000
Housing Loans and Grants	751,341	469,144	469,144	469,144	2,252,235
Housing Non-Personal/Equipment	8,887	46,714	46,714	46,714	46,714
Housing Personal Services	119,805	155,205	155,205	155,205	177,491
Housing Shelter	0	0	0	0	11,676,334
Overhead	30,991	24,451	24,451	24,451	65,231
Tenant Based Rental Assistance	9,106,549	2,252,235	2,252,235	2,252,235	0
<b>Total Expenditures</b>	<b>10,105,730</b>	<b>3,161,896</b>	<b>3,161,896</b>	<b>3,161,896</b>	<b>14,433,677</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	9,252	9,252	9,252	6,419
Transfer to the General Fund	2,294	0	0	0	0
<b>Total Transfers</b>	<b>2,294</b>	<b>9,252</b>	<b>9,252</b>	<b>9,252</b>	<b>6,419</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	3,484,842	11,411,589	3,484,842	3,484,842	3,484,842
Unrestricted Ending Fund Balance (Use)	(826,497)	13,958,152	11,610,364	735,030	2,703,943
<b>Total Ending Fund Balance</b>	<b>2,658,345</b>	<b>25,369,741</b>	<b>15,095,206</b>	<b>4,219,872</b>	<b>6,188,785</b>
<b>TOTAL USE OF FUNDS</b>	<b>12,766,369</b>	<b>28,540,889</b>	<b>18,266,354</b>	<b>7,391,020</b>	<b>20,628,881</b>

\* Actuals may not subtotal due to rounding.

# Homeless Housing, Assistance, and Prevention Fund (454)

## STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	12,407,747	0	0	0
Unrestricted Beginning Fund Balance (Source)	0	12,594,432	0	0	9,285,546
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>25,002,179</b>	<b>0</b>	<b>0</b>	<b>9,285,546</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	0	0	0	100,000	100,000
<b>Total Revenue from the Use of Money/Property</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
<b>Revenue from State of California</b>					
Homeless Housing Assistance and Prevention Grant	0	0	11,266,278	17,090,077	23,295,196
<b>Total Revenue from State of California</b>	<b>0</b>	<b>0</b>	<b>11,266,278</b>	<b>17,090,077</b>	<b>23,295,196</b>
<b>Transfers</b>					
Multi-Source Housing Fund	0	0	7,639,913	7,639,913	0
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>7,639,913</b>	<b>7,639,913</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>0</b>	<b>25,002,179</b>	<b>18,906,191</b>	<b>24,829,990</b>	<b>32,680,742</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Countywide Centralized Shelter Hotline	0	0	1,500,000	500,000	0
Destination: Home COVID-19	0	0	0	0	200,000
Emergency Shelters	0	10,423,992	11,009,232	11,009,232	17,000,000
Grant Administration	0	1,149,496	1,149,496	1,149,496	560,183
Homeless Youth	0	0	2,657,725	2,657,725	3,000,000
Homelessness Prevention System	0	0	0	0	7,000,000
Loan Administration	0	199,172	199,172	199,172	241,699
Overhead	0	28,819	28,819	28,819	250,238
<b>Total Expenditures</b>	<b>0</b>	<b>11,801,479</b>	<b>16,544,444</b>	<b>15,544,444</b>	<b>28,252,120</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	0	12,407,747	0	0	0
Unrestricted Ending Fund Balance (Use)	0	792,953	2,361,747	9,285,546	4,428,622
<b>Total Ending Fund Balance</b>	<b>0</b>	<b>13,200,700</b>	<b>2,361,747</b>	<b>9,285,546</b>	<b>4,428,622</b>
<b>TOTAL USE OF FUNDS</b>	<b>0</b>	<b>25,002,179</b>	<b>18,906,191</b>	<b>24,829,990</b>	<b>32,680,742</b>

\* Actuals may not subtotal due to rounding.

## Housing Trust Fund (440)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	642,027	642,027	207,522	207,522	207,522
Unrestricted Beginning Fund Balance (Source)	2,178,716	5,024,230	5,889,699	5,889,699	5,444,580
<b>Total Beginning Fund Balance</b>	<b>2,820,743</b>	<b>5,666,257</b>	<b>6,097,221</b>	<b>6,097,221</b>	<b>5,652,102</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	60,943	50,000	50,000	55,000	55,000
Loan Repayments	1,765,000	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>1,825,943</b>	<b>50,000</b>	<b>50,000</b>	<b>55,000</b>	<b>55,000</b>
<b>Other Revenue</b>					
Bond Administration Fees	3,741,052	900,000	900,000	2,400,000	1,200,000
Disaster Assistance	63,000	63,000	63,000	0	0
Land and Building Lease Revenue	0	0	0	63,000	63,000
Miscellaneous	145,080	50,000	50,000	120,000	100,000
<b>Total Other Revenue</b>	<b>3,949,132</b>	<b>1,013,000</b>	<b>1,013,000</b>	<b>2,583,000</b>	<b>1,363,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>8,595,818</b>	<b>6,729,257</b>	<b>7,160,221</b>	<b>8,735,221</b>	<b>7,070,102</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Attorney Personal Services	33,587	37,616	37,616	37,616	40,395
Disaster Assistance	0	189,000	189,000	4,140	248,000
Emergency Assistance	0	150,000	150,000	2,200	150,000
Employment Initiative Program	0	125,000	125,000	50,000	125,000
Homeless Response Team	0	35,000	35,000	0	35,000
Housing and Homeless Projects	1,805,296	3,066,879	3,581,879	2,000,000	2,440,000
Housing Non-Personal/Equipment	62,960	53,220	53,220	53,220	53,220
Housing Personal Services	534,851	799,566	799,566	799,566	870,413
Overhead	33,962	112,310	112,310	112,310	267,157
<b>Total Expenditures</b>	<b>2,470,656</b>	<b>4,568,591</b>	<b>5,083,591</b>	<b>3,059,052</b>	<b>4,229,185</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	26,818	24,067	24,067	24,067	33,864
Transfer to the General Fund	1,123	0	0	0	0
<b>Total Transfers</b>	<b>27,941</b>	<b>24,067</b>	<b>24,067</b>	<b>24,067</b>	<b>33,864</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	207,522	642,027	207,522	207,522	207,522
Unrestricted Ending Fund Balance (Use)	5,889,699	1,494,572	1,845,041	5,444,580	2,599,531
<b>Total Ending Fund Balance</b>	<b>6,097,221</b>	<b>2,136,599</b>	<b>2,052,563</b>	<b>5,652,102</b>	<b>2,807,053</b>
<b>TOTAL USE OF FUNDS</b>	<b>8,595,818</b>	<b>6,729,257</b>	<b>7,160,221</b>	<b>8,735,221</b>	<b>7,070,102</b>

\* Actuals may not subtotal due to rounding.

## Ice Centre Revenue Fund (432)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Capital Rehabilitation Reserve (Source)	0	487,500	487,500	487,500	487,500
Reserve for Encumbrances (Source)	100,001	100,001	100,001	100,001	100,001
Unrestricted Beginning Fund Balance (Source)	974,256	169,676	(736,298)	(736,298)	57,211
<b>Total Beginning Fund Balance</b>	<b>1,074,257</b>	<b>757,177</b>	<b>(148,797)</b>	<b>(148,797)</b>	<b>644,712</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	8,761	45,450	45,450	45,450	45,450
Ice Centre - Additional Rent	0	114,958	114,958	114,958	114,958
Ice Centre - Base Rent	562,500	750,000	750,000	750,000	5,437,500
<b>Total Revenue from the Use of Money/Property</b>	<b>571,261</b>	<b>910,408</b>	<b>910,408</b>	<b>910,408</b>	<b>5,597,908</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,645,518</b>	<b>1,667,585</b>	<b>761,611</b>	<b>761,611</b>	<b>6,242,620</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Ice Centre Debt Service Payment	29,370	2,000	2,000	2,000	5,438,000
Ice Centre Oversight Expenses	75,000	103,000	103,000	103,000	106,090
Refunding of Previous Base Rent Payments	1,603,013	0	0	0	0
<b>Total Expenditures</b>	<b>1,707,383</b>	<b>105,000</b>	<b>105,000</b>	<b>105,000</b>	<b>5,544,090</b>
<b>Transfers</b>					
Transfer to the General Fund	323	0	0	0	0
Transfer to the General Fund - Administrative Expenses	75,000	0	0	0	0
Transfer to the General Fund - Ice Centre Insurance Expenses	11,609	11,899	11,899	11,899	12,196
<b>Total Transfers</b>	<b>86,932</b>	<b>11,899</b>	<b>11,899</b>	<b>11,899</b>	<b>12,196</b>
<b>Ending Fund Balance</b>					
Capital Rehabilitation Reserve	487,500	1,047,000	487,500	487,500	487,500
Reserve for Encumbrances (Use)	100,001	100,001	100,001	100,001	100,001
Unrestricted Ending Fund Balance (Use)	(736,298)	403,685	57,211	57,211	98,833
<b>Total Ending Fund Balance</b>	<b>(148,797)</b>	<b>1,550,686</b>	<b>644,712</b>	<b>644,712</b>	<b>686,334</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,645,518</b>	<b>1,667,585</b>	<b>761,611</b>	<b>761,611</b>	<b>6,242,620</b>

\* Actuals may not subtotal due to rounding.

## Inclusionary Fee Fund (451)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Housing Project Reserve (Source)	7,653,742	15,000,000	9,900,000	9,900,000	25,000,000
Missing Middle Affordable Housing Reserve (Source)	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Reserve for Encumbrances (Source)	80,250	80,250	62,795	62,795	62,795
Unrestricted Beginning Fund Balance (Source)	9,798,697	9,605,925	15,063,909	15,063,909	2,854,896
<b>Total Beginning Fund Balance</b>	<b>27,532,689</b>	<b>34,686,175</b>	<b>35,026,704</b>	<b>35,026,704</b>	<b>37,917,691</b>
<b>Revenue from the Use of Money/Property</b>					
Inclusionary Policy Loan Repayments	2,363,096	1,200,000	1,200,000	1,300,000	1,200,000
Interest	438,626	300,000	300,000	1,000,000	900,000
<b>Total Revenue from the Use of Money/Property</b>	<b>2,801,722</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>2,300,000</b>	<b>2,100,000</b>
<b>Fees, Rates, and Charges</b>					
Inclusionary In-Lieu Policy Fee	4,748,393	5,500,000	5,500,000	6,300,000	5,500,000
Inclusionary In-Lieu Ordinance Fee	82,134	70,000	70,000	70,000	70,000
<b>Total Fees, Rates, and Charges</b>	<b>4,830,527</b>	<b>5,570,000</b>	<b>5,570,000</b>	<b>6,370,000</b>	<b>5,570,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>35,164,938</b>	<b>41,756,175</b>	<b>42,096,704</b>	<b>43,696,704</b>	<b>45,587,691</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Housing Loans and Grants	0	5,100,000	5,100,000	5,100,000	0
Housing Non-Personal/Equipment	46,367	50,000	200,000	200,000	0
Housing Personal Services	68,914	388,345	388,345	388,345	392,164
Overhead	15,131	59,096	59,096	59,096	134,922
PBCE Personal Services	0	23,960	23,960	23,960	18,579
<b>Total Expenditures</b>	<b>130,412</b>	<b>5,621,401</b>	<b>5,771,401</b>	<b>5,771,401</b>	<b>545,665</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	7,612	7,612	7,612	18,191
Transfer to the General Fund	7,822	0	0	0	0
<b>Total Transfers</b>	<b>7,822</b>	<b>7,612</b>	<b>7,612</b>	<b>7,612</b>	<b>18,191</b>
<b>Ending Fund Balance</b>					
Housing Project Reserve (Use)	9,900,000	25,000,000	25,000,000	25,000,000	30,000,000
Missing Middle Affordable Housing Reserve	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Reserve for Encumbrances (Use)	62,795	80,250	62,795	62,795	62,795
Unrestricted Ending Fund Balance (Use)	15,063,909	1,046,912	1,254,896	2,854,896	4,961,040
<b>Total Ending Fund Balance</b>	<b>35,026,704</b>	<b>36,127,162</b>	<b>36,317,691</b>	<b>37,917,691</b>	<b>45,023,835</b>
<b>TOTAL USE OF FUNDS</b>	<b>35,164,938</b>	<b>41,756,175</b>	<b>42,096,704</b>	<b>43,696,704</b>	<b>45,587,691</b>

\* Actuals may not subtotal due to rounding.

**Integrated Waste Management Fund (423)\*\***

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Environmental Innovation Center Reserve (Source)	74,000	74,000	74,000	74,000	74,000
Operations and Maintenance Reserve (Source)	13,308,642	14,036,417	14,036,417	14,036,417	13,280,063
Reserve for Encumbrances (Source)	2,743,295	2,743,295	2,885,297	2,885,297	2,885,297
Unrestricted Beginning Fund Balance (Source)	9,394,832	10,673,237	6,219,485	6,219,485	10,576,587
<b>Total Beginning Fund Balance</b>	<b>25,520,769</b>	<b>27,526,949</b>	<b>23,215,199</b>	<b>23,215,199</b>	<b>26,815,947</b>
<b>Licenses and Permits</b>					
Franchise Applications	24,000	943	943	938	858
<b>Total Licenses and Permits</b>	<b>24,000</b>	<b>943</b>	<b>943</b>	<b>938</b>	<b>858</b>
<b>Fines, Forfeitures, and Penalties</b>					
CDDD Ineligible Refunds	808,125	815,000	815,000	800,000	800,000
Lien-Related	632,815	367,500	367,500	744,874	593,170
Miscellaneous Solid Waste	450	0	0	0	50
<b>Total Fines, Forfeitures, and Penalties</b>	<b>1,441,390</b>	<b>1,182,500</b>	<b>1,182,500</b>	<b>1,544,874</b>	<b>1,393,220</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	421,935	402,534	402,534	286,196	293,470
Las Plumas Tenant	531,429	505,448	505,448	467,829	511,733
<b>Total Revenue from the Use of Money/Property</b>	<b>953,364</b>	<b>907,982</b>	<b>907,982</b>	<b>754,025</b>	<b>805,203</b>
<b>Revenue from Local Agencies</b>					
Household Hazardous Waste Revenue from County	679,488	400,000	400,000	489,158	400,000
<b>Total Revenue from Local Agencies</b>	<b>679,488</b>	<b>400,000</b>	<b>400,000</b>	<b>489,158</b>	<b>400,000</b>
<b>Revenue from State of California</b>					
SB 332 Revenue	254,344	250,000	250,000	256,604	253,851
<b>Total Revenue from State of California</b>	<b>254,344</b>	<b>250,000</b>	<b>250,000</b>	<b>256,604</b>	<b>253,851</b>
<b>Fees, Rates, and Charges</b>					
AB 939 Fees	4,065,330	3,690,000	3,690,000	3,689,500	4,744,649
Miscellaneous Solid Waste	1,000	0	0	0	1,000
Recycle Plus Collection Charges	150,175,008	172,208,100	172,208,100	174,043,335	186,587,896
<b>Total Fees, Rates, and Charges</b>	<b>154,241,338</b>	<b>175,898,100</b>	<b>175,898,100</b>	<b>177,732,835</b>	<b>191,333,545</b>
<b>Other Revenue</b>					
Hauler Payments	2,650,000	0	0	0	0
Miscellaneous	8,458	0	0	0	0
Miscellaneous Revenue	2,700	6,000	6,000	3,750	600
Miscellaneous Solid Waste	348,919	236,000	236,000	326,290	213,499
NMTC Proceeds, Reimbursement	1,000	0	0	0	0
Surplus Property Sales	0	0	3,817,000	3,817,000	0
<b>Total Other Revenue</b>	<b>3,011,077</b>	<b>242,000</b>	<b>4,059,000</b>	<b>4,147,040</b>	<b>214,099</b>
<b>Transfers</b>					
General Fund	0	0	101,797	101,797	0
<b>Total Transfers</b>	<b>0</b>	<b>0</b>	<b>101,797</b>	<b>101,797</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>186,125,770</b>	<b>206,408,474</b>	<b>206,015,521</b>	<b>208,242,470</b>	<b>221,216,723</b>

\* Actuals may not subtotal due to rounding.

**Integrated Waste Management Fund (423)\*\***

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Banking Services	114,500	95,000	165,000	165,000	95,000
City Attorney Personal Services	60,622	60,728	63,353	63,353	64,047
City Manager Personal Services	69,850	0	0	0	0
County Revenue Collection Fee	1,123,855	1,453,962	1,453,962	1,453,962	1,453,962
Delinquent Lien Releases	4,400	60,000	60,000	60,000	60,000
ESD Non-Personal/Equipment	2,444,275	3,604,304	3,604,304	2,922,268	3,741,270
ESD Personal Services	7,638,617	9,007,102	9,007,102	8,616,476	9,272,600
Finance Non-Personal/Equipment	23,551	215,500	215,500	118,128	112,500
Finance Personal Services	743,256	624,210	624,210	514,585	642,070
HR Personal Services	28,620	28,029	28,982	28,982	29,672
IDC Disposal Agreement	5,259,346	4,712,956	4,797,956	4,797,956	4,736,232
ITD Non-Personal/Equipment	19,915	63,975	63,975	17,924	65,527
ITD Personal Services	532,477	662,150	662,150	655,900	662,732
Multi-Family Recycle Plus	25,297,532	27,657,580	27,657,580	27,004,567	29,295,506
Overhead	2,884,569	2,755,910	2,755,910	2,755,910	2,247,645
PBCE Non-Personal/Equipment	20,548	15,912	15,912	32,651	14,585
PBCE Personal Services	305,916	204,676	209,703	209,703	233,647
PW Non-Personal/Equipment	22,772	124,703	124,703	61,857	124,703
PW Personal Services	360,496	441,092	441,092	441,092	437,611
Single Family Dwelling Processing	18,876,994	19,446,392	19,446,392	19,372,168	20,496,497
Single-Family Recycle Plus	71,092,947	85,715,398	85,630,398	81,943,670	91,511,798
Workers' Compensation Claims	47,137	125,000	125,000	115,949	125,000
Yard Trimming Collection/Processing	25,315,745	30,364,890	30,364,890	29,627,229	32,004,594
<b>Total Expenditures</b>	<b>162,287,940</b>	<b>187,439,469</b>	<b>187,518,074</b>	<b>180,979,330</b>	<b>197,427,198</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	610,721	447,193	447,193	447,193	631,385
Transfer to the General Fund	11,910	0	0	0	0
Transfer to the General Fund - CDDD Revenue	0	150,000	0	0	0
<b>Total Transfers</b>	<b>622,631</b>	<b>597,193</b>	<b>447,193</b>	<b>447,193</b>	<b>631,385</b>
<b>Ending Fund Balance</b>					
Environmental Innovation Center Reserve (Use)	74,000	74,000	74,000	74,000	74,000
Operations and Maintenance Reserve (Use)	14,036,417	13,280,063	13,280,063	13,280,063	16,462,128
Reserve for Encumbrances (Use)	2,885,297	2,743,295	2,885,297	2,885,297	2,885,297
Unrestricted Ending Fund Balance (Use)	6,219,485	2,274,454	1,810,894	10,576,587	3,736,715
<b>Total Ending Fund Balance</b>	<b>23,215,199</b>	<b>18,371,812</b>	<b>18,050,254</b>	<b>26,815,947</b>	<b>23,158,140</b>
<b>TOTAL USE OF FUNDS</b>	<b>186,125,770</b>	<b>206,408,474</b>	<b>206,015,521</b>	<b>208,242,470</b>	<b>221,216,723</b>

\* Actuals may not subtotal due to rounding.

\*\* The 2022-2023 Proposed Recycle Plus Collection Charges revenue includes a maximum eight percent rate increase to single-family dwellings and a four percent rate increase to multi-family dwellings in 2022-2023 to maintain cost recovery as contract expenditures increase due to annual cost-of-living adjustments for solid waste haulers



## Library Parcel Tax Fund (418)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	88,189	88,189	353,806	353,806	353,806
Six Day Expansion Model Reserve (Source)	3,000,000	2,662,942	2,000,000	2,000,000	2,000,000
Unrestricted Beginning Fund Balance (Source)	3,172,618	1,551,659	3,449,484	3,449,484	2,010,125
<b>Total Beginning Fund Balance</b>	<b>6,260,807</b>	<b>4,302,790</b>	<b>5,803,290</b>	<b>5,803,290</b>	<b>4,363,931</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	49,291	100,000	100,000	20,000	20,000
<b>Total Revenue from the Use of Money/Property</b>	<b>49,291</b>	<b>100,000</b>	<b>100,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Other Revenue</b>					
Miscellaneous	45	0	0	0	0
<b>Total Other Revenue</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Parcel Tax</b>					
Library Parcel Tax Revenue	9,904,881	10,034,950	10,034,950	10,034,950	10,235,649
<b>Total Library Parcel Tax</b>	<b>9,904,881</b>	<b>10,034,950</b>	<b>10,034,950</b>	<b>10,034,950</b>	<b>10,235,649</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>16,215,024</b>	<b>14,437,740</b>	<b>15,938,240</b>	<b>15,858,240</b>	<b>14,619,580</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Annual Audit	14,159	17,000	17,000	17,000	17,000
HR Non-Personal/Equipment	4,542	25,200	25,200	10,000	12,000
HR Personal Services	79,086	78,515	80,655	80,655	83,596
Library Non-Personal/Equipment	1,121,790	2,097,318	2,097,318	2,097,318	2,116,348
Library Personal Services	7,203,732	7,787,457	7,787,457	7,787,457	8,337,880
<b>Total Expenditures</b>	<b>8,423,309</b>	<b>10,005,490</b>	<b>10,007,630</b>	<b>9,992,430</b>	<b>10,566,824</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	47,789	46,341	46,341	46,341	5,777
Transfer to the General Fund	1,495	0	0	0	0
Transfer to the Library Parcel Tax Capital Fund	1,939,141	1,455,538	1,455,538	1,455,538	1,000,000
<b>Total Transfers</b>	<b>1,988,425</b>	<b>1,501,879</b>	<b>1,501,879</b>	<b>1,501,879</b>	<b>1,005,777</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	353,806	88,189	353,806	353,806	353,806
Six Day Expansion Model Reserve (Use)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Unrestricted Ending Fund Balance (Use)	3,449,484	842,182	2,074,925	2,010,125	693,173
<b>Total Ending Fund Balance</b>	<b>5,803,290</b>	<b>2,930,371</b>	<b>4,428,731</b>	<b>4,363,931</b>	<b>3,046,979</b>
<b>TOTAL USE OF FUNDS</b>	<b>16,215,024</b>	<b>14,437,740</b>	<b>15,938,240</b>	<b>15,858,240</b>	<b>14,619,580</b>

\* Actuals may not subtotal due to rounding.

# Low And Moderate Income Housing Asset Fund (346)

## STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Affordable Housing Web Portal Reserve (Source)	1,732,000	0	0	0	386,352
Committed Projects Reserve (Source)	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Housing Project Reserve (Source)	75,670,000	14,966,653	14,916,653	14,916,653	73,115,775
Reserve for Encumbrances (Source)	14,091,500	14,091,500	22,490,877	22,490,877	22,490,877
Revenue Stabilization Reserve (Source)	6,000,000	5,000,000	5,000,000	5,000,000	6,000,000
Unrestricted Beginning Fund Balance (Source)	38,611,928	111,348,308	120,864,874	120,864,874	11,032,331
<b>Total Beginning Fund Balance</b>	<b>150,505,428</b>	<b>159,806,461</b>	<b>177,672,404</b>	<b>177,672,404</b>	<b>127,425,335</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	2,213,618	3,000,000	4,567,621	8,000,000	3,000,000
Loan Repayments	65,867,236	14,000,000	31,531,588	31,531,588	14,000,000
<b>Total Revenue from the Use of Money/Property</b>	<b>68,080,854</b>	<b>17,000,000</b>	<b>36,099,209</b>	<b>39,531,588</b>	<b>17,000,000</b>
<b>Other Revenue</b>					
Miscellaneous	20,024	0	0	0	0
<b>Total Other Revenue</b>	<b>20,024</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>218,606,306</b>	<b>176,806,461</b>	<b>213,771,613</b>	<b>217,203,992</b>	<b>144,425,335</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Affordable Housing Web Portal	219,108	0	10,000	10,000	396,352
Asset Management Services	141,727	1,100,000	1,100,000	500,000	1,250,000
City Attorney Non-Personal/Equipment	37,853	21,224	21,224	40,000	21,702
City Attorney Personal Services	926,608	1,185,121	1,185,121	1,185,121	1,239,894
City Manager Non-Personal/Equipment	18,234	18,375	18,375	18,375	18,375
City Manager Personal Services	(10)	0	0	0	0
Finance Personal Services	67,836	86,323	103,923	103,923	75,155
Homeless Services	0	250,000	250,000	100,000	250,000
Housing Loans and Grants	29,949,148	63,081,832	74,688,057	74,688,057	20,688,057
Housing Non-Personal/Equipment	919,876	2,415,248	2,415,248	1,813,916	1,700,248
Housing Personal Services	7,032,559	6,979,367	7,262,331	7,262,331	7,296,312
Housing Predevelopment Activity	155,364	2,337,397	2,337,397	1,438,369	1,800,000
HR Personal Services	36,531	40,112	41,146	41,146	42,547
ITD Non-Personal/Equipment	1,406	2,046	2,046	2,046	3,102
ITD Personal Services	82,742	71,704	124,244	124,244	140,830
OED Personal Services	0	166,956	166,956	166,956	360,824
Overhead	550,695	1,394,270	1,394,270	1,394,270	1,460,263
PBCE Non-Personal/Equipment	8,096	13,765	13,765	13,765	13,433
PBCE Personal Services	249,918	235,745	235,745	235,745	417,660
PW Non-Personal/Equipment	8,340	27,650	92,650	92,650	27,650
PW Personal Services	114,406	169,095	104,095	104,095	156,251
Successor Agency to the Redevelopment Agency	0	70,000	203,000	0	273,000
Workers' Compensation Claims	4,432	75,000	75,000	75,000	75,000
<b>Total Expenditures</b>	<b>40,524,869</b>	<b>79,741,230</b>	<b>91,844,593</b>	<b>89,410,009</b>	<b>37,706,655</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	355,244	368,648	368,648	368,648	395,875
Transfer to the General Fund	53,789	0	0	0	0
<b>Total Transfers</b>	<b>409,033</b>	<b>368,648</b>	<b>368,648</b>	<b>368,648</b>	<b>395,875</b>

\* Actuals may not subtotal due to rounding.

## Low And Moderate Income Housing Asset Fund (346)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Affordable Housing Web Portal Reserve (Use)	0	386,352	386,352	386,352	0
Committed Projects Reserve (Use)	14,400,000	14,400,000	14,400,000	14,400,000	9,875,000
Housing Project Reserve (Use)	14,916,653	55,000,000	73,115,775	73,115,775	55,000,000
Reserve for Encumbrances (Use)	22,490,877	14,091,500	22,490,877	22,490,877	22,490,877
Revenue Stabilization Reserve (Use)	5,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Unrestricted Ending Fund Balance (Use)	120,864,874	6,818,731	5,165,368	11,032,331	12,956,928
<b>Total Ending Fund Balance</b>	<u>177,672,404</u>	<u>96,696,583</u>	<u>121,558,372</u>	<u>127,425,335</u>	<u>106,322,805</u>
 <b>TOTAL USE OF FUNDS</b>	 <u><u>218,606,306</u></u>	 <u><u>176,806,461</u></u>	 <u><u>213,771,613</u></u>	 <u><u>217,203,992</u></u>	 <u><u>144,425,335</u></u>

\* Actuals may not subtotal due to rounding.

## Maintenance District No. 1 (Los Paseos) Fund (352)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	281,802	325,852	398,637	398,637	385,427
<b>Total Beginning Fund Balance</b>	<u>281,802</u>	<u>325,852</u>	<u>398,637</u>	<u>398,637</u>	<u>385,427</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	3,702	3,000	3,000	3,100	2,700
<b>Total Revenue from the Use of Money/Property</b>	<u>3,702</u>	<u>3,000</u>	<u>3,000</u>	<u>3,100</u>	<u>2,700</u>
<b>Special Assessments</b>					
Special Assessments Revenue	385,174	340,400	340,400	340,400	368,300
<b>Total Special Assessments</b>	<u>385,174</u>	<u>340,400</u>	<u>340,400</u>	<u>340,400</u>	<u>368,300</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>670,678</u></u>	<u><u>669,252</u></u>	<u><u>742,037</u></u>	<u><u>742,137</u></u>	<u><u>756,427</u></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	156,682	228,700	228,700	202,403	310,500
DOT Personal Services	86,109	115,057	118,364	115,286	119,034
Overhead	29,250	39,021	39,021	39,021	42,799
<b>Total Expenditures</b>	<u>272,041</u>	<u>382,778</u>	<u>386,085</u>	<u>356,710</u>	<u>472,333</u>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	0	0	0	1,024
<b>Total Transfers</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,024</u>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	398,637	286,474	355,952	385,427	283,070
<b>Total Ending Fund Balance</b>	<u>398,637</u>	<u>286,474</u>	<u>355,952</u>	<u>385,427</u>	<u>283,070</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>670,678</u></u>	<u><u>669,252</u></u>	<u><u>742,037</u></u>	<u><u>742,137</u></u>	<u><u>756,427</u></u>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 2 (Trade Zone Blvd.-Lundy Ave.) Fund (354)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	170,387	202,695	197,234	197,234	233,714
<b>Total Beginning Fund Balance</b>	<b>170,387</b>	<b>202,695</b>	<b>197,234</b>	<b>197,234</b>	<b>233,714</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	2,605	2,600	2,600	1,700	1,700
<b>Total Revenue from the Use of Money/Property</b>	<b>2,605</b>	<b>2,600</b>	<b>2,600</b>	<b>1,700</b>	<b>1,700</b>
<b>Revenue from Local Agencies</b>					
Other Assessment Revenue	6,028	0	0	0	0
<b>Total Revenue from Local Agencies</b>	<b>6,028</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Assessments</b>					
Special Assessments Revenue	87,435	88,900	88,900	88,900	91,700
<b>Total Special Assessments</b>	<b>87,435</b>	<b>88,900</b>	<b>88,900</b>	<b>88,900</b>	<b>91,700</b>
<b>Transfers</b>					
General Fund	2,408	2,408	2,408	2,408	2,408
<b>Total Transfers</b>	<b>2,408</b>	<b>2,408</b>	<b>2,408</b>	<b>2,408</b>	<b>2,408</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>268,863</b>	<b>296,603</b>	<b>291,142</b>	<b>290,242</b>	<b>329,522</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	71,629	47,000	47,000	47,000	84,500
DOT Personal Services	0	13,759	13,759	4,132	16,307
Overhead	0	5,396	5,396	5,396	6,331
<b>Total Expenditures</b>	<b>71,629</b>	<b>66,155</b>	<b>66,155</b>	<b>56,528</b>	<b>107,138</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	197,234	230,448	224,987	233,714	222,384
<b>Total Ending Fund Balance</b>	<b>197,234</b>	<b>230,448</b>	<b>224,987</b>	<b>233,714</b>	<b>222,384</b>
<b>TOTAL USE OF FUNDS</b>	<b>268,863</b>	<b>296,603</b>	<b>291,142</b>	<b>290,242</b>	<b>329,522</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 5 (Orchard Parkway-Plumeria Drive) Fund (357)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	129,324	124,097	141,531	141,531	154,551
<b>Total Beginning Fund Balance</b>	<b>129,324</b>	<b>124,097</b>	<b>141,531</b>	<b>141,531</b>	<b>154,551</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,517	1,700	1,700	1,000	1,000
<b>Total Revenue from the Use of Money/Property</b>	<b>1,517</b>	<b>1,700</b>	<b>1,700</b>	<b>1,000</b>	<b>1,000</b>
<b>Special Assessments</b>					
Special Assessments Revenue	92,029	93,600	93,600	93,600	95,100
<b>Total Special Assessments</b>	<b>92,029</b>	<b>93,600</b>	<b>93,600</b>	<b>93,600</b>	<b>95,100</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>222,870</b>	<b>219,397</b>	<b>236,831</b>	<b>236,131</b>	<b>250,651</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	47,068	49,400	49,400	49,400	54,100
DOT Personal Services	26,044	27,718	27,718	23,006	25,837
Overhead	8,227	9,174	9,174	9,174	9,262
<b>Total Expenditures</b>	<b>81,339</b>	<b>86,292</b>	<b>86,292</b>	<b>81,580</b>	<b>89,199</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	141,531	133,105	150,539	154,551	161,452
<b>Total Ending Fund Balance</b>	<b>141,531</b>	<b>133,105</b>	<b>150,539</b>	<b>154,551</b>	<b>161,452</b>
<b>TOTAL USE OF FUNDS</b>	<b>222,870</b>	<b>219,397</b>	<b>236,831</b>	<b>236,131</b>	<b>250,651</b>

\* Actuals may not subtotal due to rounding.

## Maintenance District No. 8 (Zanker-Montague) Fund (361)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	16,942	16,942	2,789	2,789	2,789
Unrestricted Beginning Fund Balance (Source)	135,192	119,928	113,951	113,951	71,484
<b>Total Beginning Fund Balance</b>	<b>152,134</b>	<b>136,870</b>	<b>116,740</b>	<b>116,740</b>	<b>74,273</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,835	4,700	4,700	1,000	500
<b>Total Revenue from the Use of Money/Property</b>	<b>1,835</b>	<b>4,700</b>	<b>4,700</b>	<b>1,000</b>	<b>500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	111,979	114,800	114,800	114,800	118,500
<b>Total Special Assessments</b>	<b>111,979</b>	<b>114,800</b>	<b>114,800</b>	<b>114,800</b>	<b>118,500</b>
<b>Transfers</b>					
General Fund	2,353	2,353	2,353	2,353	2,353
<b>Total Transfers</b>	<b>2,353</b>	<b>2,353</b>	<b>2,353</b>	<b>2,353</b>	<b>2,353</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>268,301</b>	<b>258,723</b>	<b>238,593</b>	<b>234,893</b>	<b>195,626</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	59,180	58,300	58,300	58,300	67,600
DOT Personal Services	69,764	73,969	76,472	75,375	75,662
Overhead	22,617	25,477	25,477	25,477	28,182
<b>Total Expenditures</b>	<b>151,561</b>	<b>157,746</b>	<b>160,249</b>	<b>159,152</b>	<b>171,444</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	1,468	1,468	1,468	1,717
<b>Total Transfers</b>	<b>0</b>	<b>1,468</b>	<b>1,468</b>	<b>1,468</b>	<b>1,717</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	2,789	16,942	2,789	2,789	2,789
Unrestricted Ending Fund Balance (Use)	113,951	82,567	74,087	71,484	19,676
<b>Total Ending Fund Balance</b>	<b>116,740</b>	<b>99,509</b>	<b>76,876</b>	<b>74,273</b>	<b>22,465</b>
<b>TOTAL USE OF FUNDS</b>	<b>268,301</b>	<b>258,723</b>	<b>238,593</b>	<b>234,893</b>	<b>195,626</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 9 (Santa Teresa-Great Oaks) Fund (362)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	260,511	274,780	256,395	256,395	283,656
<b>Total Beginning Fund Balance</b>	<b>260,511</b>	<b>274,780</b>	<b>256,395</b>	<b>256,395</b>	<b>283,656</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	3,558	4,100	4,100	2,000	2,000
<b>Total Revenue from the Use of Money/Property</b>	<b>3,558</b>	<b>4,100</b>	<b>4,100</b>	<b>2,000</b>	<b>2,000</b>
<b>Special Assessments</b>					
Special Assessments Revenue	172,547	176,500	176,500	176,500	187,100
<b>Total Special Assessments</b>	<b>172,547</b>	<b>176,500</b>	<b>176,500</b>	<b>176,500</b>	<b>187,100</b>
<b>Transfers</b>					
General Fund	23,480	23,480	23,480	23,480	23,480
<b>Total Transfers</b>	<b>23,480</b>	<b>23,480</b>	<b>23,480</b>	<b>23,480</b>	<b>23,480</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>460,096</b>	<b>478,860</b>	<b>460,475</b>	<b>458,375</b>	<b>496,236</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	143,893	106,000	106,000	106,000	147,800
DOT Personal Services	44,697	49,364	51,035	51,035	51,815
Overhead	15,111	17,684	17,684	17,684	19,979
<b>Total Expenditures</b>	<b>203,701</b>	<b>173,048</b>	<b>174,719</b>	<b>174,719</b>	<b>219,594</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	256,395	305,812	285,756	283,656	276,642
<b>Total Ending Fund Balance</b>	<b>256,395</b>	<b>305,812</b>	<b>285,756</b>	<b>283,656</b>	<b>276,642</b>
<b>TOTAL USE OF FUNDS</b>	<b>460,096</b>	<b>478,860</b>	<b>460,475</b>	<b>458,375</b>	<b>496,236</b>

\* Actuals may not subtotal due to rounding.



**Maintenance District No. 11 (Brokaw Rd/Junction Ave/Old Oakland Rd) Fund (364)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	184,125	77,460	181,937	181,937	151,312
<b>Total Beginning Fund Balance</b>	<b>184,125</b>	<b>77,460</b>	<b>181,937</b>	<b>181,937</b>	<b>151,312</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	2,553	4,800	4,800	2,000	1,500
<b>Total Revenue from the Use of Money/Property</b>	<b>2,553</b>	<b>4,800</b>	<b>4,800</b>	<b>2,000</b>	<b>1,500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	72,884	79,100	79,100	79,100	81,600
<b>Total Special Assessments</b>	<b>72,884</b>	<b>79,100</b>	<b>79,100</b>	<b>79,100</b>	<b>81,600</b>
<b>Transfers</b>					
General Fund	6,354	6,354	6,354	6,354	6,354
<b>Total Transfers</b>	<b>6,354</b>	<b>6,354</b>	<b>6,354</b>	<b>6,354</b>	<b>6,354</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>265,916</b>	<b>167,714</b>	<b>272,191</b>	<b>269,391</b>	<b>240,766</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	62,580	92,150	92,150	92,150	97,850
DOT Personal Services	14,880	21,762	21,762	18,608	19,722
Overhead	6,519	7,321	7,321	7,321	7,256
<b>Total Expenditures</b>	<b>83,979</b>	<b>121,233</b>	<b>121,233</b>	<b>118,079</b>	<b>124,828</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	181,937	46,481	150,958	151,312	115,938
<b>Total Ending Fund Balance</b>	<b>181,937</b>	<b>46,481</b>	<b>150,958</b>	<b>151,312</b>	<b>115,938</b>
<b>TOTAL USE OF FUNDS</b>	<b>265,916</b>	<b>167,714</b>	<b>272,191</b>	<b>269,391</b>	<b>240,766</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 13 (Karina-O'Nel) Fund (366)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	139,037	154,171	156,278	156,278	174,145
<b>Total Beginning Fund Balance</b>	<b>139,037</b>	<b>154,171</b>	<b>156,278</b>	<b>156,278</b>	<b>174,145</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,968	2,300	2,300	1,300	1,500
<b>Total Revenue from the Use of Money/Property</b>	<b>1,968</b>	<b>2,300</b>	<b>2,300</b>	<b>1,300</b>	<b>1,500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	55,998	56,900	56,900	56,900	58,700
<b>Total Special Assessments</b>	<b>55,998</b>	<b>56,900</b>	<b>56,900</b>	<b>56,900</b>	<b>58,700</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>197,003</b>	<b>213,371</b>	<b>215,478</b>	<b>214,478</b>	<b>234,345</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	31,401	30,250	30,250	30,250	31,250
DOT Personal Services	6,958	7,915	7,915	7,426	7,107
Overhead	2,366	2,657	2,657	2,657	2,571
<b>Total Expenditures</b>	<b>40,725</b>	<b>40,822</b>	<b>40,822</b>	<b>40,333</b>	<b>40,928</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	156,278	172,549	174,656	174,145	193,417
<b>Total Ending Fund Balance</b>	<b>156,278</b>	<b>172,549</b>	<b>174,656</b>	<b>174,145</b>	<b>193,417</b>
<b>TOTAL USE OF FUNDS</b>	<b>197,003</b>	<b>213,371</b>	<b>215,478</b>	<b>214,478</b>	<b>234,345</b>

\* Actuals may not subtotal due to rounding.

## Maintenance District No. 15 (Silver Creek Valley) Fund (368)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	488,464	237,140	311,655	311,655	188,423
<b>Total Beginning Fund Balance</b>	<b>488,464</b>	<b>237,140</b>	<b>311,655</b>	<b>311,655</b>	<b>188,423</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	2,438	6,000	6,000	1,200	700
<b>Total Revenue from the Use of Money/Property</b>	<b>2,438</b>	<b>6,000</b>	<b>6,000</b>	<b>1,200</b>	<b>700</b>
<b>Special Assessments</b>					
Special Assessments Revenue	1,240,846	1,371,500	1,371,500	1,371,500	1,497,100
<b>Total Special Assessments</b>	<b>1,240,846</b>	<b>1,371,500</b>	<b>1,371,500</b>	<b>1,371,500</b>	<b>1,497,100</b>
<b>Transfers</b>					
General Fund	16,636	16,636	16,636	16,636	16,636
Maintenance District No. 18	22,118	0	0	0	0
Storm Sewer Operating Fund	0	22,118	22,118	22,118	22,118
<b>Total Transfers</b>	<b>38,754</b>	<b>38,754</b>	<b>38,754</b>	<b>38,754</b>	<b>38,754</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>1,770,502</b>	<b>1,653,394</b>	<b>1,727,909</b>	<b>1,723,109</b>	<b>1,724,977</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	821,668	877,600	877,600	877,600	996,200
DOT Personal Services	458,651	566,544	566,544	461,874	504,919
Overhead	173,103	190,753	190,753	190,753	181,128
<b>Total Expenditures</b>	<b>1,453,422</b>	<b>1,634,897</b>	<b>1,634,897</b>	<b>1,530,227</b>	<b>1,682,247</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	5,284	4,459	4,459	4,459	6,485
Transfer to the General Fund	141	0	0	0	0
<b>Total Transfers</b>	<b>5,425</b>	<b>4,459</b>	<b>4,459</b>	<b>4,459</b>	<b>6,485</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	311,655	14,038	88,553	188,423	36,245
<b>Total Ending Fund Balance</b>	<b>311,655</b>	<b>14,038</b>	<b>88,553</b>	<b>188,423</b>	<b>36,245</b>
<b>TOTAL USE OF FUNDS</b>	<b>1,770,502</b>	<b>1,653,394</b>	<b>1,727,909</b>	<b>1,723,109</b>	<b>1,724,977</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 18 (The Meadowlands) Fund (372)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	129,744	112,808	170,038	170,038	157,560
<b>Total Beginning Fund Balance</b>	<b>129,744</b>	<b>112,808</b>	<b>170,038</b>	<b>170,038</b>	<b>157,560</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,933	2,200	2,200	1,400	1,600
<b>Total Revenue from the Use of Money/Property</b>	<b>1,933</b>	<b>2,200</b>	<b>2,200</b>	<b>1,400</b>	<b>1,600</b>
<b>Special Assessments</b>					
Special Assessments Revenue	89,105	91,000	91,000	91,000	94,000
<b>Total Special Assessments</b>	<b>89,105</b>	<b>91,000</b>	<b>91,000</b>	<b>91,000</b>	<b>94,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>220,782</b>	<b>206,008</b>	<b>263,238</b>	<b>262,438</b>	<b>253,160</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	27,370	38,150	78,150	78,150	40,850
DOT Personal Services	15,888	24,683	24,683	17,910	25,347
Overhead	7,486	8,818	8,818	8,818	9,614
<b>Total Expenditures</b>	<b>50,744</b>	<b>71,651</b>	<b>111,651</b>	<b>104,878</b>	<b>75,811</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	170,038	134,357	151,587	157,560	177,349
<b>Total Ending Fund Balance</b>	<b>170,038</b>	<b>134,357</b>	<b>151,587</b>	<b>157,560</b>	<b>177,349</b>
<b>TOTAL USE OF FUNDS</b>	<b>220,782</b>	<b>206,008</b>	<b>263,238</b>	<b>262,438</b>	<b>253,160</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 19 (River Oaks Area Landscaping) Fund (359)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	242,503	264,538	258,096	258,096	163,733
<b>Total Beginning Fund Balance</b>	<b>242,503</b>	<b>264,538</b>	<b>258,096</b>	<b>258,096</b>	<b>163,733</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	3,225	4,400	4,400	2,000	1,900
<b>Total Revenue from the Use of Money/Property</b>	<b>3,225</b>	<b>4,400</b>	<b>4,400</b>	<b>2,000</b>	<b>1,900</b>
<b>Special Assessments</b>					
Special Assessments Revenue	171,353	175,900	175,900	175,900	181,500
<b>Total Special Assessments</b>	<b>171,353</b>	<b>175,900</b>	<b>175,900</b>	<b>175,900</b>	<b>181,500</b>
<b>Transfers</b>					
General Fund	6,195	6,195	6,195	6,195	6,195
<b>Total Transfers</b>	<b>6,195</b>	<b>6,195</b>	<b>6,195</b>	<b>6,195</b>	<b>6,195</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>423,276</b>	<b>451,033</b>	<b>444,591</b>	<b>442,191</b>	<b>353,328</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	126,077	216,350	216,350	216,350	118,950
DOT Personal Services	28,343	58,120	58,120	42,401	58,060
Overhead	10,760	19,707	19,707	19,707	20,951
<b>Total Expenditures</b>	<b>165,180</b>	<b>294,177</b>	<b>294,177</b>	<b>278,458</b>	<b>197,961</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	258,096	156,856	150,414	163,733	155,367
<b>Total Ending Fund Balance</b>	<b>258,096</b>	<b>156,856</b>	<b>150,414</b>	<b>163,733</b>	<b>155,367</b>
<b>TOTAL USE OF FUNDS</b>	<b>423,276</b>	<b>451,033</b>	<b>444,591</b>	<b>442,191</b>	<b>353,328</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 20 (Renaissance-N. First Landscaping) Fund (365)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	150,599	112,407	121,374	121,374	92,281
<b>Total Beginning Fund Balance</b>	<b>150,599</b>	<b>112,407</b>	<b>121,374</b>	<b>121,374</b>	<b>92,281</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	2,114	3,000	3,000	1,000	500
<b>Total Revenue from the Use of Money/Property</b>	<b>2,114</b>	<b>3,000</b>	<b>3,000</b>	<b>1,000</b>	<b>500</b>
<b>Special Assessments</b>					
Special Assessments Revenue	64,045	65,900	65,900	65,900	68,000
<b>Total Special Assessments</b>	<b>64,045</b>	<b>65,900</b>	<b>65,900</b>	<b>65,900</b>	<b>68,000</b>
<b>Transfers</b>					
General Fund	21,461	21,461	21,461	21,461	21,461
<b>Total Transfers</b>	<b>21,461</b>	<b>21,461</b>	<b>21,461</b>	<b>21,461</b>	<b>21,461</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>238,219</b>	<b>202,768</b>	<b>211,735</b>	<b>209,735</b>	<b>182,242</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	100,033	106,250	106,250	101,608	113,550
DOT Personal Services	12,659	13,844	13,844	11,182	12,612
Overhead	4,153	4,664	4,664	4,664	4,685
<b>Total Expenditures</b>	<b>116,845</b>	<b>124,758</b>	<b>124,758</b>	<b>117,454</b>	<b>130,847</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	121,374	78,010	86,977	92,281	51,395
<b>Total Ending Fund Balance</b>	<b>121,374</b>	<b>78,010</b>	<b>86,977</b>	<b>92,281</b>	<b>51,395</b>
<b>TOTAL USE OF FUNDS</b>	<b>238,219</b>	<b>202,768</b>	<b>211,735</b>	<b>209,735</b>	<b>182,242</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 21 (Gateway Place-Airport Parkway) Fund (356)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	140,353	151,127	157,523	157,523	184,600
<b>Total Beginning Fund Balance</b>	<b>140,353</b>	<b>151,127</b>	<b>157,523</b>	<b>157,523</b>	<b>184,600</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,738	2,000	2,000	1,300	1,700
<b>Total Revenue from the Use of Money/Property</b>	<b>1,738</b>	<b>2,000</b>	<b>2,000</b>	<b>1,300</b>	<b>1,700</b>
<b>Special Assessments</b>					
Special Assessments Revenue	103,967	105,700	105,700	105,700	109,100
<b>Total Special Assessments</b>	<b>103,967</b>	<b>105,700</b>	<b>105,700</b>	<b>105,700</b>	<b>109,100</b>
<b>Transfers</b>					
General Fund	8,996	8,996	8,996	8,996	8,996
<b>Total Transfers</b>	<b>8,996</b>	<b>8,996</b>	<b>8,996</b>	<b>8,996</b>	<b>8,996</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>255,054</b>	<b>267,823</b>	<b>274,219</b>	<b>273,519</b>	<b>304,396</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	60,860	49,800	49,800	45,467	54,900
DOT Personal Services	26,549	31,630	32,750	32,601	30,487
Overhead	10,122	10,851	10,851	10,851	11,328
<b>Total Expenditures</b>	<b>97,531</b>	<b>92,281</b>	<b>93,401</b>	<b>88,919</b>	<b>96,715</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	157,523	175,542	180,818	184,600	207,681
<b>Total Ending Fund Balance</b>	<b>157,523</b>	<b>175,542</b>	<b>180,818</b>	<b>184,600</b>	<b>207,681</b>
<b>TOTAL USE OF FUNDS</b>	<b>255,054</b>	<b>267,823</b>	<b>274,219</b>	<b>273,519</b>	<b>304,396</b>

\* Actuals may not subtotal due to rounding.

**Maintenance District No. 22 (Hellyer Ave.-Silver Creek Valley Rd.) Fund (367)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	152,072	155,479	155,814	155,814	76,990
<b>Total Beginning Fund Balance</b>	<b>152,072</b>	<b>155,479</b>	<b>155,814</b>	<b>155,814</b>	<b>76,990</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	2,337	3,000	3,000	1,300	1,300
<b>Total Revenue from the Use of Money/Property</b>	<b>2,337</b>	<b>3,000</b>	<b>3,000</b>	<b>1,300</b>	<b>1,300</b>
<b>Special Assessments</b>					
Special Assessments Revenue	73,910	75,000	75,000	75,000	77,500
<b>Total Special Assessments</b>	<b>73,910</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>77,500</b>
<b>Transfers</b>					
General Fund	35,223	35,223	35,223	35,223	35,223
<b>Total Transfers</b>	<b>35,223</b>	<b>35,223</b>	<b>35,223</b>	<b>35,223</b>	<b>35,223</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>263,542</b>	<b>268,702</b>	<b>269,037</b>	<b>267,337</b>	<b>191,013</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
DOT Non-Personal/Equipment	91,088	171,000	171,000	171,000	89,500
DOT Personal Services	12,324	14,150	14,150	14,150	14,940
Overhead	4,316	5,197	5,197	5,197	5,762
<b>Total Expenditures</b>	<b>107,728</b>	<b>190,347</b>	<b>190,347</b>	<b>190,347</b>	<b>110,202</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	155,814	78,355	78,690	76,990	80,811
<b>Total Ending Fund Balance</b>	<b>155,814</b>	<b>78,355</b>	<b>78,690</b>	<b>76,990</b>	<b>80,811</b>
<b>TOTAL USE OF FUNDS</b>	<b>263,542</b>	<b>268,702</b>	<b>269,037</b>	<b>267,337</b>	<b>191,013</b>

\* Actuals may not subtotal due to rounding.



## Multi-Source Housing Fund (448)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
City Housing Authority Reserve (Source)	8,754,418	5,878,502	5,878,502	5,878,502	2,478,502
Committed Projects Reserve (Source)	500,000	0	0	0	0
Housing Project Reserve (Source)	7,053,990	9,697,732	9,697,732	9,697,732	0
Reserve for Encumbrances (Source)	23,540,211	23,540,211	13,906,653	18,649,618	13,906,653
Unrestricted Beginning Fund Balance (Source)	41,032,482	73,833,910	27,360,567	22,617,602	26,998,667
<b>Total Beginning Fund Balance</b>	<b>80,881,101</b>	<b>112,950,355</b>	<b>56,843,454</b>	<b>56,843,454</b>	<b>43,383,822</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,735,771	384,900	534,900	584,900	504,000
Loan Repayments	9,011,088	1,750,000	1,750,000	1,780,000	1,010,000
Recovery Act - Neighborhood Stabilization Program 2	243,952	150,000	360,414	384,697	150,000
Rental Income	1,411,245	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>12,402,056</b>	<b>2,284,900</b>	<b>2,645,314</b>	<b>2,749,597</b>	<b>1,664,000</b>
<b>Revenue from State of California</b>					
Project HomeKey Grant	11,361,182	0	869,295	869,295	0
<b>Total Revenue from State of California</b>	<b>11,361,182</b>	<b>0</b>	<b>869,295</b>	<b>869,295</b>	<b>0</b>
<b>Revenue from Federal Government</b>					
Emergency Shelter Grants	1,036,668	882,266	36,752,310	34,454,039	0
HOPWA Grants	1,812,298	1,434,191	1,434,191	1,434,191	1,434,191
<b>Total Revenue from Federal Government</b>	<b>2,848,966</b>	<b>2,316,457</b>	<b>38,186,501</b>	<b>35,888,230</b>	<b>1,434,191</b>
<b>Fees, Rates, and Charges</b>					
Affordable Housing Impact Fee	900,399	0	0	0	0
Miscellaneous	(47)	75,000	75,000	75,000	75,000
Multi-Family Housing Fees and Charges	526,914	600,000	600,000	600,000	680,000
<b>Total Fees, Rates, and Charges</b>	<b>1,427,266</b>	<b>675,000</b>	<b>675,000</b>	<b>675,000</b>	<b>755,000</b>
<b>Other Revenue</b>					
Miscellaneous Revenue	877,715	200,000	1,225,000	1,225,000	0
<b>Total Other Revenue</b>	<b>877,715</b>	<b>200,000</b>	<b>1,225,000</b>	<b>1,225,000</b>	<b>0</b>
<b>Transfers</b>					
Affordable Housing Impact Fee Fund	0	0	12,505,263	12,505,263	0
Homeless Emergency Aid Program Fund	0	0	0	0	54,341
Homeless Housing Assistance and Prevention Fund	0	0	7,768,429	7,768,429	0
Multi-Source Housing Fund	43,000	0	558,157	558,157	0
<b>Total Transfers</b>	<b>43,000</b>	<b>0</b>	<b>20,831,849</b>	<b>20,831,849</b>	<b>54,341</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>109,841,286</b>	<b>118,426,712</b>	<b>121,276,413</b>	<b>119,082,425</b>	<b>47,291,354</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
2017 Coyote Creek Flood Recovery Efforts	1,850,561	388,827	388,827	0	388,827
Bridge Housing Communities	1,119,288	1,700,000	2,700,000	1,000,000	0
CalHome (Homebuyer) Program	0	20,000	20,000	20,000	0
CalHome (Rehabilitation) Program	90,491	275,000	275,000	275,000	0
CARES Emergency Shelter Grants	2,109,123	569,640	969,640	3,243,151	0

\* Actuals may not subtotal due to rounding.

## Multi-Source Housing Fund (448)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
CARES HOPWA Grants	92,116	0	0	0	0
City Attorney Personal Services	0	88,075	88,075	88,075	93,606
Community Development Block Grant CV3	0	7,578,510	7,578,510	0	0
Crisis Response Interventions	375,365	0	200,000	200,000	0
Destination: Home COVID-19	100,000	0	0	0	0
Emergency Shelter Grants	726,665	883,719	883,719	883,719	753,798
Emergency Shelters	10,181,191	0	3,000,000	0	3,000,000
ESG CARES II Grant	2,025,878	3,419,842	3,419,842	609,875	363,190
Grant Administration	155,505	0	0	0	0
Homeless Rapid Rehousing	3,486,567	4,921,075	4,921,075	4,921,075	4,660,355
Homeless Outreach Services	211,819	269,847	856,239	68,994	0
Homeless Youth	342,275	0	0	0	0
Homelessness Prevention System	4,083,251	0	0	0	0
HOPWA GRANTS	1,197,022	1,553,405	1,553,405	1,553,405	0
HOPWA PSH	357,084	1,325,776	1,325,776	1,325,776	0
HOPWA VAWA	554,305	538,044	538,044	0	538,044
Housing Loans and Grants	2,491,998	2,158,002	2,158,002	0	2,158,002
Housing Non-Personal/Equipment	0	34,547	34,547	34,547	34,547
Housing Personal Services	21,994	947,273	947,273	947,273	1,213,015
Housing Shelter	7,041,263	17,028,318	17,028,318	17,028,318	0
Hygiene/Infection Control	194,037	4,057,976	4,057,976	774,323	0
Loan Administration	522,800	412,785	412,785	412,785	311,000
Lot E Emergency Interim Housing Project	0	0	25,000	25,000	0
Overhead	130,023	303,417	303,417	369,720	592,088
PBCE Personal Services	0	22,946	22,946	33,000	24,226
Permanent Supportive Housing Services	(40,000)	0	0	0	0
Plaza Hotel Operations	0	400,000	400,000	291,485	0
Project HomeKey	11,361,182	1,701,110	1,701,110	1,701,110	0
Rebuilding for Heroes	100,000	0	0	0	0
Recovery Act - Neighborhood Stabilization Program 2	133,047	200,000	700,000	700,000	150,000
Rock Springs Landlord Incentive	0	0	97,050	97,050	0
SB89 COVID-19 Emergency	1,280,190	3,269,821	2,639,631	2,639,631	0
Street Outreach and Support Services	0	3,403,982	3,403,982	0	0
Survivors of Violence Housing Assistance	28,735	50,265	50,265	50,265	0
VA Rental Subsidy Program	607,498	2,000,000	2,000,000	0	1,500,000
<b>Total Expenditures</b>	<b>52,931,273</b>	<b>59,522,202</b>	<b>64,700,454</b>	<b>39,293,577</b>	<b>15,780,698</b>
<b>Transfers</b>					
Transfer to the Affordable Housing Impact Fee Fund	0	0	7,855,263	7,855,263	0
Transfer to the City Hall Debt Service Fund	1,823	78,001	78,001	78,001	108,098
Transfer to the General Fund	21,736	0	0	0	0
Transfer to the Homeless Emergency Aid Program Fund	43,000	0	558,157	558,157	0
Transfer to the Homeless Housing Assistance and Prevention Fund	0	0	7,639,913	7,639,913	0
Transfer to the Multi-Source Housing Fund	0	0	20,273,692	20,273,692	54,341
<b>Total Transfers</b>	<b>66,559</b>	<b>78,001</b>	<b>36,405,026</b>	<b>36,405,026</b>	<b>162,439</b>
<b>Ending Fund Balance</b>					
City Housing Authority Reserve (Use)	5,878,502	5,878,502	2,478,502	2,478,502	2,478,502
Housing Project Reserve (Use)	9,697,732	8,000,000	0	0	0
Reserve for Encumbrances (Use)	18,649,618	23,540,211	13,906,653	13,906,653	13,852,312
Unrestricted Ending Fund Balance (Use)	22,617,602	21,407,796	3,785,778	26,998,667	15,017,403
<b>Total Ending Fund Balance</b>	<b>56,843,454</b>	<b>58,826,509</b>	<b>20,170,933</b>	<b>43,383,822</b>	<b>31,348,217</b>
<b>TOTAL USE OF FUNDS</b>	<b>109,841,286</b>	<b>118,426,712</b>	<b>121,276,413</b>	<b>119,082,425</b>	<b>47,291,354</b>

\* Actuals may not subtotal due to rounding.

## Municipal Golf Course Fund (518)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	1,486,570	1,977,181	1,969,976	1,969,976	2,354,976
<b>Total Beginning Fund Balance</b>	<u>1,486,570</u>	<u>1,977,181</u>	<u>1,969,976</u>	<u>1,969,976</u>	<u>2,354,976</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	111,134	50,000	50,000	15,000	20,000
San Jose Golf Courses	1,610,743	800,000	800,000	625,000	700,000
<b>Total Revenue from the Use of Money/Property</b>	<u>1,721,877</u>	<u>850,000</u>	<u>850,000</u>	<u>640,000</u>	<u>720,000</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>3,208,447</u></u>	<u><u>2,827,181</u></u>	<u><u>2,819,976</u></u>	<u><u>2,609,976</u></u>	<u><u>3,074,976</u></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Golf Course Management Services	0	0	60,000	60,000	0
Los Lagos Debt Service	1,177,821	0	0	0	0
Los Lagos Golf Course	0	400,000	400,000	20,000	100,000
Rancho del Pueblo Golf Course	60,261	500,000	500,000	175,000	350,000
<b>Total Expenditures</b>	<u>1,238,082</u>	<u>900,000</u>	<u>960,000</u>	<u>255,000</u>	<u>450,000</u>
<b>Transfers</b>					
Transfer to the General Fund	389	0	0	0	0
<b>Total Transfers</b>	<u>389</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	1,969,976	1,927,181	1,859,976	2,354,976	2,624,976
<b>Total Ending Fund Balance</b>	<u>1,969,976</u>	<u>1,927,181</u>	<u>1,859,976</u>	<u>2,354,976</u>	<u>2,624,976</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>3,208,447</u></u>	<u><u>2,827,181</u></u>	<u><u>2,819,976</u></u>	<u><u>2,609,976</u></u>	<u><u>3,074,976</u></u>

\* Actuals may not subtotal due to rounding.

## Planning Development Fee Program Fund (238)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	23,926	23,926	23,926
Unrestricted Beginning Fund Balance (Source)	0	1,691,701	3,372,115	3,372,115	4,014,477
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>1,691,701</b>	<b>3,396,041</b>	<b>3,396,041</b>	<b>4,038,403</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	26,314	31,000	31,000	16,609	31,000
<b>Total Revenue from the Use of Money/Property</b>	<b>26,314</b>	<b>31,000</b>	<b>31,000</b>	<b>16,609</b>	<b>31,000</b>
<b>Fees, Rates, and Charges</b>					
Planning Development Program Fees	7,604,214	6,707,655	6,707,655	8,020,678	8,310,858
<b>Total Fees, Rates, and Charges</b>	<b>7,604,214</b>	<b>6,707,655</b>	<b>6,707,655</b>	<b>8,020,678</b>	<b>8,310,858</b>
<b>Other Revenue</b>					
Miscellaneous	6,071	0	0	0	0
<b>Total Other Revenue</b>	<b>6,071</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
General Fund	3,062,245	0	0	0	0
<b>Total Transfers</b>	<b>3,062,245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>10,698,844</b>	<b>8,430,356</b>	<b>10,134,696</b>	<b>11,433,328</b>	<b>12,380,261</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Attorney Personal Services	0	0	0	0	332,716
Development Fee Program - Shared Resources Non-Personal/Equipment (ITD)	4,586	2,107	2,107	2,107	10,072
Development Fee Program - Shared Resources Non-Personal/Equipment (PBCE)	68,077	115,479	115,479	115,479	110,171
Development Fee Program - Shared Resources Personal Services (Finance)	14,525	28,253	29,412	29,412	30,084
Development Fee Program - Shared Resources Personal Services (HR)	19,442	18,523	19,365	19,365	19,800
Development Fee Program - Shared Resources Personal Services (ITD)	47,918	380,902	380,902	380,902	328,012
Development Fee Program - Shared Resources Personal Services (PBCE)	714,645	216,093	231,690	231,690	227,260
OED Personal Services	0	77,169	80,852	80,852	81,368
Overhead	998,551	814,224	950,224	950,224	1,023,638
Planning Development Fee Program - Non-Personal/Equipment (PBCE)	206,956	165,523	376,697	226,697	166,723
Planning Development Fee Program - Personal Services (PBCE)	4,916,231	5,032,892	5,143,601	5,089,335	5,409,323
Planning Development Fee Program - Personal Services (PW)	10,601	40,855	42,115	42,115	41,549
<b>Total Expenditures</b>	<b>7,001,532</b>	<b>6,892,020</b>	<b>7,372,444</b>	<b>7,168,178</b>	<b>7,780,716</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	301,271	226,747	226,747	226,747	246,696
<b>Total Transfers</b>	<b>301,271</b>	<b>226,747</b>	<b>226,747</b>	<b>226,747</b>	<b>246,696</b>

\* Actuals may not subtotal due to rounding.

**Planning Development Fee Program Fund (238)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	23,926	0	23,926	23,926	23,926
Unrestricted Ending Fund Balance (Use)	3,372,115	1,311,589	2,511,580	4,014,477	4,328,923
<b>Total Ending Fund Balance</b>	3,396,041	1,311,589	2,535,506	4,038,403	4,352,849
 <b>TOTAL USE OF FUNDS</b>	 <b>10,698,844</b>	 <b>8,430,356</b>	 <b>10,134,697</b>	 <b>11,433,328</b>	 <b>12,380,261</b>

\* Actuals may not subtotal due to rounding.

**Police and Fire Retirement Fund (135)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actual	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Claims (Source)	3,731,469,000	3,911,908,188	4,752,385,000	4,752,385,000	4,990,044,000
<b>Total Beginning Fund Balance</b>	<b>3,731,469,000</b>	<b>3,911,908,188</b>	<b>4,752,385,000</b>	<b>4,752,385,000</b>	<b>4,990,044,000</b>
<b>Revenue from the Use of Money/Property</b>					
Participant Income	41,508,000	43,660,000	43,660,000	43,663,000	45,141,000
Investment Income	1,051,128,000	211,834,292	211,834,000	267,056,000	279,249,000
<b>Total Revenue from the Use of Money/Property</b>	<b>1,092,636,000</b>	<b>255,494,292</b>	<b>255,494,000</b>	<b>310,719,000</b>	<b>324,390,000</b>
<b>Transfers</b>					
City Contributions	204,385,000	210,355,000	210,355,000	210,436,000	205,908,000
1970 COLA	500	1,000	1,000	500	1,000
1980 COLA	7,000	9,000	9,000	6,000	7,000
1990 COLA	4,000	4,000	4,000	4,000	4,000
<b>Total Transfers</b>	<b>204,396,500</b>	<b>210,369,000</b>	<b>210,369,000</b>	<b>210,446,500</b>	<b>205,920,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>5,028,501,500</b>	<b>4,377,771,480</b>	<b>5,218,248,000</b>	<b>5,273,550,500</b>	<b>5,520,354,000</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Retirement Personal Services	3,711,000	3,705,772	4,196,000	3,762,000	4,463,000
Retirement Non-Personal/Equipment	1,485,000	726,000	726,000	694,000	795,000
Benefits	244,310,000	250,113,000	250,113,000	252,589,000	265,735,000
Health Insurance	25,974,000	25,738,000	25,738,000	25,439,000	25,618,000
Professional Fees	625,000	912,815	1,063,000	1,012,000	996,000
1970 COLA	500	1,000	1,000	500	1,000
1980 COLA	7,000	9,000	9,000	6,000	7,000
1990 COLA	4,000	4,000	4,000	4,000	4,000
<b>Total Expenditures</b>	<b>276,116,500</b>	<b>281,209,587</b>	<b>281,850,000</b>	<b>283,506,500</b>	<b>297,619,000</b>
<b>Ending Fund Balance</b>					
Reserve for Claims (Use)	4,752,385,000	4,096,561,893	4,936,398,000	4,990,044,000	5,222,735,000
<b>Total Ending Fund Balance</b>	<b>4,752,385,000</b>	<b>4,096,561,893</b>	<b>4,936,398,000</b>	<b>4,990,044,000</b>	<b>5,222,735,000</b>
<b>TOTAL USE OF FUNDS</b>	<b>5,028,501,500</b>	<b>4,377,771,480</b>	<b>5,218,248,000</b>	<b>5,273,550,500</b>	<b>5,520,354,000</b>

This Statement of Source and Use is for display purposes only. The Police and Fire Retirement Plan Board of Administration approved the annual administrative budget on 3/3/22. It should be noted that the personal services costs reflected in this statement can vary from the budget presented to the Board due to revised salary, retirement, and benefit costs when compared to those that were projected in March.

**Police Retiree Healthcare Trust Fund (125)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actual	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Claims (Source)	110,541,000	133,508,698	154,276,000	154,276,000	181,129,000
<b>Total Beginning Fund Balance</b>	<b>110,541,000</b>	<b>133,508,698</b>	<b>154,276,000</b>	<b>154,276,000</b>	<b>181,129,000</b>
<b>Revenue from the Use of Money/Property</b>					
Investment Income	28,448,000	8,880,516	8,881,000	10,164,000	11,406,000
<b>Total Revenue from the Use of Money/Property</b>	<b>28,448,000</b>	<b>8,880,516</b>	<b>8,881,000</b>	<b>10,164,000</b>	<b>11,406,000</b>
<b>Transfers</b>					
City Contributions	15,320,000	17,200,000	17,200,000	16,730,000	18,000,000
<b>Total Transfers</b>	<b>15,320,000</b>	<b>17,200,000</b>	<b>17,200,000</b>	<b>16,730,000</b>	<b>18,000,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>154,309,000</b>	<b>159,589,214</b>	<b>180,357,000</b>	<b>181,170,000</b>	<b>210,535,000</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Professional Fees	33,000	40,882	41,000	41,000	45,000
<b>Total Expenditures</b>	<b>33,000</b>	<b>40,882</b>	<b>41,000</b>	<b>41,000</b>	<b>45,000</b>
<b>Ending Fund Balance</b>					
Reserve for Claims (Use)	154,276,000	159,548,332	180,316,000	181,129,000	210,490,000
<b>Total Ending Fund Balance</b>	<b>154,276,000</b>	<b>159,548,332</b>	<b>180,316,000</b>	<b>181,129,000</b>	<b>210,490,000</b>
<b>TOTAL USE OF FUNDS</b>	<b>154,309,000</b>	<b>159,589,214</b>	<b>180,357,000</b>	<b>181,170,000</b>	<b>210,535,000</b>

This Statement of Source and Use is for display purposes only. The Police and Fire Retirement Plan Board of Administration approved the annual administrative budget on 3/3/22.

## Public Works Development Fee Program Fund (241)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	0	0	65,719	65,719	65,719
Unrestricted Beginning Fund Balance (Source)	0	5,426,626	7,093,527	7,093,527	5,942,318
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>5,426,626</b>	<b>7,159,246</b>	<b>7,159,246</b>	<b>6,008,037</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	69,072	125,000	125,000	37,171	125,000
<b>Total Revenue from the Use of Money/Property</b>	<b>69,072</b>	<b>125,000</b>	<b>125,000</b>	<b>37,171</b>	<b>125,000</b>
<b>Fees, Rates, and Charges</b>					
Public Works Development Program Fees	6,585,898	8,376,000	8,376,000	7,876,000	8,349,000
Public Works Utility Program Fees	5,621,733	4,624,000	4,624,000	5,124,000	5,401,000
<b>Total Fees, Rates, and Charges</b>	<b>12,207,631</b>	<b>13,000,000</b>	<b>13,000,000</b>	<b>13,000,000</b>	<b>13,750,000</b>
<b>Transfers</b>					
General Fund	7,894,839	0	0	0	0
<b>Total Transfers</b>	<b>7,894,839</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>20,171,542</b>	<b>18,551,626</b>	<b>20,284,246</b>	<b>20,196,417</b>	<b>19,883,037</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Development Fee Program - Shared Resources Non-Personal/Equipment (ITD)	2,683	1,295	1,295	1,295	12,711
Development Fee Program - Shared Resources Personal Services (Finance)	8,508	16,127	16,809	16,721	17,108
Development Fee Program - Shared Resources Personal Services (ITD)	47,071	282,839	290,654	279,644	297,271
Overhead	2,049,061	1,795,255	2,196,255	1,758,258	2,341,278
Public Works Development Fee Program - Non-Personal/Equipment (PBCE)	50,918	74,301	74,301	74,301	70,320
Public Works Development Fee Program - Non-Personal/Equipment (PW)	164,626	290,907	290,907	285,208	291,907
Public Works Development Fee Program - Personal Services (OED)	59,132	103,797	106,591	106,591	110,127
Public Works Development Fee Program - Personal Services (PBCE)	422,307	139,597	146,579	146,579	144,442
Public Works Development Fee Program - Personal Services (PW)	10,106,403	10,933,636	11,324,858	11,324,858	11,453,504
<b>Total Expenditures</b>	<b>12,910,709</b>	<b>13,637,754</b>	<b>14,448,249</b>	<b>13,993,455</b>	<b>14,738,668</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	101,587	194,925	194,925	194,925	377,434
<b>Total Transfers</b>	<b>101,587</b>	<b>194,925</b>	<b>194,925</b>	<b>194,925</b>	<b>377,434</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	65,719	0	65,719	65,719	65,719
Unrestricted Ending Fund Balance (Use)	7,093,527	4,718,947	5,575,353	5,942,318	4,701,216
<b>Total Ending Fund Balance</b>	<b>7,159,246</b>	<b>4,718,947</b>	<b>5,641,072</b>	<b>6,008,037</b>	<b>4,766,935</b>
<b>TOTAL USE OF FUNDS</b>	<b>20,171,542</b>	<b>18,551,626</b>	<b>20,284,246</b>	<b>20,196,417</b>	<b>19,883,037</b>

\* Actuals may not subtotal due to rounding.



## Public Works Program Support Fund (150)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	123,521	123,521	32,067	32,067	32,067
Unrestricted Beginning Fund Balance (Source)	746,936	1,451,302	2,562,004	2,562,004	1,064,597
<b>Total Beginning Fund Balance</b>	<b>870,457</b>	<b>1,574,823</b>	<b>2,594,071</b>	<b>2,594,071</b>	<b>1,096,664</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	47,668	25,000	25,000	13,059	25,000
<b>Total Revenue from the Use of Money/Property</b>	<b>47,668</b>	<b>25,000</b>	<b>25,000</b>	<b>13,059</b>	<b>25,000</b>
<b>Transfers</b>					
Capital Program Support	1,867,612	2,240,000	2,240,000	2,350,000	2,500,000
Compensated Absence	11,313,041	11,130,000	11,130,000	10,811,000	11,630,000
Public Works Program Support	7,710,418	7,810,000	7,810,000	6,060,000	8,339,000
<b>Total Transfers</b>	<b>20,891,071</b>	<b>21,180,000</b>	<b>21,180,000</b>	<b>19,221,000</b>	<b>22,469,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>21,809,196</b>	<b>22,779,823</b>	<b>23,799,071</b>	<b>21,828,130</b>	<b>23,590,664</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Capital Program Staff Training	3,432	50,000	50,000	50,000	50,000
Capital Support Vehicle Program	217,766	250,000	250,000	250,000	250,000
Compensated Time Off	9,103,051	11,630,000	11,630,000	10,865,000	11,630,000
Finance Non-Personal/Equipment	16,758	20,000	20,000	20,000	20,000
Finance Personal Services	56,076	0	0	0	0
HR Personal Services	190,382	181,729	189,918	189,918	191,589
ITD Non-Personal/Equipment	55,960	2,980	2,980	2,980	3,654
ITD Personal Services	79,460	75,747	78,821	78,821	77,429
Overhead	1,471,022	1,232,805	1,399,805	1,399,805	1,479,095
PW Non-Personal/Equipment	750,440	695,767	735,767	735,767	704,767
PW Personal Services	7,269,643	7,240,695	7,535,535	6,910,000	7,586,973
<b>Total Expenditures</b>	<b>19,213,990</b>	<b>21,379,723</b>	<b>21,892,826</b>	<b>20,502,291</b>	<b>21,993,507</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	264,175	229,175	229,175	0
Transfer to the General Fund	1,135	0	0	0	0
<b>Total Transfers</b>	<b>1,135</b>	<b>264,175</b>	<b>229,175</b>	<b>229,175</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	32,067	123,521	32,067	32,067	32,067
Unrestricted Ending Fund Balance (Use)	2,562,004	1,012,404	1,645,003	1,064,597	1,565,090
<b>Total Ending Fund Balance</b>	<b>2,594,071</b>	<b>1,135,925</b>	<b>1,677,070</b>	<b>1,096,664</b>	<b>1,597,157</b>
<b>TOTAL USE OF FUNDS</b>	<b>21,809,196</b>	<b>22,779,823</b>	<b>23,799,071</b>	<b>21,828,130</b>	<b>23,590,664</b>

\* Actuals may not subtotal due to rounding.

**Public Works Small Cell Permitting Fee Program Fund (242)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	0	510,864	1,476,370	1,476,370	347,683
<b>Total Beginning Fund Balance</b>	<b>0</b>	<b>510,864</b>	<b>1,476,370</b>	<b>1,476,370</b>	<b>347,683</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	13,766	10,000	10,000	2,159	5,000
<b>Total Revenue from the Use of Money/Property</b>	<b>13,766</b>	<b>10,000</b>	<b>10,000</b>	<b>2,159</b>	<b>5,000</b>
<b>Fees, Rates, and Charges</b>					
Public Works Small Cell Permitting Program Fees	7,139,593	4,168,945	4,168,945	2,494,694	2,775,000
<b>Total Fees, Rates, and Charges</b>	<b>7,139,593</b>	<b>4,168,945</b>	<b>4,168,945</b>	<b>2,494,694</b>	<b>2,775,000</b>
<b>Transfers</b>					
General Fund	711,413	0	0	0	0
<b>Total Transfers</b>	<b>711,413</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>7,864,772</b>	<b>4,689,809</b>	<b>5,655,315</b>	<b>3,973,223</b>	<b>3,127,683</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Overhead	924,055	612,464	612,464	475,654	490,507
Public Works Small Cell Permitting - Non-Personal/Equipment (PW)	31,733	33,000	33,000	33,000	41,000
Public Works Small Cell Permitting - Personal Services (PW)	4,939,509	3,823,061	3,823,061	3,058,449	2,452,004
<b>Total Expenditures</b>	<b>5,895,297</b>	<b>4,468,525</b>	<b>4,468,525</b>	<b>3,567,103</b>	<b>2,983,511</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	27,005	58,437	58,437	58,437	132,601
Transfer to the General Fund	466,100	0	0	0	0
<b>Total Transfers</b>	<b>493,105</b>	<b>58,437</b>	<b>58,437</b>	<b>58,437</b>	<b>132,601</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	1,476,370	162,847	1,128,353	347,683	11,571
<b>Total Ending Fund Balance</b>	<b>1,476,370</b>	<b>162,847</b>	<b>1,128,353</b>	<b>347,683</b>	<b>11,571</b>
<b>TOTAL USE OF FUNDS</b>	<b>7,864,772</b>	<b>4,689,809</b>	<b>5,655,315</b>	<b>3,973,223</b>	<b>3,127,683</b>

\* Actuals may not subtotal due to rounding.

## Rental Stabilization Program Fee Fund (450)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	293,891	293,891	462,279	462,279	462,279
Unrestricted Beginning Fund Balance (Source)	2,827,679	2,865,355	2,000,028	2,000,028	1,450,827
<b>Total Beginning Fund Balance</b>	<b>3,121,570</b>	<b>3,159,246</b>	<b>2,462,307</b>	<b>2,462,307</b>	<b>1,913,106</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	23,033	10,000	10,000	10,000	10,000
<b>Total Revenue from the Use of Money/Property</b>	<b>23,033</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Fees, Rates, and Charges</b>					
Apartment Rent Ordinance Fee	2,148,546	2,145,495	2,145,495	2,145,495	2,497,365
Ellis Act Fee	4,933	0	0	0	0
Mobilehome Ordinance Fee	217,980	213,740	213,740	212,140	322,050
Tenant Protection Ordinance Fee	260,101	479,600	479,600	253,196	983,400
<b>Total Fees, Rates, and Charges</b>	<b>2,631,560</b>	<b>2,838,835</b>	<b>2,838,835</b>	<b>2,610,831</b>	<b>3,802,815</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>5,776,163</b>	<b>6,008,081</b>	<b>5,311,142</b>	<b>5,083,138</b>	<b>5,725,921</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Attorney Personal Services	622,310	584,854	584,854	584,854	441,707
Housing Non-Personal/Equipment	353,556	933,515	933,515	300,000	353,515
Housing Personal Services	1,843,757	2,700,268	2,450,268	1,600,000	2,861,339
Overhead	461,261	494,479	494,479	494,479	1,097,275
PBCE Personal Services	32,469	32,464	32,464	32,464	30,936
<b>Total Expenditures</b>	<b>3,313,353</b>	<b>4,745,580</b>	<b>4,495,580</b>	<b>3,011,797</b>	<b>4,784,772</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	158,235	158,235	158,235	191,581
Transfer to the General Fund	503	0	0	0	0
<b>Total Transfers</b>	<b>503</b>	<b>158,235</b>	<b>158,235</b>	<b>158,235</b>	<b>191,581</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	462,279	293,891	462,279	462,279	462,279
Unrestricted Ending Fund Balance (Use)	2,000,028	810,375	195,048	1,450,827	287,289
<b>Total Ending Fund Balance</b>	<b>2,462,307</b>	<b>1,104,266</b>	<b>657,327</b>	<b>1,913,106</b>	<b>749,568</b>
<b>TOTAL USE OF FUNDS</b>	<b>5,776,163</b>	<b>6,008,081</b>	<b>5,311,142</b>	<b>5,083,138</b>	<b>5,725,921</b>

\* Actuals may not subtotal due to rounding.

**San José Arena Capital Reserve Fund (459)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Previously Approved Repairs Reserve (Source)	2,753,054	1,804,547	1,804,547	1,804,547	3,969,942
Unrestricted Beginning Fund Balance (Source)	3,248,062	909,964	4,911,712	4,911,712	833,712
<b>Total Beginning Fund Balance</b>	<b>6,001,116</b>	<b>2,714,511</b>	<b>6,716,259</b>	<b>6,716,259</b>	<b>4,803,654</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	101,747	85,000	85,000	85,000	85,000
San Jose Arena Management	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000
<b>Total Revenue from the Use of Money/Property</b>	<b>1,521,747</b>	<b>1,505,000</b>	<b>1,505,000</b>	<b>1,505,000</b>	<b>1,505,000</b>
<b>Transfers</b>					
General Fund (Arena Revenue)	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
<b>Total Transfers</b>	<b>2,300,000</b>	<b>2,300,000</b>	<b>2,300,000</b>	<b>2,300,000</b>	<b>2,300,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>9,822,863</b>	<b>6,519,511</b>	<b>10,521,259</b>	<b>10,521,259</b>	<b>8,608,654</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Electrical Repairs	1,316,747	1,050,000	1,594,460	1,594,460	1,010,000
Mechanical Repairs	160,885	2,298,000	3,520,464	3,520,464	2,030,000
Miscellaneous Repairs	57,762	25,000	25,000	25,000	30,000
Structures Repairs	1,344,315	310,000	310,000	310,000	450,000
Unanticipated / Emergency Repairs	224,441	200,000	267,681	267,681	200,000
<b>Total Expenditures</b>	<b>3,104,150</b>	<b>3,883,000</b>	<b>5,717,605</b>	<b>5,717,605</b>	<b>3,720,000</b>
<b>Transfers</b>					
Transfer to the General Fund	2,454	0	0	0	0
<b>Total Transfers</b>	<b>2,454</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Previously Approved Repairs Reserve (Use)	1,804,547	1,804,547	3,969,942	3,969,942	3,969,942
Unrestricted Ending Fund Balance (Use)	4,911,712	831,964	833,712	833,712	918,712
<b>Total Ending Fund Balance</b>	<b>6,716,259</b>	<b>2,636,511</b>	<b>4,803,654</b>	<b>4,803,654</b>	<b>4,888,654</b>
<b>TOTAL USE OF FUNDS</b>	<b>9,822,863</b>	<b>6,519,511</b>	<b>10,521,259</b>	<b>10,521,259</b>	<b>8,608,654</b>

\* Actuals may not subtotal due to rounding.

## San José Clean Energy Operating Fund (501)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Operations and Maintenance Reserve (Source)	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Reserve for Encumbrances (Source)	3,430,054	3,430,055	11,075,059	11,075,059	11,075,059
Unrestricted Beginning Fund Balance (Source)	23,519,071	23,751,785	8,123,714	8,123,714	65,706,335
<b>Total Beginning Fund Balance</b>	<b>46,949,125</b>	<b>47,181,840</b>	<b>39,198,773</b>	<b>39,198,773</b>	<b>96,781,394</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	192,319	1,007,000	507,000	75,000	700,000
<b>Total Revenue from the Use of Money/Property</b>	<b>192,319</b>	<b>1,007,000</b>	<b>507,000</b>	<b>75,000</b>	<b>700,000</b>
<b>Revenue from State of California</b>					
State Energy Grants	0	585,000	2,285,000	420,000	4,208,000
<b>Total Revenue from State of California</b>	<b>0</b>	<b>585,000</b>	<b>2,285,000</b>	<b>420,000</b>	<b>4,208,000</b>
<b>Fees, Rates, and Charges</b>					
Energy Sales	280,388,259	293,000,000	335,400,000	340,000,000	411,900,000
<b>Total Fees, Rates, and Charges</b>	<b>280,388,259</b>	<b>293,000,000</b>	<b>335,400,000</b>	<b>340,000,000</b>	<b>411,900,000</b>
<b>Other Revenue</b>					
Miscellaneous	100,000	0	0	0	0
<b>Total Other Revenue</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Financing Proceeds</b>					
Other Financing Proceeds	15,000,000	0	53,000,000	45,000,000	0
<b>Total Financing Proceeds</b>	<b>15,000,000</b>	<b>0</b>	<b>53,000,000</b>	<b>45,000,000</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>342,629,703</b>	<b>341,773,840</b>	<b>430,390,773</b>	<b>424,693,773</b>	<b>513,589,394</b>

### USE OF FUNDS

#### Expenditures

City Attorney Personal Services	698,266	1,018,342	982,531	822,000	1,063,332
City Manager Personal Services	37,650	82,062	82,062	70,000	154,711
Community Energy Non-Personal/Equipment	6,988,081	9,137,801	9,137,801	8,500,000	9,146,801
Community Energy Personal Services	5,323,546	7,524,543	7,524,543	6,100,000	8,198,635
Cost of Energy	275,248,022	285,000,000	295,500,000	305,000,000	310,200,000
Debt Service - Interest - CP	33,245	0	600,000	700,000	2,526,000
Debt Service - Interest - Revolver	152,083	200,000	200,000	160,000	200,000
Debt Service - Principal - CP	10,000,000	0	0	0	0
Disadvantaged Communities - Green Tariff	0	585,000	585,000	310,000	918,000
Energy Efficient Programs	0	0	1,700,000	110,000	3,290,000
Finance Non-Personal/Equipment	23,640	24,000	24,000	24,000	24,000
Finance Personal Services	171,891	166,232	253,739	253,739	296,391
Letter of Credit Fees	903,172	1,200,000	1,200,000	1,000,000	1,200,000
Overhead	2,091,562	3,001,190	3,001,190	3,001,190	3,117,222
Pacific Gas & Electric Security Fees	1,482,864	1,512,000	1,512,000	1,512,000	1,512,000
PW Personal Services	0	0	0	0	123,242
San Jose Clean Energy Audits	63,880	129,000	129,000	129,000	130,650
State Electrical ENERGY Surcharge	0	1,235,028	1,235,028	0	0
<b>Total Expenditures</b>	<b>303,217,902</b>	<b>310,815,198</b>	<b>323,666,894</b>	<b>327,691,929</b>	<b>342,100,984</b>

\* Actuals may not subtotal due to rounding.

## San José Clean Energy Operating Fund (501)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	205,608	220,450	220,450	220,450	450,203
Transfer to the General Fund	7,420	0	0	0	0
<b>Total Transfers</b>	<u>213,028</u>	<u>220,450</u>	<u>220,450</u>	<u>220,450</u>	<u>450,203</u>
<b>Ending Fund Balance</b>					
Operations and Maintenance Reserve (Use)	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Reserve for Encumbrances (Use)	11,075,059	3,430,055	11,075,059	11,075,059	11,075,059
Unrestricted Ending Fund Balance (Use)	8,123,714	7,308,137	75,428,370	65,706,335	139,963,148
<b>Total Ending Fund Balance</b>	<u>39,198,773</u>	<u>30,738,192</u>	<u>106,503,429</u>	<u>96,781,394</u>	<u>171,038,207</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>342,629,703</u></u>	<u><u>341,773,840</u></u>	<u><u>430,390,773</u></u>	<u><u>424,693,773</u></u>	<u><u>513,589,394</u></u>

\* Actuals may not subtotal due to rounding.

**San José Municipal Stadium Capital Fund (476)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Revenue from the Use of Money/Property</b>					
Rent - Baseball Acquisition Company	0	39,000	39,000	0	0
<b>Total Revenue from the Use of Money/Property</b>	<u>0</u>	<u>39,000</u>	<u>39,000</u>	<u>0</u>	<u>0</u>
<b>TOTAL SOURCE OF FUNDS</b>	<b><u>0</u></b>	<b><u>39,000</u></b>	<b><u>39,000</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Capital Enhancements	0	39,000	39,000	0	0
<b>Total Expenditures</b>	<u>0</u>	<u>39,000</u>	<u>39,000</u>	<u>0</u>	<u>0</u>
<b>TOTAL USE OF FUNDS</b>	<b><u>0</u></b>	<b><u>39,000</u></b>	<b><u>39,000</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

\* Actuals may not subtotal due to rounding.

## San José-Santa Clara Treatment Plant Income Fund (514)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	497,156	605,458	641,162	641,162	749,572
<b>Total Beginning Fund Balance</b>	<u>497,156</u>	<u>605,458</u>	<u>641,162</u>	<u>641,162</u>	<u>749,572</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	6,857	8,410	8,410	8,410	8,410
Miscellaneous	5,000	0	0	0	0
Rental	132,257	100,000	100,000	100,000	100,000
<b>Total Revenue from the Use of Money/Property</b>	<u>144,114</u>	<u>108,410</u>	<u>108,410</u>	<u>108,410</u>	<u>108,410</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>641,270</u></u>	<u><u>713,868</u></u>	<u><u>749,572</u></u>	<u><u>749,572</u></u>	<u><u>857,982</u></u>
<b>USE OF FUNDS</b>					
<b>Transfers</b>					
Transfer to the General Fund	108	0	0	0	0
<b>Total Transfers</b>	<u>108</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	641,162	713,868	749,572	749,572	857,982
<b>Total Ending Fund Balance</b>	<u>641,162</u>	<u>713,868</u>	<u>749,572</u>	<u>749,572</u>	<u>857,982</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>641,270</u></u>	<u><u>713,868</u></u>	<u><u>749,572</u></u>	<u><u>749,572</u></u>	<u><u>857,982</u></u>

\* Actuals may not subtotal due to rounding.



# San José-Santa Clara Treatment Plant Operating Fund (513)

## STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Operations and Maintenance Reserve (Source)	16,900,000	16,705,000	16,705,000	16,705,000	18,683,919
Reserve for Encumbrances (Source)	3,683,951	3,683,951	7,710,754	7,710,754	7,710,754
Unrestricted Beginning Fund Balance (Source)	21,028,012	25,305,747	19,920,830	19,920,830	19,131,830
Workers' Compensation Claims Reserve (Source)	2,352,000	2,352,000	2,352,000	2,352,000	2,352,000
<b>Total Beginning Fund Balance</b>	<b>43,963,963</b>	<b>48,046,698</b>	<b>46,688,584</b>	<b>46,688,584</b>	<b>47,878,503</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	981,015	1,100,000	1,100,000	1,100,000	349,627
<b>Total Revenue from the Use of Money/Property</b>	<b>981,015</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>349,627</b>
<b>Revenue from Local Agencies</b>					
Contributions - Other Agencies	20,248,329	19,389,382	19,389,382	22,586,131	20,447,988
Contributions - Santa Clara	13,339,512	13,750,000	13,750,000	17,343,579	14,460,990
<b>Total Revenue from Local Agencies</b>	<b>33,587,841</b>	<b>33,139,382</b>	<b>33,139,382</b>	<b>39,929,710</b>	<b>34,908,978</b>
<b>Other Revenue</b>					
Miscellaneous	294,634	340,000	340,000	340,000	340,000
South Bay Dischargers Authority	66,955	0	0	0	0
<b>Total Other Revenue</b>	<b>361,589</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>
<b>Transfers</b>					
Sewer Service and Use Charge Fund	62,258,960	64,000,000	64,000,000	64,000,000	86,821,998
<b>Total Transfers</b>	<b>62,258,960</b>	<b>64,000,000</b>	<b>64,000,000</b>	<b>64,000,000</b>	<b>86,821,998</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>141,153,368</b>	<b>146,626,080</b>	<b>145,267,966</b>	<b>152,058,294</b>	<b>170,299,106</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Attorney Personal Services	73,410	69,504	72,515	72,515	73,371
City Manager Non-Personal/Equipment	18,234	18,375	18,375	18,375	18,375
City Manager Personal Services	(10)	0	0	0	0
ESD Non-Personal/Equipment	26,744,770	34,343,701	35,387,669	31,387,669	35,542,941
ESD Personal Services	52,461,198	59,020,531	59,020,531	55,320,531	61,327,798
Finance Non-Personal/Equipment	0	2,958	2,958	2,958	2,958
Finance Personal Services	133,066	117,613	122,763	122,763	113,662
HR Non-Personal/Equipment	0	1,500	1,500	1,275	1,500
HR Personal Services	333,989	329,940	341,078	337,667	347,998
Inventory	474,383	600,000	600,000	540,000	600,000
ITD Non-Personal/Equipment	71,049	16,712	16,712	16,712	14,604
ITD Personal Services	85,086	95,436	100,088	95,084	105,703
Legacy Lagoons Remediation	0	5,000,000	2,500,000	2,500,000	25,241,040
Overhead	12,255,861	12,280,237	12,280,237	12,280,237	13,185,608
PBCE Personal Services	0	0	0	0	124,398
PW Non-Personal/Equipment	12,281	7,000	7,000	5,950	7,000
PW Personal Services	168,464	106,420	106,420	95,778	114,958
Workers' Compensation Claims	600,570	700,000	700,000	350,000	700,000
<b>Total Expenditures</b>	<b>93,432,351</b>	<b>112,709,927</b>	<b>111,277,846</b>	<b>103,147,514</b>	<b>137,521,914</b>

\* Actuals may not subtotal due to rounding.

## San José-Santa Clara Treatment Plant Operating Fund (513)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	1,015,496	1,032,277	1,032,277	1,032,277	1,033,844
Transfer to the General Fund	16,937	0	0	0	0
<b>Total Transfers</b>	<u>1,032,433</u>	<u>1,032,277</u>	<u>1,032,277</u>	<u>1,032,277</u>	<u>1,033,844</u>
<b>Ending Fund Balance</b>					
Operations and Maintenance Reserve (Use)	16,705,000	18,683,919	18,683,919	18,683,919	18,638,137
Reserve for Encumbrances (Use)	7,710,754	3,683,951	7,710,754	7,710,754	7,710,754
Unrestricted Ending Fund Balance (Use)	19,920,830	8,164,006	4,211,170	19,131,830	3,042,457
Workers' Compensation Claim Reserve (Use)	2,352,000	2,352,000	2,352,000	2,352,000	2,352,000
<b>Total Ending Fund Balance</b>	<u>46,688,584</u>	<u>32,883,876</u>	<u>32,957,843</u>	<u>47,878,503</u>	<u>31,743,348</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>141,153,368</u></u>	<u><u>146,626,080</u></u>	<u><u>145,267,966</u></u>	<u><u>152,058,294</u></u>	<u><u>170,299,106</u></u>

\* Actuals may not subtotal due to rounding.

## Sewage Treatment Plant Connection Fee Fund (539)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Treatment Plant Expansion Reserve (Source)	18,328,204	19,381,871	19,632,730	19,632,730	21,550,235
<b>Total Beginning Fund Balance</b>	<u>18,328,204</u>	<u>19,381,871</u>	<u>19,632,730</u>	<u>19,632,730</u>	<u>21,550,235</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	261,626	154,000	154,000	154,000	151,000
<b>Total Revenue from the Use of Money/Property</b>	<u>261,626</u>	<u>154,000</u>	<u>154,000</u>	<u>154,000</u>	<u>151,000</u>
<b>Fees, Rates, and Charges</b>					
Connection Fees	1,642,844	2,413,000	2,413,000	2,413,000	2,513,000
<b>Total Fees, Rates, and Charges</b>	<u>1,642,844</u>	<u>2,413,000</u>	<u>2,413,000</u>	<u>2,413,000</u>	<u>2,513,000</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><u>20,232,674</u></u>	<u><u>21,948,871</u></u>	<u><u>22,199,730</u></u>	<u><u>22,199,730</u></u>	<u><u>24,214,235</u></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Collection Costs	594,287	641,709	641,709	641,709	640,351
<b>Total Expenditures</b>	<u>594,287</u>	<u>641,709</u>	<u>641,709</u>	<u>641,709</u>	<u>640,351</u>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	0	7,786	7,786	7,786	7,490
Transfer to the General Fund	5,657	0	0	0	0
<b>Total Transfers</b>	<u>5,657</u>	<u>7,786</u>	<u>7,786</u>	<u>7,786</u>	<u>7,490</u>
<b>Ending Fund Balance</b>					
Treatment Plant Expansion Reserve (Use)	19,632,730	21,299,376	21,550,235	21,550,235	23,566,394
<b>Total Ending Fund Balance</b>	<u>19,632,730</u>	<u>21,299,376</u>	<u>21,550,235</u>	<u>21,550,235</u>	<u>23,566,394</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>20,232,674</u></u>	<u><u>21,948,871</u></u>	<u><u>22,199,730</u></u>	<u><u>22,199,730</u></u>	<u><u>24,214,235</u></u>

\* Actuals may not subtotal due to rounding.

**Sewer Service And Use Charge Fund (541)\*\***

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Capital Program-Financing Reserve (Source)	56,500,000	42,000,000	42,000,000	42,000,000	50,000,000
Debt Service Reserve (Source)	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Operations and Maintenance Reserve (Source)	5,721,876	6,002,000	6,002,000	6,002,000	6,050,000
Rate Stabilization Reserve (Source)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Reserve for Encumbrances (Source)	990,162	990,162	1,740,951	1,740,951	1,740,951
Unrestricted Beginning Fund Balance (Source)	6,317,024	28,740,741	30,775,226	30,775,226	26,213,819
Workers' Compensation Claims Reserve (Source)	760,000	760,000	760,000	760,000	760,000
<b>Total Beginning Fund Balance</b>	<b>78,289,062</b>	<b>86,492,903</b>	<b>89,278,177</b>	<b>89,278,177</b>	<b>92,764,770</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	560,298	650,000	650,000	650,000	754,000
<b>Total Revenue from the Use of Money/Property</b>	<b>560,298</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>754,000</b>
<b>Fees, Rates, and Charges</b>					
Commercial	25,682,610	25,008,000	25,008,000	25,008,000	27,371,256
Industrial	5,467,091	5,304,000	5,304,000	5,304,000	5,781,360
Residential	141,959,554	140,400,000	140,400,000	143,208,000	153,036,000
Sewer Installation	137,710	60,000	60,000	60,000	60,000
<b>Total Fees, Rates, and Charges</b>	<b>173,246,965</b>	<b>170,772,000</b>	<b>170,772,000</b>	<b>173,580,000</b>	<b>186,248,616</b>
<b>Other Revenue</b>					
Miscellaneous	135,039	0	0	0	0
<b>Total Other Revenue</b>	<b>135,039</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers</b>					
South Bay Water Recycling Operating Fund (Source)	2,000,000	464,265	464,265	464,265	1,000,000
<b>Total Transfers</b>	<b>2,000,000</b>	<b>464,265</b>	<b>464,265</b>	<b>464,265</b>	<b>1,000,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>254,231,364</b>	<b>258,379,168</b>	<b>261,164,442</b>	<b>263,972,442</b>	<b>280,767,386</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
City Attorney Non-Personal/Equipment	0	200,000	200,000	200,000	0
City Attorney Personal Services	904,157	993,094	993,094	993,094	1,245,162
City Manager Non-Personal/Equipment	6,077	6,125	6,125	6,125	6,125
City Manager Personal Services	(330)	0	0	0	0
Clean Water Financing Authority Audit	26,120	32,272	32,272	32,272	32,272
Collection Costs	489,128	517,000	517,000	517,000	517,000
DOT Non-Personal/Equipment	5,617,459	7,533,806	7,585,261	7,585,261	6,740,431
DOT Personal Services	14,722,466	15,544,282	16,057,139	16,057,139	16,057,977
ESD Non-Personal/Equipment	172,680	534,244	534,244	534,244	410,992
ESD Personal Services	1,605,311	1,938,484	1,938,484	1,938,484	1,909,693
Facilities Capital Repairs and Maintenance	22,470	40,000	40,000	40,000	40,000
Finance Non-Personal/Equipment	3	16,750	16,750	16,750	16,750
Finance Personal Services	403,718	292,220	292,220	292,220	299,265
HR Personal Services	36,933	39,498	40,661	40,661	41,955
IDC Disposal Contract	130,617	150,000	150,000	150,000	150,000
ITD Non-Personal/Equipment	12,506	18,757	18,757	18,757	17,683
ITD Personal Services	126,968	128,121	133,282	133,282	134,488

\* Actuals may not subtotal due to rounding.

**Sewer Service And Use Charge Fund (541)\*\***

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
Major Litigation Costs	7,397	1,500,000	1,500,000	1,500,000	1,500,000
Overhead	5,299,929	5,348,438	5,348,438	5,348,438	6,283,478
PBCE Personal Services	91,510	113,769	113,769	113,769	118,317
PW Non-Personal/Equipment	240,228	310,460	310,460	310,460	307,460
PW Personal Services	1,852,877	2,178,812	2,178,812	2,178,812	2,326,952
Sanitary Sewer Claims	26,514	175,000	175,000	175,000	175,000
Workers' Compensation Claims	206,557	204,000	204,000	204,000	204,000
<b>Total Expenditures</b>	<b>32,001,295</b>	<b>37,815,132</b>	<b>38,385,768</b>	<b>38,385,768</b>	<b>38,535,000</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	382,754	399,904	399,904	399,904	505,348
Transfer to the General Fund	13,178	0	0	0	0
Transfer to the San Jose-Santa Clara Treatment Plant Capital Fund	38,297,000	33,422,000	33,422,000	33,422,000	45,338,000
Transfer to the San Jose-Santa Clara Treatment Plant Operating Fund	62,258,960	64,000,000	64,000,000	64,000,000	86,821,998
Transfer to the Sewer Service and Use Charge Capital Improvement Fund	32,000,000	35,000,000	35,000,000	35,000,000	35,000,000
<b>Total Transfers</b>	<b>132,951,892</b>	<b>132,821,904</b>	<b>132,821,904</b>	<b>132,821,904</b>	<b>167,665,346</b>
<b>Ending Fund Balance</b>					
Capital Program/Financing Reserve (Use)	42,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Debt Service Reserve (Use)	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Operations and Maintenance Reserve (Use)	6,002,000	6,050,000	6,050,000	6,050,000	6,170,000
Rate Stabilization Reserve (Use)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Reserve for Encumbrances (Use)	1,740,951	990,162	1,740,951	1,740,951	1,740,951
Unrestricted Ending Fund Balance (Use)	30,775,226	21,941,970	23,405,819	26,213,819	7,896,089
Workers' Compensation Claim Reserve (Use)	760,000	760,000	760,000	760,000	760,000
<b>Total Ending Fund Balance</b>	<b>89,278,177</b>	<b>87,742,132</b>	<b>89,956,770</b>	<b>92,764,770</b>	<b>74,567,040</b>
<b>TOTAL USE OF FUNDS</b>	<b>254,231,364</b>	<b>258,379,168</b>	<b>261,164,442</b>	<b>263,972,442</b>	<b>280,767,386</b>

\* Actuals may not subtotal due to rounding.

\*\* The 2022-2023 Proposed Sewer Service and Use Charge Fund includes a maximum nine percent adjustment in budgeted revenues.

## South Bay Water Recycling Operating Fund (570)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Operations and Maintenance Reserve (Source)	1,533,214	1,467,432	1,467,432	1,467,432	1,054,552
Reserve for Encumbrances (Source)	581,510	581,510	614,854	614,854	614,854
Unrestricted Beginning Fund Balance (Source)	(236,734)	245,499	676,388	676,388	3,706,021
<b>Total Beginning Fund Balance</b>	<b>1,877,990</b>	<b>2,294,441</b>	<b>2,758,674</b>	<b>2,758,674</b>	<b>5,375,427</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	42,698	49,185	49,185	49,184	51,818
<b>Total Revenue from the Use of Money/Property</b>	<b>42,698</b>	<b>49,185</b>	<b>49,185</b>	<b>49,184</b>	<b>51,818</b>
<b>Fees, Rates, and Charges</b>					
Recycled Water Sales - Santa Clara	4,506,301	4,723,714	4,723,714	4,582,302	5,105,339
Recycled Water Sales - San Jose Water Company	3,300,022	3,795,972	3,795,972	3,500,048	4,050,622
Recycled Water Sales - Milpitas	1,521,981	1,552,449	1,552,449	1,467,787	1,758,145
Recycled Water Sales - San Jose Municipal Water System	5,434,761	5,739,399	5,739,399	5,380,540	6,751,740
<b>Total Fees, Rates, and Charges</b>	<b>14,763,065</b>	<b>15,811,534</b>	<b>15,811,534</b>	<b>14,930,677</b>	<b>17,665,846</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>16,683,753</b>	<b>18,155,160</b>	<b>18,619,393</b>	<b>17,738,535</b>	<b>23,093,091</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
ESD Non-Personal/Equipment	3,304,183	8,227,470	8,227,470	2,602,316	6,431,263
ESD Personal Services	4,034,672	5,762,229	5,762,229	4,094,495	5,957,393
ITD Non-Personal/Equipment	6,850	725	725	6,850	521
Overhead	633,064	765,107	765,107	765,107	785,816
SCVWD - Advanced Water Treatment	3,896,432	641,127	641,127	4,356,434	4,000,000
<b>Total Expenditures</b>	<b>11,875,201</b>	<b>15,396,658</b>	<b>15,396,658</b>	<b>11,825,202</b>	<b>17,174,993</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	47,927	73,641	73,641	73,641	63,163
Transfer to the General Fund	1,951	0	0	0	0
Transfer to the Sewer Service and Use Charge Fund	2,000,000	464,265	464,265	464,265	1,000,000
<b>Total Transfers</b>	<b>2,049,878</b>	<b>537,906</b>	<b>537,906</b>	<b>537,906</b>	<b>1,063,163</b>
<b>Ending Fund Balance</b>					
Operations and Maintenance Reserve (Use)	1,467,432	1,054,552	1,054,552	1,054,552	1,559,259
Reserve for Encumbrances (Use)	614,854	581,510	614,854	614,854	614,854
Unrestricted Ending Fund Balance (Use)	676,388	584,534	1,015,423	3,706,021	2,680,822
<b>Total Ending Fund Balance</b>	<b>2,758,674</b>	<b>2,220,596</b>	<b>2,684,829</b>	<b>5,375,427</b>	<b>4,854,935</b>
<b>TOTAL USE OF FUNDS</b>	<b>16,683,753</b>	<b>18,155,160</b>	<b>18,619,393</b>	<b>17,738,535</b>	<b>23,093,091</b>

\* Actuals may not subtotal due to rounding.

**St. James Park Management District Fund (345)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	9,373	9,373	50,000	50,000	50,000
Unrestricted Beginning Fund Balance (Source)	2,587,029	2,121,528	5,463,692	5,463,692	4,932,684
<b>Total Beginning Fund Balance</b>	<b>2,596,402</b>	<b>2,130,901</b>	<b>5,513,692</b>	<b>5,513,692</b>	<b>4,982,684</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	33,628	30,000	30,000	36,000	36,000
<b>Total Revenue from the Use of Money/Property</b>	<b>33,628</b>	<b>30,000</b>	<b>30,000</b>	<b>36,000</b>	<b>36,000</b>
<b>Developer Contributions</b>					
St. James Area Park Fee Adjustment Program Donations	3,334,866	0	0	0	0
<b>Total Developer Contributions</b>	<b>3,334,866</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>5,964,896</b>	<b>2,160,901</b>	<b>5,543,692</b>	<b>5,549,692</b>	<b>5,018,684</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Overhead	97,197	117,966	117,966	117,966	127,717
PRNS Non-Personal/Equipment	160,741	257,000	257,000	175,000	255,000
PRNS Personal Services	184,269	333,910	333,910	267,000	344,188
<b>Total Expenditures</b>	<b>442,207</b>	<b>708,876</b>	<b>708,876</b>	<b>559,966</b>	<b>726,905</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	8,135	7,042	7,042	7,042	7,551
Transfer to the General Fund	862	0	0	0	0
<b>Total Transfers</b>	<b>8,997</b>	<b>7,042</b>	<b>7,042</b>	<b>7,042</b>	<b>7,551</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	50,000	9,373	50,000	50,000	50,000
Unrestricted Ending Fund Balance (Use)	5,463,692	1,435,610	4,777,774	4,932,684	4,234,228
<b>Total Ending Fund Balance</b>	<b>5,513,692</b>	<b>1,444,983</b>	<b>4,827,774</b>	<b>4,982,684</b>	<b>4,284,228</b>
<b>TOTAL USE OF FUNDS</b>	<b>5,964,896</b>	<b>2,160,901</b>	<b>5,543,692</b>	<b>5,549,692</b>	<b>5,018,684</b>

\* Actuals may not subtotal due to rounding.

**State Drug Forfeiture Fund (417)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Unrestricted Beginning Fund Balance (Source)	721,150	522,126	556,223	556,223	406,223
<b>Total Beginning Fund Balance</b>	<b>721,150</b>	<b>522,126</b>	<b>556,223</b>	<b>556,223</b>	<b>406,223</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	1,445	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>1,445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue from State of California</b>					
State Revenue	240,102	0	0	0	0
<b>Total Revenue from State of California</b>	<b>240,102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>962,697</b>	<b>522,126</b>	<b>556,223</b>	<b>556,223</b>	<b>406,223</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Police Non-Personal/Equipment	406,474	150,000	150,000	150,000	0
<b>Total Expenditures</b>	<b>406,474</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Unrestricted Ending Fund Balance (Use)	556,223	372,126	406,223	406,223	406,223
<b>Total Ending Fund Balance</b>	<b>556,223</b>	<b>372,126</b>	<b>406,223</b>	<b>406,223</b>	<b>406,223</b>
<b>TOTAL USE OF FUNDS</b>	<b>962,697</b>	<b>522,126</b>	<b>556,223</b>	<b>556,223</b>	<b>406,223</b>

\* Actuals may not subtotal due to rounding.



## Storm Sewer Operating Fund (446)\*\*

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Capital Program Reserve (Source)	9,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Grant Match Reserve (Source)	500,000	500,000	500,000	500,000	500,000
Operations and Maintenance Reserve (Source)	4,155,000	4,458,885	4,458,885	4,458,885	4,654,209
Permit Implementation Reserve (Source)	500,000	500,000	500,000	500,000	500,000
Reserve for Encumbrances (Source)	1,666,490	1,666,490	500,601	500,601	500,601
Unrestricted Beginning Fund Balance (Source)	5,918,787	7,410,695	8,862,046	8,862,046	3,216,062
<b>Total Beginning Fund Balance</b>	<b>21,740,277</b>	<b>21,536,070</b>	<b>21,821,532</b>	<b>21,821,532</b>	<b>16,370,872</b>
<b>Fines, Forfeitures, and Penalties</b>					
Penalties	1	9,000	9,000	0	9,000
<b>Total Fines, Forfeitures, and Penalties</b>	<b>1</b>	<b>9,000</b>	<b>9,000</b>	<b>0</b>	<b>9,000</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	60,612	183,000	183,000	183,000	183,000
<b>Total Revenue from the Use of Money/Property</b>	<b>60,612</b>	<b>183,000</b>	<b>183,000</b>	<b>183,000</b>	<b>183,000</b>
<b>Other Revenue</b>					
Miscellaneous	19,800	0	0	0	0
Other Revenues	0	0	0	100,000	0
<b>Total Other Revenue</b>	<b>19,800</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
<b>Special Assessments</b>					
Assessments	33,639,381	34,138,845	34,138,845	33,657,919	34,138,845
Caltrans LTC Reimbursement	114,050	0	0	0	0
Interest	44,390	0	0	0	0
<b>Total Special Assessments</b>	<b>33,797,821</b>	<b>34,138,845</b>	<b>34,138,845</b>	<b>33,657,919</b>	<b>34,138,845</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>55,618,511</b>	<b>55,866,915</b>	<b>56,152,377</b>	<b>55,762,451</b>	<b>50,701,717</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Collection Fees	97,397	100,000	100,000	100,000	100,000
DOT Non-Personal/Equipment	2,613,934	2,607,247	2,726,247	2,900,000	3,217,961
DOT Personal Services	5,846,199	6,098,569	6,313,540	6,216,117	6,434,803
ESD Non-Personal/Equipment	1,997,513	2,989,336	2,989,336	2,900,000	2,750,562
ESD Personal Services	6,775,082	7,859,564	7,859,564	7,411,411	8,117,061
FEMA/CalOES Grant Refund	0	0	23,000	23,000	0
Finance Personal Services	15,146	79,805	79,805	65,067	81,709
Fire Non-Personal/Equipment	80,964	175,000	175,000	100,000	175,000
HR Personal Services	57,884	57,883	59,585	57,965	61,104
IDC Contract	128,234	153,979	153,979	130,000	153,979
ITD Non-Personal/Equipment	18,398	17,942	17,942	18,000	17,113
ITD Personal Services	109,415	121,402	126,198	121,225	127,704
Overhead	3,306,028	3,558,270	3,558,270	3,558,270	4,273,507
PBCE Personal Services	104,959	114,219	114,219	112,917	120,214
PW Non-Personal/Equipment	23,878	48,000	48,000	30,000	48,000
PW Personal Services	729,589	779,291	779,291	767,487	802,279
Workers' Compensation Claims	99,089	100,000	100,000	100,000	100,000
Yard Trimming Collection/Processing	2,214,939	2,800,021	2,800,021	2,885,143	2,800,021
<b>Total Expenditures</b>	<b>24,218,648</b>	<b>27,660,528</b>	<b>28,023,997</b>	<b>27,496,602</b>	<b>29,381,017</b>

\* Actuals may not subtotal due to rounding.

## Storm Sewer Operating Fund (446)\*\*

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	486,280	307,818	307,818	307,818	569,689
Transfer to the Community Facilities Dist No. 13 (Guadalupe Mines) Fund	10,121	10,121	10,121	10,121	10,121
Transfer to the Community Facilities Dist No. 15 (Berryessa - Sierra) Fund	26,920	26,920	26,920	26,920	26,920
Transfer to the Community Facilities District No. 16 (Raleigh - Coronado) Fund	28,000	28,000	28,000	28,000	28,000
Transfer to the General Fund	4,892	0	0	0	0
Transfer to the Maintenance District No. 15 Fund	22,118	22,118	22,118	22,118	22,118
Transfer to the Storm Sewer Capital Fund	9,000,000	11,500,000	11,500,000	11,500,000	1,500,000
<b>Total Transfers</b>	<u>9,578,331</u>	<u>11,894,977</u>	<u>11,894,977</u>	<u>11,894,977</u>	<u>2,156,848</u>
<b>Ending Fund Balance</b>					
Capital Program Reserve (Use)	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Grant Match Reserve (Use)	500,000	500,000	500,000	500,000	500,000
Operations and Maintenance Reserve (Use)	4,458,885	4,458,885	4,654,209	4,654,209	5,108,751
Permit Implementation Reserve (Use)	500,000	500,000	500,000	500,000	500,000
Reserve for Encumbrances (Use)	500,601	1,666,490	500,601	500,601	500,601
Unrestricted Ending Fund Balance (Use)	8,862,046	2,186,035	3,078,593	3,216,062	5,554,500
<b>Total Ending Fund Balance</b>	<u>21,821,532</u>	<u>16,311,410</u>	<u>16,233,403</u>	<u>16,370,872</u>	<u>19,163,852</u>
<b>TOTAL USE OF FUNDS</b>	<u><u>55,618,511</u></u>	<u><u>55,866,915</u></u>	<u><u>56,152,377</u></u>	<u><u>55,762,451</u></u>	<u><u>50,701,717</u></u>

\* Actuals may not subtotal due to rounding.

\*\* The 2022-2023 Proposed Storm Sewer Operating Fund's assessments revenue includes no change to the Storm Sewer Service Charge.

**Supplemental Law Enforcement Services Fund (414)**

**STATEMENT OF SOURCE AND USE OF FUNDS**

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	849,281	849,281	201,744	201,744	201,744
Unrestricted Beginning Fund Balance (Source)	2,260,495	92,366	2,747,858	2,747,858	2,931,432
<b>Total Beginning Fund Balance</b>	<b>3,109,776</b>	<b>941,647</b>	<b>2,949,602</b>	<b>2,949,602</b>	<b>3,133,176</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	43,607	0	0	0	0
<b>Total Revenue from the Use of Money/Property</b>	<b>43,607</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue from State of California</b>					
State Revenue	2,490,524	2,864,633	4,622,682	4,622,682	0
<b>Total Revenue from State of California</b>	<b>2,490,524</b>	<b>2,864,633</b>	<b>4,622,682</b>	<b>4,622,682</b>	<b>0</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>5,643,907</b>	<b>3,806,280</b>	<b>7,572,284</b>	<b>7,572,284</b>	<b>3,133,176</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
SLES Grant 2016-2018	67,055	59,313	58,129	58,129	0
SLES Grant 2017-2019	30,203	33,004	32,242	32,242	0
SLES Grant 2018-2020	890,614	372,806	328,762	328,762	0
SLES Grant 2019-2021	1,605,252	865,236	849,850	849,850	0
SLES Grant 2020-2022	100,148	1,534,274	2,420,125	2,420,125	0
SLES Grant 2021-2023	0	0	750,000	750,000	0
<b>Total Expenditures</b>	<b>2,693,272</b>	<b>2,864,633</b>	<b>4,439,108</b>	<b>4,439,108</b>	<b>0</b>
<b>Transfers</b>					
Transfer to the General Fund	1,033	0	0	0	0
<b>Total Transfers</b>	<b>1,033</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	201,744	849,281	201,744	201,744	201,744
Unrestricted Ending Fund Balance (Use)	2,747,858	92,366	2,931,432	2,931,432	2,931,432
<b>Total Ending Fund Balance</b>	<b>2,949,602</b>	<b>941,647</b>	<b>3,133,176</b>	<b>3,133,176</b>	<b>3,133,176</b>
<b>TOTAL USE OF FUNDS</b>	<b>5,643,907</b>	<b>3,806,280</b>	<b>7,572,284</b>	<b>7,572,284</b>	<b>3,133,176</b>

\* Actuals may not subtotal due to rounding.

## Transient Occupancy Tax Fund (461)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Cultural Grants Reserve (Source)	0	0	0	0	1,476,431
Reserve for Encumbrances (Source)	983,873	983,873	949,389	949,389	949,389
Unrestricted Beginning Fund Balance (Source)	4,283,804	393,029	2,068,607	2,068,607	393,028
<b>Total Beginning Fund Balance</b>	<u>5,267,677</u>	<u>1,376,902</u>	<u>3,017,996</u>	<u>3,017,996</u>	<u>2,818,848</u>
<b>Transient Occupancy Tax</b>					
Transient Occupancy Tax Revenue	8,070,410	15,000,000	13,500,000	13,500,000	16,500,000
<b>Total Transient Occupancy Tax</b>	<u>8,070,410</u>	<u>15,000,000</u>	<u>13,500,000</u>	<u>13,500,000</u>	<u>16,500,000</u>
<b>Licenses and Permits</b>					
OCA Special Event Permits	3,794	30,000	30,000	30,000	30,000
<b>Total Licenses and Permits</b>	<u>3,794</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
<b>Revenue from the Use of Money/Property</b>					
Interest	15,120	25,000	25,000	25,000	25,000
<b>Total Revenue from the Use of Money/Property</b>	<u>15,120</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
<b>Other Revenue</b>					
Miscellaneous	2,800	0	0	0	0
<b>Total Other Revenue</b>	<u>2,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL SOURCE OF FUNDS</b>	<u><b>13,359,801</b></u>	<u><b>16,431,902</b></u>	<u><b>16,572,996</b></u>	<u><b>16,572,996</b></u>	<u><b>19,373,848</b></u>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Cultural Grants	1,502,963	2,674,148	2,674,148	2,674,148	3,501,820
Cultural Grants Administration	1,764,475	2,301,488	2,301,488	2,301,488	2,152,928
Mobile Identification Services Project	0	0	0	0	172,319
San José Convention and Visitors Bureau	2,487,001	2,822,000	2,388,382	2,388,382	4,197,000
<b>Total Expenditures</b>	<u>5,754,439</u>	<u>7,797,636</u>	<u>7,364,018</u>	<u>7,364,018</u>	<u>10,024,067</u>
<b>Transfers</b>					
Transfer to the Convention and Cultural Affairs Fund	4,587,366	7,257,365	6,390,130	6,390,130	8,007,364
<b>Total Transfers</b>	<u>4,587,366</u>	<u>7,257,365</u>	<u>6,390,130</u>	<u>6,390,130</u>	<u>8,007,364</u>
<b>Ending Fund Balance</b>					
Cultural Grants Reserve (Use)	0	0	1,476,431	1,476,431	0
Reserve for Encumbrances (Use)	949,389	983,873	949,389	949,389	949,389
Unrestricted Ending Fund Balance (Use)	2,068,607	393,028	393,028	393,028	393,028
<b>Total Ending Fund Balance</b>	<u>3,017,996</u>	<u>1,376,901</u>	<u>2,818,848</u>	<u>2,818,848</u>	<u>1,342,417</u>
<b>TOTAL USE OF FUNDS</b>	<u><b>13,359,801</b></u>	<u><b>16,431,902</b></u>	<u><b>16,572,996</b></u>	<u><b>16,572,996</b></u>	<u><b>19,373,848</b></u>

\* Actuals may not subtotal due to rounding.

## Vehicle Maintenance And Operations Fund (552)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Fuel Usage Reserve (Source)	250,000	300,000	300,000	300,000	0
Reserve for Encumbrances (Source)	2,578,833	2,578,833	1,250,386	1,250,386	1,250,386
Unrestricted Beginning Fund Balance (Source)	1,375,348	1,359,279	1,730,321	1,730,321	869,449
<b>Total Beginning Fund Balance</b>	<b>4,204,181</b>	<b>4,238,112</b>	<b>3,280,707</b>	<b>3,280,707</b>	<b>2,119,835</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	38,773	35,000	35,000	9,229	12,000
<b>Total Revenue from the Use of Money/Property</b>	<b>38,773</b>	<b>35,000</b>	<b>35,000</b>	<b>9,229</b>	<b>12,000</b>
<b>Other Revenue</b>					
Miscellaneous	205,269	40,000	40,000	36,177	40,000
<b>Total Other Revenue</b>	<b>205,269</b>	<b>40,000</b>	<b>40,000</b>	<b>36,177</b>	<b>40,000</b>
<b>Transfers</b>					
Departmental Charges (M&O)	18,298,069	20,376,000	20,376,000	21,023,000	22,501,000
Replacement Charges	5,614,594	7,575,734	7,575,734	7,575,734	8,015,250
<b>Total Transfers</b>	<b>23,912,663</b>	<b>27,951,734</b>	<b>27,951,734</b>	<b>28,598,734</b>	<b>30,516,250</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>28,360,886</b>	<b>32,264,846</b>	<b>31,307,441</b>	<b>31,924,847</b>	<b>32,688,085</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
HR Personal Services (Vehicle M&O)	57,066	91,596	94,830	94,830	91,333
Inventory Purchases	7,248,358	7,439,000	8,039,000	8,933,680	8,913,000
ITD Non-Personal/Equipment	868	877	877	877	630
Overhead	717,947	796,927	796,927	796,927	956,397
Police Vehicle Replacements	0	0	0	0	6,515,250
PW Non-Personal/Equipment	1,825,830	2,479,266	2,479,266	2,296,465	2,720,166
PW Personal Services	7,926,277	9,092,093	8,792,093	8,673,124	9,623,727
Vehicle Replacements	7,065,003	8,458,734	8,773,734	8,773,734	1,500,000
Workers' Compensation Claims	127,544	100,000	100,000	149,084	100,000
<b>Total Expenditures</b>	<b>24,968,893</b>	<b>28,458,493</b>	<b>29,076,727</b>	<b>29,718,721</b>	<b>30,420,503</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	71,478	77,062	77,062	77,062	96,737
Transfer to the General Fund	1,137	0	0	0	0
Transfer to the General Fund - Interest Income	38,671	35,000	35,000	9,229	12,000
<b>Total Transfers</b>	<b>111,286</b>	<b>112,062</b>	<b>112,062</b>	<b>86,291</b>	<b>108,737</b>
<b>Ending Fund Balance</b>					
Fuel Usage Reserve (Use)	300,000	300,000	0	0	350,000
Reserve for Encumbrances (Use)	1,250,386	2,578,833	1,250,386	1,250,386	1,250,386
Unrestricted Ending Fund Balance (Use)	1,730,321	815,458	868,266	869,449	558,459
<b>Total Ending Fund Balance</b>	<b>3,280,707</b>	<b>3,694,291</b>	<b>2,118,652</b>	<b>2,119,835</b>	<b>2,158,845</b>
<b>TOTAL USE OF FUNDS</b>	<b>28,360,886</b>	<b>32,264,846</b>	<b>31,307,441</b>	<b>31,924,847</b>	<b>32,688,085</b>

\* Actuals may not subtotal due to rounding.

## Water Utility Fund (515)\*\*

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Rate Stabilization Reserve (Source)	1,500,000	1,558,394	1,558,394	1,558,394	1,400,000
Muni Water Recycled Water Expansion Reserve (Source)	700,000	1,000,000	1,000,000	1,000,000	1,300,000
Operations and Maintenance Reserve (Source)	7,675,000	8,395,492	8,395,492	8,395,492	8,389,213
Reserve for Encumbrances (Source)	1,762,885	1,762,885	1,593,978	1,593,978	1,593,978
Unrestricted Beginning Fund Balance (Source)	6,118,102	2,660,892	2,419,900	5,025,231	3,440,742
Workers' Compensation Claims Reserve (Source)	50,000	50,000	50,000	50,000	50,000
<b>Total Beginning Fund Balance</b>	<b>17,805,987</b>	<b>15,427,663</b>	<b>15,017,764</b>	<b>17,623,095</b>	<b>16,173,933</b>
<b>Revenue from the Use of Money/Property</b>					
Interest	123,531	434,000	434,000	200,000	133,254
<b>Total Revenue from the Use of Money/Property</b>	<b>123,531</b>	<b>434,000</b>	<b>434,000</b>	<b>200,000</b>	<b>133,254</b>
<b>Fees, Rates, and Charges</b>					
Operating - Water Sales	55,096,358	56,572,791	56,572,791	53,940,620	63,510,383
<b>Total Fees, Rates, and Charges</b>	<b>55,096,358</b>	<b>56,572,791</b>	<b>56,572,791</b>	<b>53,940,620</b>	<b>63,510,383</b>
<b>Other Revenue</b>					
Late Fees	892,156	300,000	800,000	800,000	300,000
Operating - Miscellaneous	61,379	100,000	100,000	100,000	100,000
<b>Total Other Revenue</b>	<b>953,535</b>	<b>400,000</b>	<b>900,000</b>	<b>900,000</b>	<b>400,000</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>73,979,411</b>	<b>72,834,454</b>	<b>72,924,555</b>	<b>72,663,715</b>	<b>80,217,570</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Banking Services	188,216	170,000	270,000	270,000	170,000
City Attorney Personal Services	155,618	125,464	131,055	145,171	132,172
Customer Information System Transition	8,363	150,000	150,000	150,000	150,000
ESD Non-Personal/Equipment	38,173,625	39,935,087	39,235,087	35,964,828	43,725,791
ESD Personal Services	7,426,772	7,695,750	8,395,075	8,246,476	8,319,627
Finance Personal Services	148,033	484,349	484,349	362,312	503,058
HR Personal Services	16,016	15,708	16,227	15,774	16,617
ITD Non-Personal/Equipment	35,768	141,583	141,583	148,846	141,051
ITD Personal Services	520,364	579,778	579,778	539,530	584,693
Overhead	1,838,648	1,745,871	1,745,871	1,745,871	2,067,875
PW Non-Personal/Equipment	42,200	39,547	39,547	39,587	39,547
Workers' Compensation Claims	2,052	15,000	15,000	15,000	15,000
<b>Total Expenditures</b>	<b>48,555,675</b>	<b>51,098,137</b>	<b>51,203,572</b>	<b>47,643,395</b>	<b>55,865,431</b>
<b>Transfers</b>					
Transfer to the City Hall Debt Service Fund	160,500	246,387	246,387	246,387	222,439
Transfer to the General Fund	3,921	0	0	0	0
Transfer to the General Fund - Late Fees	336,220	300,000	800,000	800,000	300,000
Transfer to the Water Utility Capital Fund	7,300,000	7,800,000	7,800,000	7,800,000	7,800,000
<b>Total Transfers</b>	<b>7,800,641</b>	<b>8,346,387</b>	<b>8,846,387</b>	<b>8,846,387</b>	<b>8,322,439</b>

\* Actuals may not subtotal due to rounding.

## Water Utility Fund (515)\*\*

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Muni Water Recycled Water Expansion Reserve (Use)	1,000,000	1,300,000	1,300,000	1,300,000	1,300,000
Operations and Maintenance Reserve (Use)	8,395,492	8,389,213	8,389,213	8,389,213	8,389,213
Rate Stabilization Reserve (Use)	1,558,394	1,400,000	1,400,000	1,400,000	1,400,000
Reserve for Encumbrances (Use)	1,593,978	1,762,885	1,593,978	1,593,978	1,593,978
Unrestricted Ending Fund Balance (Use)	5,025,231	487,832	141,405	3,440,742	3,296,509
Workers' Compensation Claim Reserve (Use)	50,000	50,000	50,000	50,000	50,000
<b>Total Ending Fund Balance</b>	<b>17,623,095</b>	<b>13,389,930</b>	<b>12,874,596</b>	<b>16,173,933</b>	<b>16,029,700</b>
 <b>TOTAL USE OF FUNDS</b>	 <b>73,979,411</b>	 <b>72,834,454</b>	 <b>72,924,555</b>	 <b>72,663,715</b>	 <b>80,217,570</b>

\* Actuals may not subtotal due to rounding.

\*\* The 2022-2023 Proposed Water Utility Fund includes a twelve percent budgeted revenue increase adjustment for 2022-2023, primarily to account for the increased cost of wholesale water.

## Workforce Development Fund (290)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>SOURCE OF FUNDS</b>					
<b>Beginning Fund Balance</b>					
Reserve for Encumbrances (Source)	293,036	293,036	213,191	213,191	213,191
Unrestricted Beginning Fund Balance (Source)	147,258	134,970	317,469	317,469	337,314
work2future Board Mandated Reserve (Source)	754,801	754,801	754,801	754,801	754,801
<b>Total Beginning Fund Balance</b>	<b>1,195,095</b>	<b>1,182,807</b>	<b>1,285,461</b>	<b>1,285,461</b>	<b>1,305,306</b>
<b>Revenue from Local Agencies</b>					
Grants	338,436	442,806	378,559	357,399	21,160
<b>Total Revenue from Local Agencies</b>	<b>338,436</b>	<b>442,806</b>	<b>378,559</b>	<b>357,399</b>	<b>21,160</b>
<b>Revenue from State of California</b>					
Grants	0	250,000	0	0	0
<b>Total Revenue from State of California</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue from Federal Government</b>					
Grants	5,779,300	10,733,197	11,272,391	7,355,506	10,661,985
<b>Total Revenue from Federal Government</b>	<b>5,779,300</b>	<b>10,733,197</b>	<b>11,272,391</b>	<b>7,355,506</b>	<b>10,661,985</b>
<b>Other Revenue</b>					
Grants	488,709	281,917	205,250	200,250	176,666
<b>Total Other Revenue</b>	<b>488,709</b>	<b>281,917</b>	<b>205,250</b>	<b>200,250</b>	<b>176,666</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>7,801,540</b>	<b>12,890,727</b>	<b>13,141,661</b>	<b>9,198,616</b>	<b>12,165,117</b>
<b>USE OF FUNDS</b>					
<b>Expenditures</b>					
Administration	417,056	473,806	526,854	486,469	526,214
Adult Workers	1,960,867	2,636,485	2,526,126	2,403,701	2,279,968
BusinessOwnerSpace.com Network	1,300	8,975	8,900	988	7,912
CA Workforce Association	0	4,042	4,042	0	4,042
Career National Dislocated Workers Grant (NDWG)	0	0	500,000	89,144	410,856
Cities for Financial Empowerment	35,000	25,000	25,000	25,000	30,000
City Attorney Administrative Costs	138,899	113,180	113,180	113,180	117,970
Dislocated Workers	1,288,501	3,045,092	3,083,710	1,667,719	2,952,648
Dislocated Workers - COVID-19	107,375	486,509	467,654	379,019	220,981
Emerging Needs - Local Assistance Funds to work2future	0	5,000	5,000	0	5,000
Prison to Employment Implementation Grant	327,252	366,624	353,559	353,559	0
Rapid Response Grant	508,040	901,159	759,777	385,367	880,239
Regional Training Coordinator Funds	7,480	0	0	0	0
SJ Works (Amazon)	0	100,000	100,000	0	100,000
SJ Works (Bank of America)	57,375	55,250	55,250	55,250	55,000
SJ Works (EDP Renewable)	91,667	91,667	91,667	91,667	91,666
SJ Works (ESUHSD)	160,000	0	0	0	0
SJ Works (Flagship)	0	5,000	5,000	0	5,000
SJ Works (PRNS)	53,000	0	0	0	0
SJ Works (Wells Fargo)	0	0	15,000	7,500	7,500
Sling Shot 2.0 Regional Plan Implementation	3,704	18,982	25,000	3,840	21,160
Veterans' Employment - Related Assistance Program	0	57,200	57,200	2,036	55,164
Workforce Accelerator Fund	0	250,000	250,000	32,572	217,428
Youth Workers	1,358,563	3,076,966	2,987,890	1,796,299	3,000,517
<b>Total Expenditures</b>	<b>6,516,079</b>	<b>11,720,937</b>	<b>11,960,809</b>	<b>7,893,310</b>	<b>10,989,265</b>

\* Actuals may not subtotal due to rounding.



## Workforce Development Fund (290)

### STATEMENT OF SOURCE AND USE OF FUNDS

	2020-2021 Actuals *	2021-2022 Adopted	2021-2022 Modified	2021-2022 Estimate	2022-2023 Proposed
<b>Ending Fund Balance</b>					
Reserve for Encumbrances (Use)	213,191	293,036	213,191	213,191	213,191
Unrestricted Ending Fund Balance (Use)	317,469	121,953	212,860	337,314	207,860
work2future Board Mandated Reserve (Use)	754,801	754,801	754,801	754,801	754,801
<b>Total Ending Fund Balance</b>	<u>1,285,461</u>	<u>1,169,790</u>	<u>1,180,852</u>	<u>1,305,306</u>	<u>1,175,852</u>
 <b>TOTAL USE OF FUNDS</b>	 <u><u>7,801,540</u></u>	 <u><u>12,890,727</u></u>	 <u><u>13,141,661</u></u>	 <u><u>9,198,616</u></u>	 <u><u>12,165,117</u></u>

\* Actuals may not subtotal due to rounding.

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**MAYOR'S MARCH  
BUDGET MESSAGE**



# Memorandum

**TO:** CITY COUNCIL  
**FROM:** Mayor Sam Liccardo  
**SUBJECT:** MARCH BUDGET  
MESSAGE FOR FISCAL  
YEAR 2022-2023  
**DATE:** March 7, 2022

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**APPROVED:**

Date: 3/7/2022

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## RECOMMENDATION

Direct the City Manager to submit a balanced budget for Fiscal Year 2022-2023, guided by the policy direction and framework of priorities outlined in this March Budget Message.

In accordance with Section 1204 of the San José City Charter, I present my Fiscal Year 2022-2023 March Budget Message for consideration by the City Council, and the residents of San José. With Council approval, this initial framework provides the City Manager with direction to prepare proposals for the Council's budget deliberations in May, and to formulate the Fiscal Year 2022-2023 Proposed Budget.

## OVERVIEW

The positive news about our City's revenues from the City Manager provides us welcome relief from the anticipated cuts of the next budget cycle. More than a decade of pension reform battles, difficult negotiations, shared sacrifice, and ballot measures has resulted—for the first time in two decades—in a projection that the cost of retirement benefits will consume a declining share of the General Fund over the next half-decade. Though it will never hit the headlines, this collective achievement of our employees and residents should not be overlooked. It will pay many dividends in many future years of restored services and programs.

Some significant disclaimers accompany an otherwise hopeful message. First, a standard General Fund forecast necessarily ignores the \$125.4 million of services that we provided our pandemic-struck community over the last year with one-time funds. Those funds require a new allocation in future years, or the services will go away. More specifically, we used about \$105 million in federal American Rescue Plan funding for a variety of critical services, ranging from food distribution to provision of broadband service to youth, and another \$20.4 million in services were provided with one-time sources in the General Fund.

If we wished merely to maintain the level of services we currently provide San José residents into the next year, we would commence our budget decision-making in a nearly \$100 million hole: a \$125.4 million service-level deficit, offset by \$27.7 million in new ongoing net revenues. We have to solve the remaining gap with some combination of additional ongoing revenues, one-time “bridge” funding, and cuts (or perhaps more precisely, allowing some of the programs supported with one-time funding to expire).

Second, the ongoing fiscal picture excludes unmet and deferred infrastructure and maintenance needs. Those unmet needs remain daunting: an estimated \$1.7 billion backlog, requiring an ongoing annual commitment of \$92.8 million. In recent years, we have addressed hundreds of millions of dollars of need through our successful implementation of Measure T projects, and with strategic annual investments in everything from deteriorating parks to “tech debt.” However, a large gap remains, and a full picture of our fiscal situation should incorporate these burdens.

Finally, the projected surpluses of future years assume a set of economic conditions that do not include any negative events that could severely impact our fiscal condition, including a recession, another crippling COVID spike, a sharp downturn in the equities markets, or the persistence of our severe drought. Instead, staff has projected revenues that will increase in every category, every year, as budget projections routinely do. Budgetary realities don’t abide by reasonable assumptions, however. Revenues decline in some years—and more often than we’d like.

In short, we have a very constrained budget. That requires that we focus on a very defined set of priorities. Our City Roadmap must be fully aligned with those budgetary priorities, reflecting the hard decisions we must make to prioritize some needs over others, even as we place value in all of them. Setting priorities requires that we necessarily defer spending dollars on other important needs that do not fully align with these priorities or our core essential services. Those needs will receive greater focus and resources when Council chooses to realign its priorities.

We begin the March Budget Message with a straightforward recommendation: that the City Manager establish the following priorities for the City Roadmap and the FY 2022-23 Budget:

1. **HOMELESSNESS AND AFFORDABLE HOUSING**
2. **PUBLIC SAFETY**
3. **BATTLING BLIGHT**
4. **CLIMATE AND SEISMIC RESILIENCE**
5. **EQUITABLE ECONOMIC RECOVERY**
6. **FISCAL SUSTAINABILITY**

Within this set of priorities, I recommend as follows:

**A. HOMELESSNESS AND AFFORDABLE HOUSING**

As reflected below, I propose that we double-down on our investments in three of the most cost-effective, proven solutions to combat homelessness—each of which was pioneered here in San José: quick-build apartment communities, motel conversions, and prevention.

**1. 1,000 Quick-Build Apartment Units**

When the pandemic struck in March of 2020, we quickly huddled with the CMO and Public Works to see how we could rapidly and cost-effectively build private dormitories for unhoused residents needing to escape the contagion risk of congregate shelters. Quick-build apartments were born: prefabricated, modular units built on underutilized public land. Within a year, we had three quick-build apartment communities under construction, and a fourth has broken ground near Guadalupe River Park.

In accord with the September 22, 2021 Rules Committee-approved memorandum of Councilmembers Jimenez, Peralez, Foley, Mahan and myself, the City Manager is directed to allocate a sufficient amount of one-time funding—through a combination of Federal, State, and General Fund resources—to enable the development, construction, and ongoing operations of emergency and interim housing at six sites, including quick-build communities and converted motels. Assuming that the site on Branham receives Homekey funding, we can reach our goal of getting 1,000 pandemic-era housing beds under development by the end of the calendar year by identifying sites and resources for another 403 quick-build units. Staff should not overlook the opportunity to densify existing quick-build apartment sites with additional units as well.

**2. Motel Conversions**

The City of San José pioneered motel conversions when it acquired two motels in 2015 and 2017, years before the idea attracted state support or funding. Another converted motel on North First Street garnered statewide awards last year. With large allocations through Governor Newsom’s Homekey program, we have a historic opportunity to accelerate this work. I urge that we align City resources for operations with the state’s Homekey funding to convert another 300 hotel or motel rooms for the unhoused.

### **3. Accelerating Our Prevention Efforts**

Recent reports that 70,000 Bay Area tenants seek overdue state aid to pay their back rent provided a sense about the number of San Joséans who remain on the edge of homelessness. In partnership with Destination: Home, San José pioneered a program of providing cash to families in need of rental assistance, and found that with investments as modest as \$4,000 per family, more than 95% of families stayed housed a year later. Last month, we announced our collective intention to boost Measure E allocations this fiscal year for rental assistance relating to homelessness prevention. Our nonprofit partners are constrained in their capacity to properly distribute that much rental assistance in a single fiscal year, however. Given the state's well-documented obstacles in the state's delivery of emergency rental aid, we should begin the work now to accelerate the distribution of available dollars into the hands of families that are at immediate risk of eviction. The City Manager is directed to accelerate the distribution of funding for emergency rental aid after Council approval of this message, first using the remaining \$5 million from the City's direct allocation of Emergency Rental Assistance funds (ERA 1), followed by the use of applicable Measure E resources.

### **4. Fiscal Sustainability of Operations & Maintenance of Interim Housing**

Starting in 2022-2023, we must begin allocating increasing levels of ongoing General Fund resources, as necessary, to ensure that the combination of anticipated external and internal funding resources suffices to operate these housing facilities for the next half-decade. The City Manager is directed to do so. This applies to our quick-build apartment communities, tiny homes, and converted motels, all of which face challenges for ongoing operations without the benefit of a reliable stream of funding emanating from the use of a federal voucher program such as Section 8 or VASH.

In partnership with community partners and the San Francisco Foundation—which has already engaged a consultant on this work—we must identify concrete changes in policies and practices that will substantially reduce the ongoing operations and maintenance costs, and ensure residents don't fall back into homelessness. Particular emphasis should focus on (1) opportunities to employ client residents onsite for maintenance, shuttle-driving, cooking, and security, to make the quick-build apartment communities more self-sufficient, and provide work experience for residents; (2) engaging the County in the funding and provision of services, with particular emphasis on addiction treatment and behavioral health services funded through the state's CalAIM program; (3) development of a workforce pipeline to manage the communities, given the labor market constraints on homeless-serving nonprofits; (4) the necessity of large security budgets given relatively few calls-for-service; (5) the use of portable federal vouchers—such as Section 8 and VASH—to provide revenue that can better sustain operations.

## **5. Drug Treatment and Mental Health**

In California, cities typically do not have any expertise, staffing resources, or state or federal funding to address addiction and behavioral health issues. Rather, the state and counties exclusively control funding streams and retain that expertise. Nonetheless, our residents often expect us to respond, for example, to the epidemic of methamphetamine addiction within our unhoused community. Our City's first responders, from police to fire, bear the responsibility for addressing the tragic consequences of our lack of investment in upstream treatment. From our conversations with the police, local judges, and drug treatment providers, there remains a dearth of basic options, particularly for detoxification and inpatient treatment to address the most severe impacts on the safety of our communities.

While we lack the resources to address this problem directly, new opportunities may have emerged through changes in state policy – particularly in last year's state budget allocation of \$2.2 billion for behavioral health facilities and in the reformulation of state health funding through California Advancing and Innovating Medi-Cal (Cal-AIM)'s treatment of unhoused residents – that can empower cities to establish partnerships to better address the problem. The Mayor's Office is engaged in communication with the State Department of Health and Human Services, local judges, the District Attorney, and the County to explore options. Where there emerges (a) a willingness of the County to support such efforts with a letter of commitment, and (b) a desire of state and local partners to work with the City to enable greater access to detoxification and treatment services among our unhoused, the City Manager is directed to allocate one-time funding for consulting and other support to enable access to state and federal dollars for construction and operations.

## **6. Affordable Housing Navigator**

We continue to hear frustration from affordable builders that post-entitlement, delays in the City's building and permitting process have put public financing construction deadlines in jeopardy. Two years ago, we added staff to a Housing Catalyst Team to eliminate obstacles in the planning pipeline, and we have seen the entitlement process accelerate. The City Manager is directed to add an employee within the Housing Catalyst Team (OED, PBCE, or Housing) to help steer projects through the building and permitting process, and to accelerate progress.

## **7. Homeless Outreach**

The City Manager should identify one-time funding to pilot a two-year expansion of the BeautifySJ encampment management team to include therapeutic specialists who can coordinate behavioral health and other services for unhoused residents, and respond effectively to their crises. Currently, when the BeautifySJ teams encounter an uncooperative or acutely suffering resident during a clean-up, they must rely on Housing staff to deploy contracted outreach providers whose capacity limitations inhibit timely response. A coordinated response that



provides services at the point of contact will ensure that unhoused residents with more acute behaviors can be supported with services, while making the encampment trash teams more efficient in performing their cleaning.

### **8. Yes in God's Backyard (YIGBY)**

In last year's Budget Message, I recommended and the Council approved resources for community outreach to accelerate creation of a policy that would enable the construction of affordable housing on parking lots and surplus land of our local religious communities. We have since learned of an additional barrier: the lack of resources for the environmental impact report that is required for a Citywide general plan amendment. Accordingly, the City Manager is directed to identify one-time funding to complete the required environmental study on a citywide change to the General Plan for religious facilities bearing PQP land use designations for public assembly, to accelerate the construction of affordable housing.

## **B. PUBLIC SAFETY**

### **1. Rebuilding the San José Police Department**

San José has long had the most thinly-staffed police department of any major city in the United States. Thin staffing became a critical concern a decade ago, as we struggled through years of painful budget cuts, battles over pension reform, layoffs, and hiring freezes, resulting in a loss of nearly 600 police officers from an already-lean force. Our residents have long clamored for better police response, and our overworked officers have struggled through long stretches of mandated overtime and "hold-overs." Successful negotiations over pension reform and our voters' approval of Measures F and B in 2016 have boosted funding, hiring, and retention to enable the restoration of the force by about 300 officers. The City's continued growth has nonetheless exacerbated the gaps in response to calls for service. We stuck together as a Council in unanimously rejecting calls to "defund" the police—an inappropriate approach for a city with  $\frac{1}{3}$  the police staffing per capita of neighboring San Francisco. After more than a decade of belt-tightening, we finally have General Fund projections showing modest surpluses in future years. The City Manager is directed to (1) dedicate ongoing funding for up to 15 sworn positions, and (2) come forward during the budget process with a recommendation to integrate gradual increases in budgeted sworn positions within the City Manager's five-year forecast. Doing so will enable San José to restore a larger share of positions lost through the Great Recession, and to expand neighborhood foot patrol, bolster sexual assault and domestic violence investigations units, and improve traffic enforcement.

## **2. Walking and Bike Patrol in Downtown and other High-Need Neighborhoods**

Continuous efforts to fund walking police beats in Downtown and elsewhere each year for the past seven years have largely floundered because these non-standard assignments rely on staffing through the uncertain prospect of officers volunteering to work overtime. Chief Mata and his team agree that it is long past time to make walking beats a standard assignment, to restore San José’s historic leadership in community policing. With approval of this message, the City Manager is directed to dedicate some of the new positions to create a designated beat of walking and/or bike patrol in the Downtown—with a particular focus on the time of day with the greatest need for eyes on the street, usually during swing-shift – and a rotating walking patrol for high-crime neighborhoods as well.

## **3. Addressing Mental Illness on Our Streets**

The formation of the Mobile Crisis Response Team (MCAT) two years ago came after persistent efforts to collaborate with the County to dedicate mental health staff to patrol beats with SJPD. MCAT unit officers receive crisis and intervention training on how to deescalate situations and connect people to mental health support services. This pilot effort has been funded with a one-time grant from the U.S. Department of Justice, however. With approval, the City Manager is directed to add sworn and unsworn positions with ongoing dollars to fund MCAT teams going forward, drawing in part from any additional sworn SJPD positions in FY22-23.

## **4. Re-Arresting Defendants Who Have Failed to Appear Post-Release**

Many of our SJPD officers have grown increasingly frustrated by what they perceive as the “revolving door” at the jail after making felony arrests of individuals on assault, burglary, robbery, and other charges, only to see arrestees released within hours of booking or arraignment. In the most egregious examples – specifically, three homicide suspects and one child molestation arrestee – we’ve seen defendants released without bail, commonly referred to as “SORP.” SJPD surveyed its arrest records from April 1, 2020 to June 30, 2021, and found thirty arrestees who had incurred at least ten arrests in that duration – nearly all after a pretrial release. One arrestee, remarkably, was released and rearrested 19 times—many of those charges for felonies. According to the County’s Office of Pretrial Services – in June of 2021, the most recent month for which data was publicly released—about [half of the released defendants violated their conditions of release, such as by committing a new crime or failing to appear in court.](#)<sup>1</sup> In addition to increasing the obvious risk of harm to the community, ill-advised pretrial releases can spur vigilantism with deadly consequences, as illustrated by Cain Velasquez’s highly publicized attack last week.

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<sup>1</sup> It should be noted that the County Office of Pretrial Release [has reported to the media](#) that only 5% to 7.5% of released defendants are re-arrested each month. While these numbers may seem difficult to reconcile with their published data, the discrepancy may be explained by the fact that the typical duration of pretrial release for nearly all defendants lasts several months before the resolution of their criminal matter; in other words, over a 6 month duration, the risk of re-offending may be as high as 45%, or 7.5% x 6 months.

If we face so many challenges with pretrial release, why are defendants being released at this rate? The City has no authority over these decisions, and it has become clear that pandemic-driven emergency bail orders create a stronger presumption for release of many arrestees whose offenses would have previously subjected them to bail or detention, and an interpretation of a recent [California Supreme Court decision](#) – or in the view of some, a misinterpretation – reinforces that trend. As noted above, the County’s scarcity of detoxification or inpatient beds leaves addicted arrestees back out on the street, often while they’re still under the influence, agitated, and potentially violent. All of these factors have contributed to leave frustrated judges with a binary “detain or release” choice, offering no third option for protecting the community where detention appears unwarranted. Residents in our most underserved, crime-afflicted neighborhoods feel the impacts too directly.

The Mayor’s office has been communicating with the District Attorney, several judges, and other stakeholders to discuss solutions. Some changes appear promising, including the prospect of revising the emergency bail order in the months ahead, and judicial consolidation of arraignment hearings before a single judge. In anticipation of the moment when the City Manager determines that other agencies have made sufficient procedural changes that make it worthwhile to invest additional City resources in solutions, the City Manager is directed to: (a) allocate one-time funding for additional overtime to re-arrest criminal defendants who have failed to appear on their warrants, with priority given to those defendants who face the most serious and violent felony charges or have been previously convicted for the most serious and violent felonies, and (b) allocate funding for non-sworn or overtime staffing for the drafting of “high bail” affidavits for uniquely dangerous arrestees.

## 5. Pedestrian and Traffic Safety Innovations

The horrific toll of roadway deaths in recent months has us all looking for answers. The rising toll of pedestrian and traffic fatalities nationally tells us that larger forces are at work – such as distracted driving spurred by smartphone use, for example, and pandemic-related stress.

Where we can have some impact on safety, we must take action. Part of the solution requires changing San José’s antiquated, suburban roadway designs that encourage high-speed driving and pedestrian-challenged streetscapes. While such capital projects typically require large expenditures, DOT staff has successfully piloted several more innovative, quick-build improvements – using paint, plastic bollards, and the like – that can improve safety at lower cost with much less construction. In a city with chronically understaffed police and insufficient capital budgets, we need to lean in on these and other innovations.

If this message is approved, the City Manager is directed to:

- A. **Traffic Safety Improvements:** Identify at least four high-priority projects, with a focus on quick-build projects, to implement on our highest-risk roadways—the 17 Vision Zero priority safety corridors – where close to 50% of our traffic fatalities from 2020-2022 to date have occurred. At least two of those projects should be

constructed on Senter Road and Monterey Road, which have featured a rash of horrific injury-accidents and deaths.

- B. Automated Speed Detection and Messaging:** Automated speed enforcement (ASE) is used in 14 states, but California law does not allow it. While San José continues to advocate in Sacramento for ASE, it can engage with the DMV to identify a means by which it can use speed cameras in conjunction with license plate reading cameras (LPR's) with velocity-assessment capability to compile lists of speeding cars to the DMV, which can then send the registered owners notification that the vehicle's driver violated the speed limit. (All of our LPR's, of course, would continue to be deployed in a manner consistent with our City's privacy policy, avoiding, for example, any sharing of data with federal immigration enforcement.) Using behavioral insights, we can determine how a timely post-driven text or email might apprise lead-footed drivers that their unsafe driving is being monitored. For example, messages might tell registered owners that "we'll be issuing tickets along that corridor for the next several weeks," or "your neighbors have complained about high speed-driving in the area, and have asked that we reach out to you." The City Manager is directed to identify the one-time cost to (a) cover the cost of standard speed/LPR cameras, and (b) pilot of a partnership with the DMV to cover the cost of their use of their registration database, and return with a recommendation through the budget process.
- C. Safest Driver Program:** Cities such as San Antonio, Boston, and Seattle have enlisted drivers to participate in pilot programs to assess how a smartphone app could incentivize and educate drivers on the quality and consequence of their driving habits. Each city observed substantial reductions in distracted driving, harsh braking, and speeding. The initiative became so successful that [insurance companies started integrating it](#) for policyholders to receive discounts on premiums for safe driving. I direct the City Manager to return through the budget process to set aside \$50,000 to enable the retention of a summer cohort of Coding It Forward and/or Stanford Community Impact Fellows to support getting the program up and running.

## 6. Hire Ahead

The wave of SJPD hiring in the early to mid-1990's – prompted by the passage of a tax measure a few years before – has had many officers hitting their retirement age. Fortunately, we have seen robust hiring once again, both in new recruits and lateral transfers from other cities' departments, as San José Police have again become an employer of choice. Retention also appears strong. To offset retirements, the City Manager is directed to use one-time funding to again implement a "hire ahead" program to maintain current levels of staffing.

## **7. Police Reform**

We learned too well in the wake of the George Floyd murder of the need to invest in police training in managing crowds safely amid mass protests. In light of the recommendations of the After-Action Report, the City Manager is directed to invest in training of officers for safe response to street demonstrations, focused first on ensuring that every lieutenant in the field has the best training available. Although the City Manager's response identifies costs in excess of \$1.12 million for comprehensive training of every sergeant and lieutenant, changes in protocols will ensure that a lieutenant will be deployed in the field to manage any response. Accordingly, we can start with a focus on lieutenants this year—reducing the cost to \$323,904, and expand training in future years.

## **8. Reimagining Public Safety**

As we see the community-led Reimagining Public Safety process near its conclusion, we should expect that recommendations will emerge that may require resources to implement. Through prior budget direction, we previously set aside \$800,000 in one-time funding in anticipation of potential recommendations resulting from this process. The City Manager is directed to deploy this allocation to help enact recommendations that may be approved by the City Council.

## **9. Security Camera Rebate Program**

In 2015, we launched an effort to encourage residents with security cameras to register with the San José Police Department, to facilitate rapid communication after a reported crime to voluntarily supply video evidence that could assist in the apprehension and prosecution of an offender. SJPD has used voluntarily-provided video in investigations for many years, most famously leading to an arrest after a high-profile homicide in 2019. Registration does not provide SJPD with access to any “live feed,” but rather merely provides SJPD with a cell phone number and email address of the person who can grant video access, voluntarily, to SJPD after an event. Since then, we have successfully piloted programs that co-invest with homeowners in crime cameras in residential neighborhoods, starting with grant funding for 300 cameras from the Calpine settlement in Councilmember Jimenez's district, and a subsequent pilot in Councilmember Foley's district. The City Manager is directed to invest \$100,000 in one-time funding in a citywide security camera rebate program—conditioned on registration of the camera with SJPD—and distribute funding using an equity lens that prioritizes under-resourced, high-crime neighborhoods and small business districts.

## C. **BATTLING BLIGHT**

### 1. **Beautify SJ**

Allocations of funding from federal sources last year to BeautifySJ programs have only begun to hit the streets – and many sore spots of excessive trash, blight, and graffiti remain. We will only get traction on this continued challenge by funding BeautifySJ programs on an ongoing basis. With approval, the City Manager is directed to:

- A. Commitment:** Commit ongoing funding to ensure one-time expansions of BeautifySJ become permanent, with emphasis on maintaining or expanding programs that empower the unhoused to become part of the BeautifySJ solution, such as **San José Bridge** and **Cash for Trash**.
- B. Accountability:** Develop a program evaluation plan – focusing on visible outcomes, not on outputs – for all Beautify programs, to ensure efficacy and cost-effectiveness of each program of BeautifySJ.
- C. Community Cleanup and Beautification Grants:** Expand BeautifySJ grants for emerging and re-emerging business and neighborhood associations, and streamline the application process and distribution of funds.
- D. Capital Equipment:** Allocate one-time funding to purchase a compactor truck and other vehicles necessary to support BeautifySJ programs.
- E. Illegal Dumping on Trails:** Develop a workplan and allocate funding for design and installation of bollards along trails to deter illegal dumping from vehicles, with a focus on Remillard, Story, Watson, Tully Ballfields, Guadalupe, and the three direct discharge areas of the creeks.
- F. Reducing Costs of Cleanup:** Engage haulers currently contracting with the City to negotiate reduced dumping fees – similar to the deal negotiated by the City of Fremont with Republic Services. Explore other ways to reduce costs and streamline cleanup operations for illegal dumping, including improvement of coordination with departments to optimize the use of transfer stations and maintenance yards while reducing costs and labor. If necessary, allocate one-time funding from the Integrated Waste Management Fund needed to enable longer-term savings as required through negotiation.
- G. Clean Creeks:** Augment the Clean California Grant with matching City funding for Keep Coyote Creek Beautiful and South Bay Clean Creeks Coalition. Return through the budget process with recommendations for activating and patrolling creek trail alignments

that receive escalated cleaning, such as the Notting Hill Drive / Corie Court area along Coyote Creek, to deter illegal dumping, abandoned vehicles, and re-encampments.

**H. Abandoned Vehicles:** The suspension of non-essential services in the pandemic caused the backlog of requests for abandoned vehicle abatement to balloon. In response to neighborhood frustration, and to ensure a more equitable response to under-reporting neighborhoods, the City incorporated a more proactive response in 2021. Parking compliance staff now regularly patrol every city street at least twice a month to identify inoperable vehicles and vehicles that pose a health and safety hazard, in addition to responding to SJ311 requests. Early results from the hybrid model demonstrate some progress, however we continue to hear widespread frustration about perceived City inaction. The City Manager is directed to (a) allocate ongoing funding to continue the hybrid vehicle abatement model; (b) add one-time funding to boost parking enforcement for two years; (c) consider and return to Council with the evaluation of a more flexible standard for abating problem vehicles; and (d) emphasize enforcement within small business corridors—such as Japantown, Story Road, East Santa Clara Street, and Alum Rock Avenue—where parking scarcity threatens the survival of small businesses the most.

## **2. Parks Rehabilitation Strike Team**

Our park maintenance staff has suffered from vacancies exceeding 19%. As we complete a salary survey to adjust wage rates to address hiring and retention challenges, we must continue funding to reverse the deterioration of our parks suffering most from poor maintenance. The Parks Rehabilitation Strike Team has accelerated the replacement and repair of irrigation systems, park drinking fountains, picnic tables, bathrooms, and other park infrastructure. The City Manager is directed to continue funding the Parks Maintenance Strike Team on an ongoing basis, and to incorporate this funding within the base budget. The City Manager is further directed to prioritize parks using an equity lens, and to prioritize investments in irrigation modernization, to save water and operating dollars in the years ahead.

## **3. Responsible Landlord Engagement Initiative 2.0**

Depleted staffing in code enforcement has taken a toll on many of our neighborhoods suffering the most from blight—disproportionately communities of color and of limited income. Neighborhood leaders from Districts 3 and 5 have urged reinvestment in a renewed Responsible Landlord Engagement Initiative (RLEI), focusing on addressing a limited number of high-frequency code violations, such as inoperable cars parked on lawns and abandoned structures. Greg Kepferle, the CEO of Catholic Charities, which previously sponsored RLEI's work, appears willing to resume this work. The RLEI program offers neighborhoods the needed help to both navigate City bureaucracy and capture the attention of derelict landlords to effect change. Direct the City Manager to analyze the community benefits and burdens on other departments—particularly on increased demand for code enforcement, police, and attorneys—with a modest

program of no more than \$400,000, and return through the budget process with options for implementation and funding. Consider incorporation of an enhanced “user fee” for neglectful property owners who need the attention of RLEI, consistent with the dictates of Proposition 26.

## **D. CLIMATE AND SEISMIC RESILIENCE**

### **1. Resilience Planning and Management:**

The City’s lack of fiscal resources, chronic staffing shortage, and the urgency of response to recent crises – from pandemic to civic unrest to fires and flooding – has prevented progress on less urgent, but equally or more important work: building resilience. The threats from all directions—sea-level rise, seismic, drought, grid instability, and the rest – have grown only more ominous. We have a historically unique moment of substantial federal and state resources to drive progress, if we’re only able to focus our attention, develop deliberate strategies, and coordinate with partners to secure funding. The City Manager is directed to create a team within her office to drive results on key resilience objectives with primarily one-time funding that will ultimately take the form of some combination of grants and ongoing General Fund support, and with ongoing funding, appoint, promote, or hire a lead Resilience Officer to drive this work, and to demonstrate to potential funders the City’s commitment to accelerating outcomes:

**A. Drought Resilience:** All of the evidence suggests that the Sierra snowpack will no longer support the Bay Area’s water needs and our local underground aquifers have become more constrained as the threat of land subsidence grows. It is critical to develop more resilient local water sources, and our most drought-proof source is recycled water. We currently filter 8 million gallons of our recycled water daily to a level of purity clean enough to drink – if we obtained state certification to create a potable source. In 2015, we launched a public campaign with the Water District to encourage local and state investment to boost water recycling through the expansion of our jointly-owned Advanced Water Purification treatment plant. The momentum in expanding that system waned and waxed, and negotiations have since stalled over the deposition of the waste effluent from recycled water purification. In my view, there is a larger obstacle, however: the City still has not defined clear objectives and long-term strategy for utilizing City-owned assets to maximize our resilience. As we clarify our objectives, we can better engage with the Water District and other private sector parties to co-create a path to achieve them. The City Manager is directed to allocate sufficient funding to hire consulting expertise to identify the most promising combination of approaches among several – including direct potable recycling, indirect potable recharge, desalination, expansion of stormwater retention and use of greywater, and greater conservation – to secure a drought-resilient future for San José. Such study should not interfere with any



ongoing discussions or investigation of existing options; given the urgency of need for solutions, such processes should occur on a parallel track.

**B. Sea Level Rise:** The latest projections anticipate an increase in the Bay’s sea level by at least 8 inches by 2050. Coupled with the risks of standard coastal flooding from a 10-year storm or king tides, [residential communities in Alviso and other parts of North San José](#) face considerable vulnerability to [inundation](#), which also threatens the San José-Santa Clara Regional Wastewater Facility and the well-being of 1.5 million residents who rely upon it. Construction of an Army Corps of Engineers levee project has suffered setbacks due to construction cost escalation, and requires substantially more state and federal funding. Success requires multi-agency coordination and strong advocacy in Washington D.C. and Sacramento.

**C. Microgrid Development:** The inability of PG&E to maintain a reliable grid has imperiled thousands of medically vulnerable residents and created excessive risks for reliability-sensitive employers, such as hospitals, dialysis centers, laboratories, and data centers. City emergency response infrastructure depends on century-old technology – diesel backup generators – that depend on fuel supply chains that will become unreliable after any catastrophe. Bandwidth and funding constraints have undermined implementation of past Council direction to use Measure T funding for microgrid development at the EOC and fire stations. We cannot spare any more time, as our residents’ lives will depend on the reliability of electricity supply to our critical facilities in any disaster. We have unique opportunities to partner with innovative companies to pilot and demonstrate projects integrating clean energy generation and storage into key facilities, and even to help take entire neighborhoods “off the grid.”

**D. Urban Forest:** The dramatic decline in San José’s tree canopy will have lasting and increasingly severe impacts on human health, air quality, neighborhood livability, and energy consumption. These impacts will be most directly felt through the “urban heat island effect,” particularly given [the anticipated increase in daily high temperatures of 4 degrees by 2050](#). The City Manager is directed to guide the successful growth and management of our urban forest to reduce heat islands and create a greener, more beautiful city, with a priority on those neighborhoods with the sparsest canopy, such as those in Districts 4, 5, and 7.

**E. Seismic Safety:** The United States Geological Survey (USGS) estimates that the Bay Area has a 72% likelihood of experiencing a 6.7 earthquake by 2043, most likely centered along the Hayward fault which runs east of San José. A 2003 report from the Association of Bay Area Governments estimated that soft-story apartments would account for two-thirds of the residential buildings rendered uninhabitable in an

earthquake. A 2002 study by SJSU's Engineering Department estimated that San José had approximately 1,100 soft-story multifamily buildings, imperiling more than 22,000 mostly low-income residents in nearly 11,000 older apartments in neighborhoods such as South University and Cadillac. Eight years ago, several colleagues and I co-authored a memorandum, which Council approved, urging Staff to explore incentives and other mechanisms for seismic retrofits of soft-story buildings. A recent grant award by CalOES Hazard Mitigation Grant Program will fund consultant work, and the City Manager is directed to accelerate our progress dramatically to return to Council with options to incentivize or require seismic upgrades in these perilous structures.

**F. Coyote Valley Open Space Implementation:** In addition to the many environmental and recreational benefits of preserving Coyote Valley, it can play a critical role in boosting our resilience to drought, flood, and wildfires. San José made history on November 6, 2019 when it ended more than three decades of development battles in Coyote Valley by voting to approve land purchases of 937 acres in concert with the Open Space Authority and the Peninsula Open Space Trust. Council's changes to the General Plan in November of 2021 will protect another 2,400 acres of open space from industrial development, for a total of 3,300 acres. In 2020, OSA, POST, and the City initiated a master planning process for protected lands in CV to restore and reconnect creeks and floodplains, identify connections to nearby parks and regional trails, enhance agricultural operations, and develop opportunities for unique visitor amenities. Staff from my office has served on the executive committee for the planning process, but we must ensure City participation continues beyond my term, and that will require active staff management and engagement.

**G. Electrification of our Local Economy:** In addition to being a major source of carbon emissions, natural gas dependence increases fire risk in homes and undermines emergency preparedness with uncertain fuel supply lines. In 2019, San José became the largest city in the nation to require all-electric utilities in new commercial and residential development, and our metropolitan area has the highest utilization of electric vehicles of any major city metro in the U.S. To achieve our climate goals, however, we must do much more, including the rapid build-out of vehicle-charging infrastructure, and the retrofit of our existing housing stock, prioritizing the reduction of utility costs for struggling residents. We need to aggressively push for existing federal and state grants, and deepen philanthropic partnerships, such as our successful efforts with Bloomberg's What Works Cities.

**H. Citywide Infrastructure Backlog Prioritization and Funding:** While we have made considerable progress in reducing our massive infrastructure backlog in recent years – particularly through the passage of Measure T and the VTA Measure B – we have much more to do to replace deteriorating bridges, public safety facilities, storm water and sewer pipes, and other infrastructure essential for resilience. We need focused management of grant-writing and lobbying to secure necessary funding for critical projects.

## **2. Resilience Corps**

The creation of the Resilience Corps in 2020 has enabled more than 460 young adults to serve our community in a wide variety of ways, such as by distributing food to families in need, supporting vaccination in low-resource neighborhoods, helping young students struggling with learning loss, and clearing defensible space for neighborhoods threatened with wildfire risk. Increasingly, we are paving pathways for Corps members to careers in public service, by filling longstanding vacancies in PRNS and other departments. More than 90% of the young women and men are people of color, and nearly that share come from high-poverty census tracts. More than 91% have remained working in the program since they started. Funding to continue this program through 2023 has been secured through the Californians For All Youth Workforce Program grant, a program created from the advocacy of the Big City Mayor’s Coalition with the Governor’s office. With a change in leadership of the BCM and my departure in January, there is uncertainty about future funding of the program. The City Manager is directed to set aside sufficient one-time funding to enable a “glide path” to secure grants or advocate for ongoing state funding to enable the City to continue leveraging the energy and idealism of our young people.

## **E. EQUITABLE RECOVERY**

### **1. Child Care**

Staff will return to Council ahead of the budget process with a spending plan for the \$10.5 million of American Rescue Plan funding previously allocated for child-focused needs in the Fall. That spending plan should reflect prior Council direction to include \$2 million for innovative tutoring programs that can help our young students struggling with learning loss, a \$1 million investment in helping small child care providers expand their services in affordable housing developments and empty retail spaces, and continued investments in scholarships for after-school recreation and learning programs. Of the remaining funding, staff should prioritize child care funding to meet our short-term goal of expanding child care to 1,000 children from low-income families. The City Manager is further directed to allocate ongoing funding into the base budget for continued support of the Family, Friends, and Neighbors program, to help childcare providers build skills and earn their license.

## 2. Small Business Support

Small businesses have struggled mightily here and throughout the country during this pandemic. While the City's budgetary limitations do not enable it to make a meaningful impact in the same way that we saw with business assistance grants funded by the hundreds of billions of American Rescue Plan dollars last year, we can do more to help. Specifically:

- A. Al Fresco/ Storefronts Activation Grants:** San José Al Fresco kept many struggling small businesses viable during the pandemic, in addition to activating our streetscape to take full advantage of our sunny climate. Using one-time funding, extend the duration of activation grants that will help more cafes, restaurants, exercise studios, and other small businesses conduct commerce outdoors.
  
- B. Waiving Fees on Small Commercial Tenant Improvements:** Empty storefronts can drag down an entire block or business district, attracting blight, and repelling foot traffic that might otherwise support neighboring businesses. If this message is approved, the City Manager must set aside one-time funding to enable 50 businesses to waive up to \$10,000 in city fees and permit costs per business to fill vacant storefronts, prioritizing neighborhood business districts and Downtown.
  
- C. Employee Transit Passes:** Restaurants and other small new businesses are challenged mightily to attract workers in Downtown, many of whom struggle to afford parking at Downtown garages and commercial parking lots. During the Great Recession, we launched a parking waiver program for small businesses in Downtown that spurred considerable new lease-up activity. We have greater constraints on our Downtown parking inventory today, however, but we can use revenues from public garages and meters to help reduce transportation costs for the many workers – waitstaff, bartenders, retail staff, and bank clerks – with a free VTA SmartPass. In the same way that the City and other large employers encourage their workers to use transit with a SmartPass, small businesses could have the same opportunity, with City help. The City Manager is directed to allocate one-time funding from the Parking Fund to support VTA SmartPasses for small businesses in the Downtown and surrounding business districts subjected to parking meters, such as East Santa Clara Street and Japantown. An allocation of \$200,000 could serve more than 500 employees for two years.

## 3. Food Access

At the County's request, the City assumed leadership of the effort to fund and coordinate food and necessities distribution to residents and families across the County. We quickly built and sustained an infrastructure with our amazing partners that has delivered nearly 225 million meals from the onset of the pandemic through the end of this fiscal year at a cost of approximately \$87 million.

Although job growth has rebounded, persistent barriers around child care and service industry shutdowns have left many families still scrambling for necessities, and high inflation has taken a toll. While the exhaustion of federal sources leaves us with little choice but to reduce funding from the historic levels during the peak of the pandemic, the City should support food access for our most vulnerable residents.

**A. Waiving Fees:** Lighthouse Ministries, Loaves and Fishes, Second Harvest of Silicon Valley, and other food providers seek to expand operations in our City to meet the pandemic-era need. The City Manager is directed to create a one-time fund of \$500,000 to eliminate or reduce fees for these essential organizations, and to enable them to focus their scarce resources on their important work.

**B. Community Impact:** The preliminary results of a countywide study of food need and response provides an opportunity for the County, City, and non-profit providers to best align scarce resources and address this growing challenge in our community. Staff is directed to deliberate with the County, Second Harvest of Silicon Valley, and other providers, and return to Council through the budget process with an allocation that will leverage our collective impact in addressing the food insecurity of thousands of our families.

#### **4. Disparity Study**

Vice Mayor Jones has sought to implement a disparity study to identify barriers that local minority-, women-, and veteran-owned businesses face in the procurement processes of the City and other local public agencies. Given that the County has recently secured a consultant to begin this work, there should be opportunities for our agencies to work together to achieve a mutual goal of more equitable procurement and small business development. The City Manager is directed to allocate funding for this purpose, to explore opportunities to coordinate with the County's effort, and to leverage matching dollars from foundations, businesses, and governmental agencies.

#### **5. School of Arts and Culture/ Escuela de Artes y Cultura: Beyond the Plaza**

The School of Arts and Culture at Mexican Heritage Plaza (SOAC) seeks to acquire and redevelop a mostly vacant 45,000-square-foot building on Alum Rock Avenue, across the street from the Plaza. The project will expand the SOAC's cultural impact with new performance and rehearsal spaces, a theater and café, and bring a major behavioral health services provider to the Mayfair community through its equity partner, Gardner Healthcare. Success could enable a dramatic increase in the number of families served by these two anchor institutions in East San José. The City Manager is directed to allocate \$1 million to provide a \$1 match for every \$1 that SOAC raises from other organizations to facilitate their fundraising efforts. This infusion of support will help SOAC leverage approximately \$20 million, which is the total cost of the

project funded by SOAC, Gardner, New Market Tax Credits, bank financing, and philanthropic sources. The commitment shall be maintained for a duration of 2 years, and if unused, the dollars shall be kept with the City to be distributed to local arts organizations through the Cultural Funding Portfolio.

#### **6. Eastside Education Initiative/ Latino Education Advancement Foundation**

The Silicon Valley Education Foundation is working to launch a pilot program with about 750 students and their parents at Piedmont Hills High School and two junior high schools to develop programs that will increase academic achievement among students in grades 6 through 9 in under-resourced schools. The City Manager is directed to identify one-time funding that will assist in the launch of this program, in an amount to be determined by staff's engagement with SVEF to better evaluate the program's focus and efficacy.

#### **7. San José Abierto and the Cultural Funding Portfolio**

With the persistence of this pandemic, hotels have suffered steep declines in revenue commensurate with the pain endured by performing arts organizations. Their fates are linked through the transient-occupancy tax paid by hotel guests that supports the City's cultural programs. Another year of severely diminished TOT revenues will require us to find other sources to support the arts, albeit at lower levels of public funding. Through last year's budget, we launched San José Abierto to bring arts, music, and culture out to the community, inviting residents to participate safely in 58 outdoor events, and engaging 44 non-profit organizations. With approval of this message, the City Manager is directed to:

- A.** Allocate one-time funding to extend the San José Abierto grant program to support arts and cultural organizations focused on activating and convening our community in the Downtown and neighborhood business corridors;
  - Support existing contracts with the San José Jazz, the San José Downtown Association, the School of Arts and Culture, and Filco for the distribution of grant funding;
  - Prioritize funding events that support multiple cultural groups, or attract a critical mass of attendees, such as Music in the Park, San José Symphony, and the Urban Vibrancy Institute;
  - Allow greater flexibility of ticket pricing for those organizations hosting larger events, to enable them to secure acts likely to attract greater public attendance.
- B.** Buttress the City's Cultural Funding Portfolio with a one-time allocation to support arts grants through another low-revenue year in the TOT accounts;
- C.** After a dramatic and painful shutdown of its main event mid-festival during the pandemic's rise in March of 2020, Cinequest has an opportunity to revive the annual event—bringing filmmakers, audiences, and actors from around the globe—in August of 2022. In order to re-launch the first successful live Cinequest event in three years, a substantial upgrade of technology for filming, editing, and projection is needed. As the group scrambles to restore sponsorships, it also must shoulder rising costs of rental and

operations at the California Theater and other venues. The City Manager is directed to allocate \$75,000 to Cinequest for a portion of these “reboot” costs to reignite the Cinequest Film & Creativity Festival in San Jose.

#### **8. Downtown Ice**

The San José Downtown Association has produced Downtown Ice for 25 years. Beginning with the 2004-05 holiday season, the ice rink relocated to the Circle of Palms. The incorporation of 32 palm trees in the rink design has created an iconic feature central to San José’s family holiday tradition. The rink needs updating to improve the visitor experience and to counter the deterioration of this important capital asset. SJDA has expressed a willingness to share the costs of these capital improvements, but appropriately points to the substantial revenues that this amenity generates for the Downtown Parking Fund. The City Manager is directed to allocate \$100,000 from the Downtown Parking Fund to fund the City’s share of this partnership.

#### **9. Airport Connector and Diridon Station**

A transit connector to the Mineta San José International Airport has been a long-sought but inadequately funded ambition of our city for more than two decades. It would improve the daily commutes for hundreds of airport employees, and create more convenient and less costly airport access for millions of residents and visitors. Although strongly supported by voters in the countywide 2000 Measure A, several recessions have taken their toll on the Measure A capital account, leaving the airport connector largely unfunded.

In 2018, I worked with many partners to fundraise and urge voter support for Regional Measure 3 (“RM3”), the approval of which enabled the allocation of bridge toll revenues for the BART Silicon Valley extension, the Eastridge Light Rail extension, and Diridon Station. The enabling statute specifically provides that RM3 funding shall be allocated to “[r]edesign, rebuild, and expand Diridon Station to more efficiently and effectively accommodate existing regional rail services, future BART and high-speed rail service, and...light rail and buses. The project sponsor shall consider accommodating a future connection to Norman Y. Mineta San José International Airport...” Frivolous litigants have held up the distribution of RM3 funding, and after their defeat in superior court, they continue to press their case on an unlikely appeal. The Metropolitan Transportation Commission has since enabled some RM3-funded projects to move forward by advancing their RM3 commitments where the sponsoring agency agrees to identify interim & back-up sources of funding.

Our efforts to spur both an airport connector to Diridon and to advance the new station design lag due to lack of funding, despite the ostensible \$100 million allocation from RM3. This Spring, the City will release an Airport Connector RFP for a Predevelopment Agreement. The City then intends to go into a Design-Build Finance Operate and Maintain (DBFOM) with the successful bidding developer. The project needs approximately \$2 million in funding to support environmental work, project development consultants, and internal staffing. Making modest investments now will position the project for much larger grants available from the

federal Infrastructure Investment and Jobs Act and anticipated state transportation investment with the current budgetary surplus.

The City Manager is directed to work with the VTA and MTC to advance City funding necessary to get work underway for the airport connector and the City's acquisition of property relevant to the Diridon Station build-out, subject to future Council approval. The City Manager is directed to consider the Autumn Parkway Reserve as an interim funding source, among other potential sources.

#### **10. CreaTV**

CreaTV will become the anchor tenant of a strategically important site in the heart of Downtown's Historic District on 2nd Street, with very costly tenant improvements. The site will provide space for several other arts and media nonprofits, and will construct high quality audio-visual capabilities for hybrid events. The City Manager is directed to negotiate with CreaTV a one-time City contribution that will also provide the City with a future "credit" for the City's use of the space over a designated duration, such as five years.

#### **11. Recovery Task Force**

When the Recovery Task Force recommendations come forward in Fall, some or all will require funding. The City Manager is directed to create a modest reserve of one-time funding to implement those recommendations that Council adopts from the Recovery Task Force.

### **F. FISCAL SUSTAINABILITY**

#### **1. Savings – Building Our Reserves**

The Budget Office's projections of budgetary balance emanate from a much faster recovery than most economists predicted, yet many factors justify wariness. High inflation will prompt rising interest rates. The Russian invasion of Ukraine has only begun to ripple through financial markets. The historic surge in the stock market has already waned and a correction appears imminent. Another deadly COVID variant may lurk around the corner. To buffer the impacts of an economic downturn on our residents, we need to deploy discipline to build reserves. The City Manager is directed to allocate one-time funding to the:

**A. Budget Stabilization Reserve**, to make meaningful progress toward achieving the goal of City Council Policy 1-18 to increase our reserves – currently 7.5% of our General Fund expenditures – to 10%. The City's careful budgetary management and use of this reserve was instrumental in staving off the worst of budget reductions at the pandemic's onset.

**B. Essential Services Reserve:** The City Manager is directed to set aside \$3 million in one-time funds that may be used to support services of essential importance to our residents, as determined by the Council. I request that my Council colleagues make their cost



requests strategically in the weeks ahead, mindful of their impact on the workload of overstretched City budget staff.

## **2. Fellowships and Service**

Since the launch of the Mayor's Office of Strategic Partnerships in 2015, we have successfully injected new ideas and approaches from our innovative community into City Hall by hiring talented people on fellowships. Partnerships with FUSE and the Packard Foundation brought mid-career professionals to City Hall, enabling superstars like Dolan Beckel to leverage fellowship opportunities for a "second act," in Dolan's case, to lead efforts for digital inclusion, pandemic response, and food distribution. We've also matched city dollars with grants to bring recent graduates from top business and graduate schools into City Hall to make a one- or two-year impact before they launch their careers. A relatively modest amount of public dollars can leverage substantial matching resources from organizations like Bloomberg Philanthropies, U.S. Digital Response, and the Knight Foundation to bring unique and technical skills to our efforts, particularly as we contemplate a new effort focused on Resilience. For example, for only a couple thousand dollars, Stephen Caines of our Mayor's Office of Technology and Innovation brought several high-performing students with diverse skills – engineering, coding, design, and law – into City Hall last summer to create a portal to improve transparency and public access to records of police misconduct that will be launched by our Independent Police Auditor.

With my departure in December, we must institutionalize funding support for these important partnerships, and embed this cost-effective approach to infusing new talent, skills, and enthusiasm for public service into the City. The City Manager is directed to allocate ongoing funding to support fellowships, in partnership with key philanthropic organizations.

## **3. Encouraging Philanthropic Support for Our City: a Donor Wall, and San José Forward Foundation**

In recent years, our most vulnerable residents have unknowingly benefitted from an unprecedented level of philanthropic support for critical initiatives: more than \$7 million for residents' flood recovery, tens of millions for families struggling in pandemic recovery and against the digital divide, and more than \$10 million for quick-build apartment communities for our unhoused. As I engaged in all of this fundraising, it became increasingly apparent that despite this recent surge, San José still receives a relatively small share of philanthropic investment relative to our city's contribution to the region's GDP. Other large cities routinely see far greater direct philanthropic support for civic endeavors, particularly for arts, museums and other cultural institutions, and schools. Various explanations abound – for example, a huge share of our region's wealth is created by people who come from other parts of the globe, and may have a stronger affinity to helping those in need in Bangalore or Shanghai than in San José.

One additional explanation: we do very little to celebrate the tremendous benefactors who do step forward—in recent years, for example, people such as Kieu Huang, Susana and Peter Pau, Jay Paul, Chuck Robbins, and John and Sue Sobrato have helped thousands of struggling San

Joséans through their giving. If we wish to inculcate more giving, we need to elevate the stories of generosity. We have created a San José Community Champion Award for this purpose, but we can also encourage greater philanthropic engagement by identifying a specific, highly visible location where we can highlight and celebrate those who give.

Working with our team at the Mineta San José International Airport, we have identified a wall where recent and future donors to the City and our civic endeavors can be recognized as part of a larger display. That “donor wall” might be digital and interactive – as befits the city at the heart of Silicon Valley – or merely a set of engraved plaques, but the design must be distinctive. The City Manager is directed to (1) work through our Office of Cultural Affairs to identify a local artist to design such a display, and (2) set aside \$150,000 for the development of such a display.

Finally, with the dissolution of the programmatic services of the Work2Future Foundation, the entity has rebranded as the San José Forward Foundation (“SJ Forward”) to serve as a fiscal sponsor for City initiatives requiring philanthropic support. As a 501(c)3, SJ Forward Foundation manages donations for community programs, and through this partnership, our City has access to low-cost fund management led by former local non-profit leaders and public servants in the City of San José who understand the importance of our community programs. The City Manager is directed to determine, after engaging with leadership of SJ Forward, an appropriate path forward (which may or may not include a modest one-time allocation of funds) that ensures that future administrations have a fiscal sponsor for City initiatives—such as for disaster relief or homelessness or jobs programs—that do not fit well under the charter or mission of the San José Parks Foundation or San José Library Foundation.

#### **4. Infrastructure and IT Reserve**

Maintenance and capital replacement is typically the first line-item cut in any tough budget – and the most punishing in the long run. We continue to bear the impacts of decades of underfunded infrastructure investment, despite our success in accelerating our road repaving through Measure T. The City Manager is directed to allocate one-time funding to address long overdue capital replacement in our infrastructure, particularly in IT.

### **CONCLUSION**

**Prior One-Time Funded Items:** The City Manager is directed to evaluate all of the remaining services funded with the \$125.4 million in one-time allocations in fiscal year 2021-22 to determine which can and should be funded in next year’s budget.

**Budget Balancing Strategy Guidelines:** In addition to the principles described in this memorandum, the City Manager is directed to deploy the familiar Budget Balancing Strategy Guidelines, as described in Appendix A, to guide her approach to crafting a balanced budget in the year ahead.

I have coordinated this March Budget Message with the City Manager and City Attorney and their respective offices.

I respectfully request my colleagues' support of this Message.

Any questions may be directed to Mackenzie Mossing, the Mayor's Deputy Chief of Staff, at [Mackenzie.Mossing@sanjoseca.gov](mailto:Mackenzie.Mossing@sanjoseca.gov).

**ATTACHMENTS**

Appendix A – FY 2022-2023 Budget Balancing Strategy Guidelines

## APPENDIX A

### 2022-2023 Budget Balancing Strategy Guidelines

1. As directed by the priorities identified in the City Council-approved Mayor's March Budget Message, develop a budget that balances the City's delivery of the most essential services to the community with the resources available. Consider current needs in the context of long-term service delivery priorities.
2. Pose explicit questions of equity – including who benefits and who is burdened – when considering changes to City services to achieve a balanced budget.
3. As the City remains committed to balancing ongoing expenditures with ongoing revenues over the long term to maintain the City's high standards of fiscal integrity and budget management, use a combination of ongoing and one-time solutions to achieve a structurally balanced budget over a two to three-year period that prioritizes the incorporation of items previously funded on a one-time basis in the General Fund in 2021-2022 and community and economic recovery workstreams currently budgeted within the American Rescue Plan Fund.
4. To the extent possible, maintain or increase General Fund reserve levels to help address any unanticipated budgetary shortfall in the following year as a stopgap measure.
5. Evaluate program-level budgets and determine if there are opportunities to shift resources or reconfigure operations to improve service delivery, meet the objectives of the City Roadmap, generate new revenues, address truly significant community or organizational risks, fund services added on a one-time basis in 2021-2022, and/or respond to specific City Council direction. Review existing vacancies for opportunities to reorganize work groups to realize cost savings or to achieve current service level demands through alternative means. Factor in performance measure data in proposal development.
6. Focus on business process redesign to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
7. Explore alternative service delivery models (e.g., partnerships with non-profit, public, or private sector for out- or in-sourcing services) to ensure no service overlap, reduce and/or share costs, and use City resources more efficiently and effectively.
8. Identify City policy changes that would enable/facilitate service delivery improvements or other budget balancing strategies to ensure equity and inclusion for how services are delivered.
9. Analyze non-personal/equipment/other costs, including contractual services, for cost savings opportunities. Contracts should be evaluated for their necessity to support City operations and to identify negotiation options to lower costs.
10. Explore expanding existing revenue sources and/or adding new revenue sources.
11. Establish a fees, charges and rates structure designed to fully recover operating costs, while considering the impacts on fee and rate payers whereby a cost recovery structure may be lower in certain circumstances, and explore opportunities to establish new fees and charges for services, where appropriate.
12. Focus any available one-time resources on investments that 1) continue high-priority programs funded on a one-time basis in 2021-2022 for which ongoing funding is not available; 2) address the City's unmet or deferred infrastructure needs; 3) leverage resources to or improve efficiency/effectiveness through technology and equipment or other one-time additions; 4) accelerate the pay down of existing debt obligations where applicable and appropriate; 5) increase budget stabilization reserves to address future budget uncertainty; and/or 6) provide for funding needs for non-bond eligible furniture, fixtures, and equipment associated with the continued implementation of Measure T.
13. Engage employees in department and/or city-wide budget proposal idea development.
14. Continue a community-based budget process where the City's residents and businesses are educated and engaged, as well as have the opportunity to provide feedback regarding the City's annual budget.
15. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

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**COMMUNITY  
DEVELOPMENT BLOCK  
GRANT (CDBG) FUND**

**2022-2023 FUNDING  
ALLOCAION**

## Community Development Block Grant Fund

### 2022-2023 Funding Allocation

The Community Development Block Grant (CDBG) Fund accounts for federal grant monies received from the U.S. Department of Housing and Urban Development (HUD). The national objectives of the program are to provide assistance to persons of low- and moderate- incomes, prevent or eliminate slums and blight, or meet an urgent community development need. The chart below summarizes the funding priorities in the following categories: Contractual Community Services (CCS – up to 15% of funding); Community Development Improvements (CDI), and Administration, Fair Housing and Planning (Admin – up to 20% of funding). A public hearing on the draft “FY 2022-2023 Annual Action Plan” was held by the City Council on April 14, 2022. Details of each category contained in the “FY 2022-2023 Annual Action Plan” can be found at:

<https://sanjose.legistar.com/LegislationDetail.aspx?ID=4910426&GUID=27D9B616-55B5-4BA3-8E00-74C78EB56E94&Options=&Search=>

The City Council is scheduled to adopt the FY 2022-2023 Annual Action Plan on May 3, 2022.

<b>Funding Category</b>	<b>CDBG Activities</b>	<b>Sub-Grantee</b>	<b>Funding</b>
PS	Senior Services	The Health Trust; Portuguese Organization for Social Services Opportunities (POSSO)	\$318,481
PS	Neighborhood Engagement and Leadership Training	SOMOS Mayfair; CommUniverCity	\$200,000
PS	Services for Homeless and Unhoused Populations	HomeFirst	\$399,983
PS	Citywide Legal Services for Low-income Tenants and Landlords	San José Housing Rights Consortium	\$475,115
CDI	Place-based Street and Infrastructure Enhancements	To be determined	\$3,948,549
CDI	Targeted Code Enforcement	Planning, Building, and Code Enforcement Department	\$1,100,000
CDI	Acquisition, Rehabilitation, and Infrastructure Improvements	To be determined	\$3,000,000
CDI	Minor Home Repair	Rebuilding Together & Habitat for Humanity	\$1,650,000
Administration	Fair Housing	Law Foundation Silicon Valley	\$200,000
Administration	Grants Management	To be determined	\$1,658,105
<b>Total CDBG Expenditures:</b>			<b>\$12,950,233</b>

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