

# City of San Leandro FY24 and FY25 Biennial Budget



## Department Presentations

City Council Work Session  
April 10, 2023

# Preliminary Department Budget Proposals

- ▶ Current staffing structure
- ▶ Priorities for the new biennium
- ▶ Proposed desired staffing structure
- ▶ Summary of budget changes
  - ▶ Revenues - if applicable
  - ▶ Expenditures

# Capital Funding

- ▶ No new capital funding
- ▶ \$13 M in already committed funds for Capital Improvement Program (CIP)
- ▶ Focus will be on projects already funded
- ▶ Staff will explore other revenue sources for future CIP funding

# Internal Service Funds Cost Increases

- ▶ Cost recover goods and services between departments
- ▶ Included all costs of these programs, including personnel
- ▶ Market forces (mostly inflation) have driven up costs
- ▶ Where possible, use of fund balance will alleviate pressure on General Fund

## Other Key Factors

- ▶ Aligning budget to actual needs and costs
- ▶ Mid-year budget adjustment of salaries - \$4 M to other uses
- ▶ Realistic onboarding of vacant positions
- ▶ Conservative revenues given economic climate
- ▶ Increased labor costs
- ▶ Investments in staff training and recognition
- ▶ Finance still fine-tuning details for proposed budget

# Overall City Budget Summary

REVENUE	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
General Fund Revenue	\$131,848,874	\$135,453,589	\$133,526,710	\$137,992,835	\$140,939,935
Non-General Fund Revenue	\$68,085,505	\$74,146,667	\$98,020,971	\$75,234,459	\$75,967,212
Total	\$199,934,378	\$209,600,256	\$231,547,680	\$213,227,294	\$216,907,147
% Change from PY		5%	10.5%	(7.9%)	1.7%
\$ Change from PY		\$9,665,877	\$21,947,424	-\$18,320,386	\$3,679,853

EXPENSES	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Salaries & Benefits	\$69,385,580	\$67,820,475	\$79,762,887	\$86,139,316	\$91,604,120
Operations	\$117,074,429	\$126,284,515	\$277,225,503	\$129,176,651	\$123,407,329
Total	\$186,460,008	\$194,104,990	\$356,988,390	\$215,312,966	\$215,011,449
% Change from PY		4%	84%	(40%)	(0.1%)
\$ Change from PY		\$7,644,982	\$162,883,400	(\$141,675,424)	(\$301,517)

<b>SURPLUS/(DEFICIT)</b>	<b>\$13,474,371</b>	<b>\$15,495,266</b>	<b>(\$125,440,710)</b>	<b>(\$2,085,672)</b>	<b>\$1,895,698</b>
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# General Fund Only

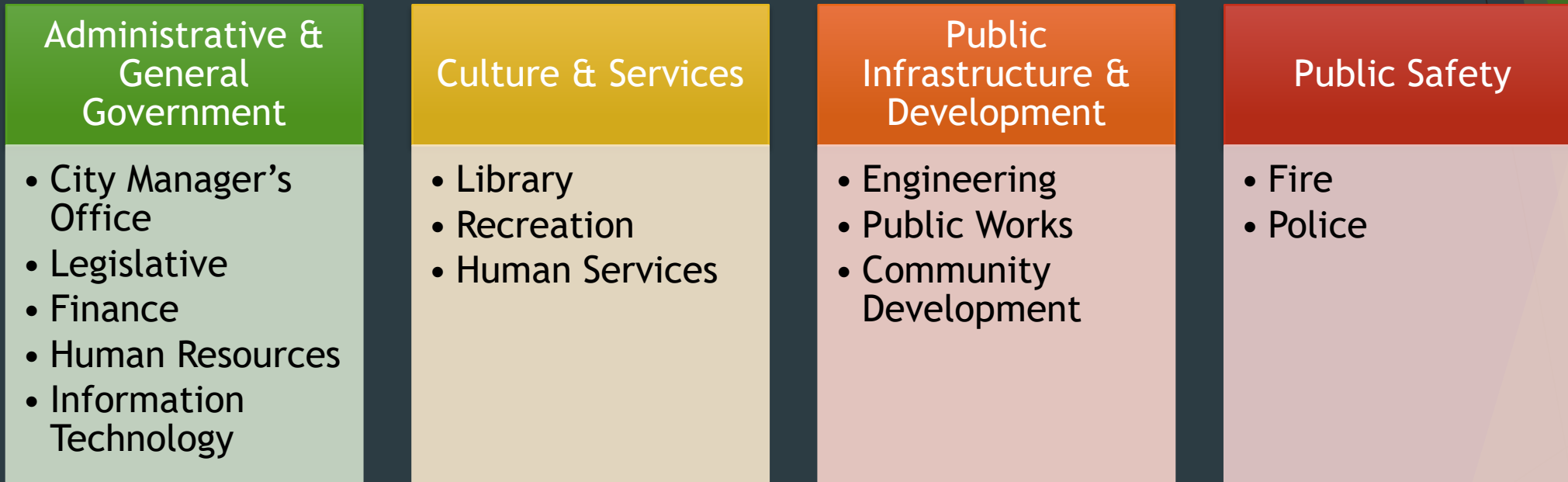
REVENUE	2021 Actuals	2022 Actuals	2023 Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$131,848,874	\$135,453,589	\$133,526,710	\$137,992,835	\$140,939,935
% Change from PY		3%	(1.4%)	3.3%	2.1%
\$ Change from PY		\$3,604,716	(\$1,926,880)	\$4,466,125	\$2,947,100
EXPENSES	2021 Actuals	2022 Actuals	2023 Budget	2024 Proposed Budget	2025 Proposed Budget
Salaries & Benefits	\$53,807,219	\$54,153,772	\$62,829,247	\$65,940,896	\$70,231,523
Operations	\$58,363,547	\$69,243,737	\$88,782,663	\$77,823,105	\$76,258,911
TOTAL	\$112,170,766	\$123,397,509	\$151,611,910	\$143,764,000	\$146,490,434
% Change from PY		10%	23%	(5%)	2%
\$ Change from PY		\$11,226,743	\$28,214,401	(\$7,847,910)	\$2,726,433
<b>SURPLUS/(DEFICIT)</b>	<b>\$19,678,108</b>	<b>\$12,056,081</b>	<b>(\$18,085,200)</b>	<b>(\$5,771,165)</b>	<b>(\$5,550,499)</b>

# General Fund Balance

Fund Balance By Category	FY2023
Beginning Fund Balance (Est.)	72,859
Fund Balance By Category	
Non-spendable	7,219
Restricted	13,915
Assigned	1,214
Unassigned	38,800
Total Committed	61,148
Available Fund Balance	11,711



# Service Pillars



- Questions and comments at the end of each service pillar

# Administrative & General Government

- ← City Manager's Office
- ← Legislative
- ← Finance
- ← Human Resources
- ← Information Technology

# City of San Leandro FY24 and FY25 Biennial Budget



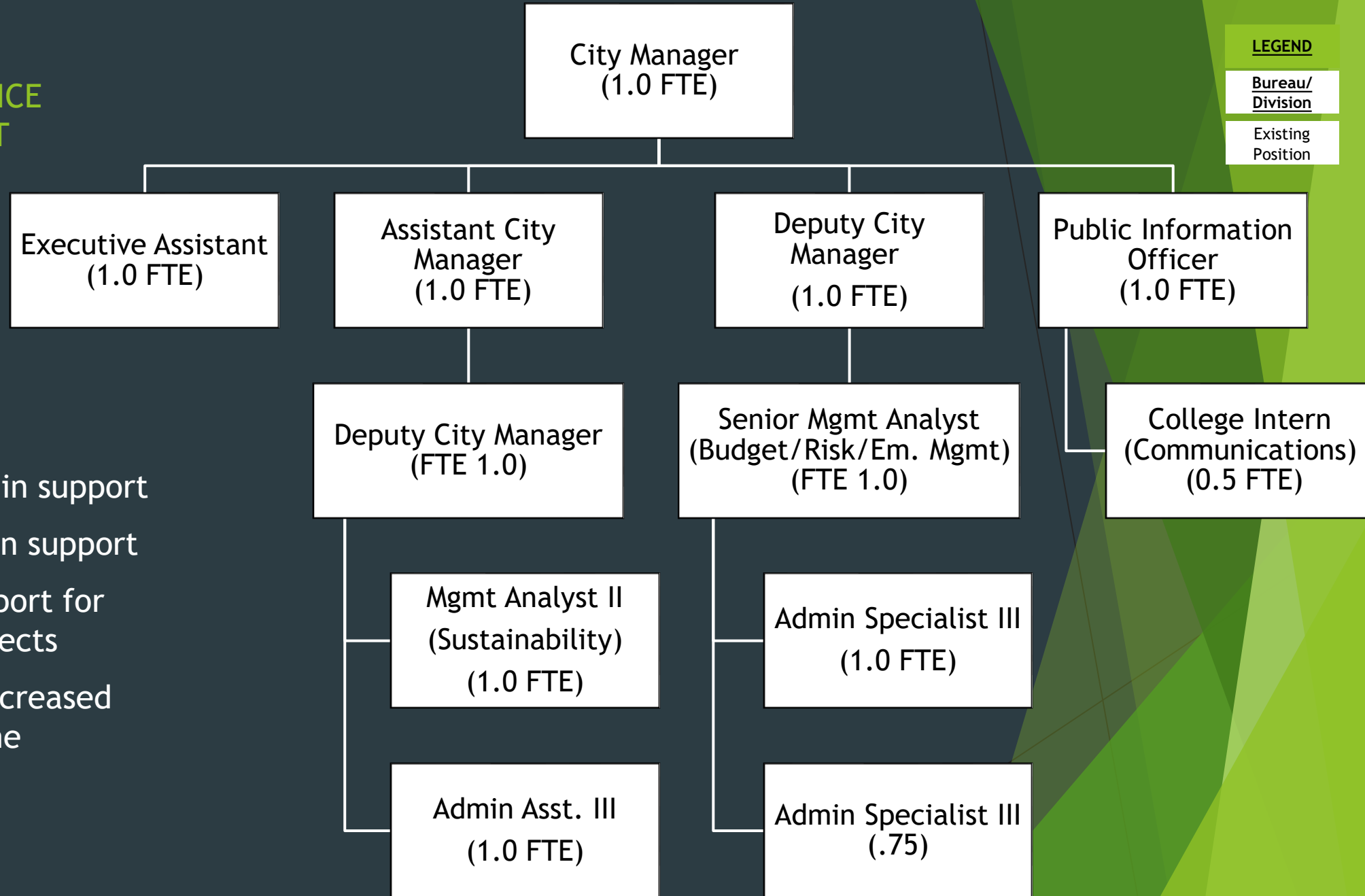
## City Manager's Office Budget Presentation to City Council

April 10, 2023

# CURRENT CITY MANAGER'S OFFICE ORGANIZATION CHART

Total FTE: 11.25

- Challenges:
  - Bolster admin support
  - Video/design support
  - Analyst support for special projects
  - Managing increased claim volume



## LEGEND

Bureau/  
Division

Existing  
Position

# CITY MANAGER'S OFFICE PRIORITIES

## Organizational Development

- Culture Change
- Mentoring Programs
- Innovation
- Training

## Support Major Initiatives

- Communications: Revenue Measures, Translation, and Outreach
- Risk: Contracting Process Updates
- Sustainability: Trees and Resilience Hubs
- Emergency Management: Planning, Training, and EOC Upgrades

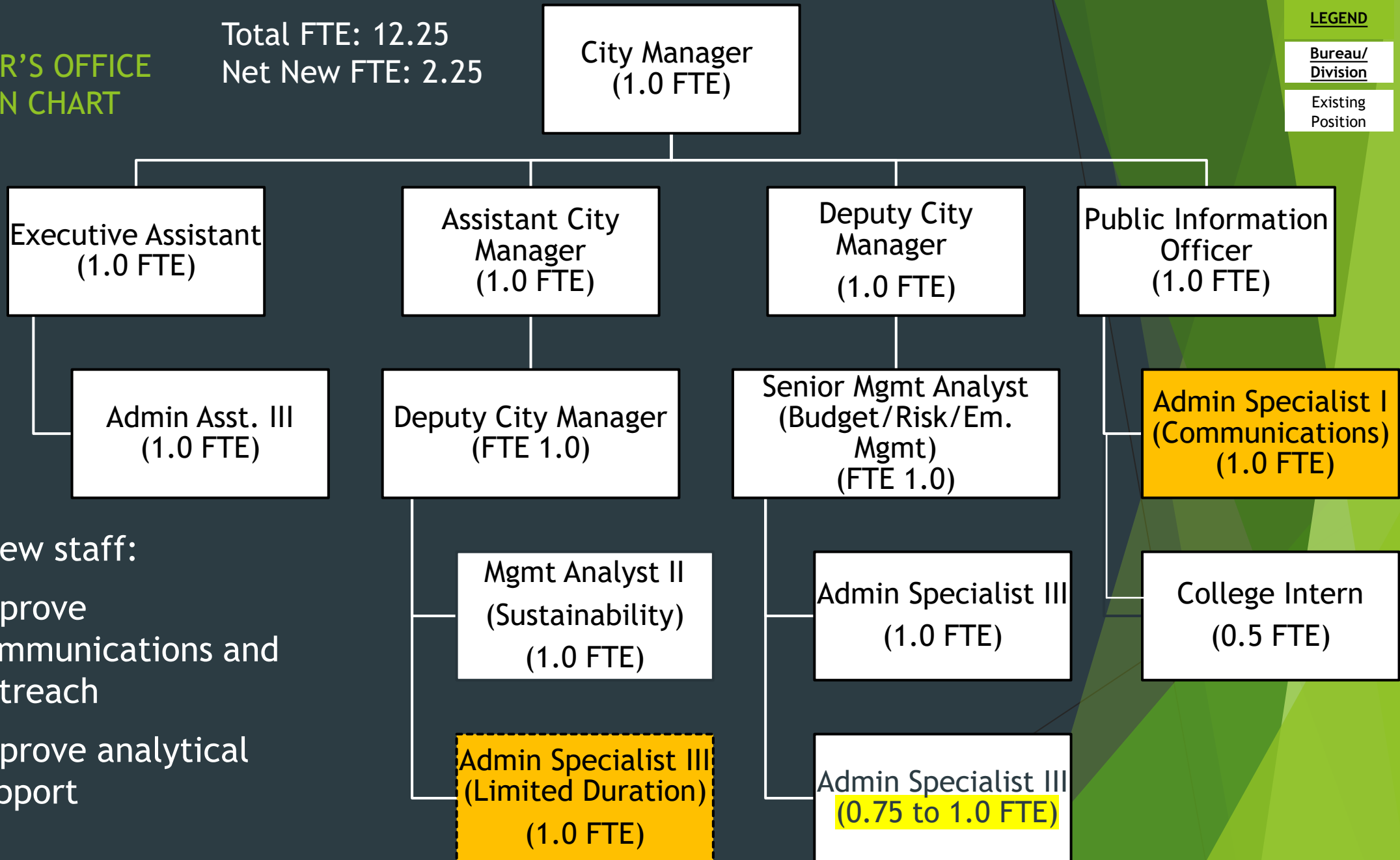
PROPOSED  
CITY MANAGER'S OFFICE  
ORGANIZATION CHART

Total FTE: 12.25  
Net New FTE: 2.25

LEGEND

Bureau/  
Division

Existing  
Position



- With new staff:
  - Improve communications and outreach
  - Improve analytical support

# Department Budget Changes

## ▶ Staffing

- ▶ Analyst: support with special projects and process improvements
- ▶ Communications: increase digital outreach efforts
- ▶ Risk: bolster staffing to absorb claim volume increases

## ▶ Non-Staffing

- ▶ Increase training budget for professional development
- ▶ Increase budget for translation services to expand outreach

# City Manager's Department Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$87,500	\$122,590	\$105,000	\$969,720	\$1,020,000
Salaries & Benefits	\$1,428,331	\$1,840,089	\$1,991,808	\$2,525,529	\$2,658,246
Operations	\$276,336	\$395,743	\$888,082	\$1,444,028	\$986,038
Total Expenses	\$1,890,876	\$2,498,609	\$3,165,076	\$4,389,438	\$4,069,812
Surplus/ ( Deficit)	(\$1,803,376)	(\$2,376,019)	(\$3,060,076)	(\$3,419,718)	(\$3,049,812)
% Change from PY		32%	27%	39%	(7%)
\$ Change from PY		\$607,733	\$666,468	\$1,224,362	(\$319,627)
FTE	11.3	11.3	11.3	13.5	13.5

- ▶ Increased labor costs
- ▶ New ongoing costs for staff development and recognition
- ▶ Expanded communications funding for outreach, translation services



# City of San Leandro FY24 and FY25 Biennial Budget



## Legislative Budget Presentation to City Council

April 10, 2023

# CITY CLERK'S DEPARTMENT ORGANIZATION CHART

(no proposed changes)

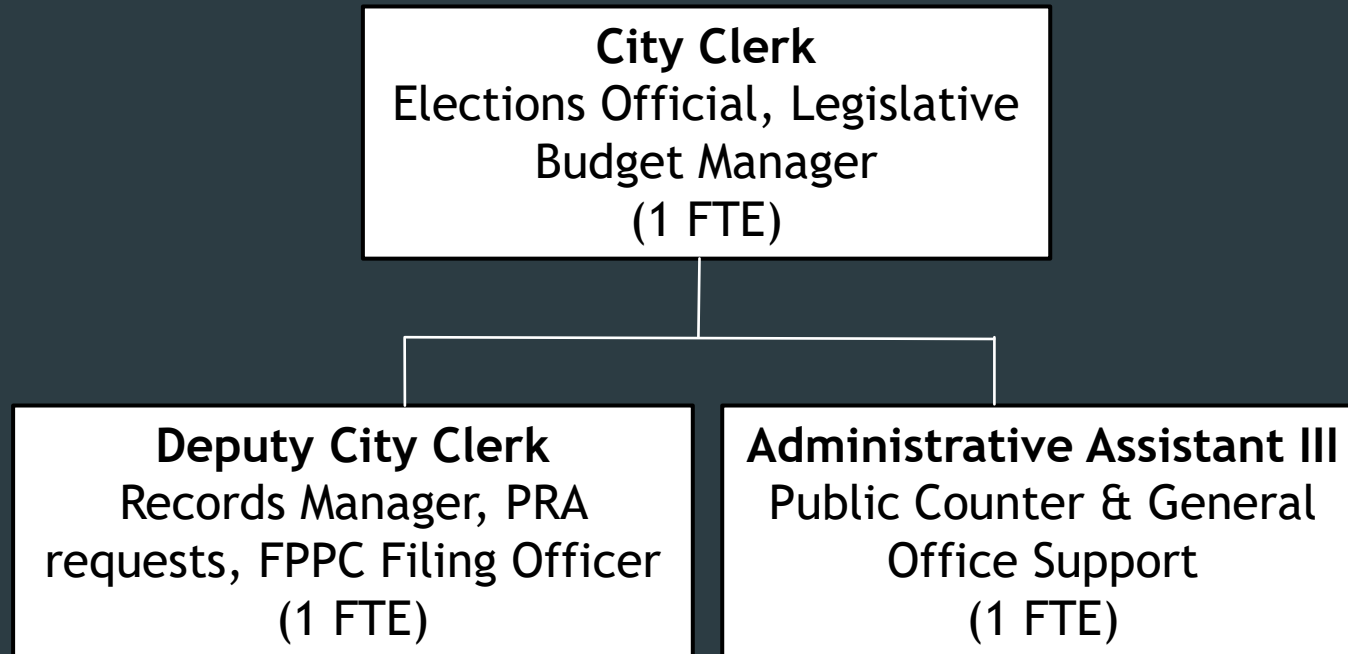
## LEGEND

Bureau/  
Division

Existing  
Position

Total FTE = 3

New FTE = 0



- ▶ All staff have access to leadership
- ▶ City Clerk has more capacity for coaching
- ▶ Cross training is enabled
- ▶ Allows for implementation of citywide process efficiencies in records management and agenda packet management

# Legislative Priorities

## Staff Technical Development

- Increase Leader Availability by Mentoring and Coaching
- Professional Development
- Increase Capacity for Staff

## Programmatic Efficiencies

- Create policies and procedures citywide
- Implement new software for records management, agenda management and records retention schedule upgrade
- Create budget cost centers making budget tracking more efficient

## Elections

- 2024 General Election

## Legislative Operating Costs\*

Category	2021 Actuals	2022 Actuals	2023 Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	N/A	N/A	N/A	N/A	N/A
Salaries & Benefits	\$775,687	\$943,192	\$1,119,845	\$1,000,585	\$1,036,940
Operations	\$1,624,633	\$1,735,819	\$1,750,268	\$1,242,391	\$1,861,337
Total	\$2,400,320	\$2,677,011	\$2,870,113	\$2,242,958	\$2,898,276
Surplus/ (Deficit)	(\$2,400,320)	(\$2,677,011)	(\$2,870,113)	(\$2,242,958)	(\$2,898,276)
% Change from PY		12%	7%	(22%)	29%
\$ Change from PY		\$276,691	\$193,102	(\$627,156)	\$655,319
Total FTE	2	3	3	3	3

\*Includes costs for Mayor and City Council

- ▶ Budget is being aligned with actual costs and true need
- ▶ Capacity is increased to meet priorities and transparency
- ▶ Investments in staff are being made to develop and retain talent

# City of San Leandro FY24 and FY25 Biennial Budget

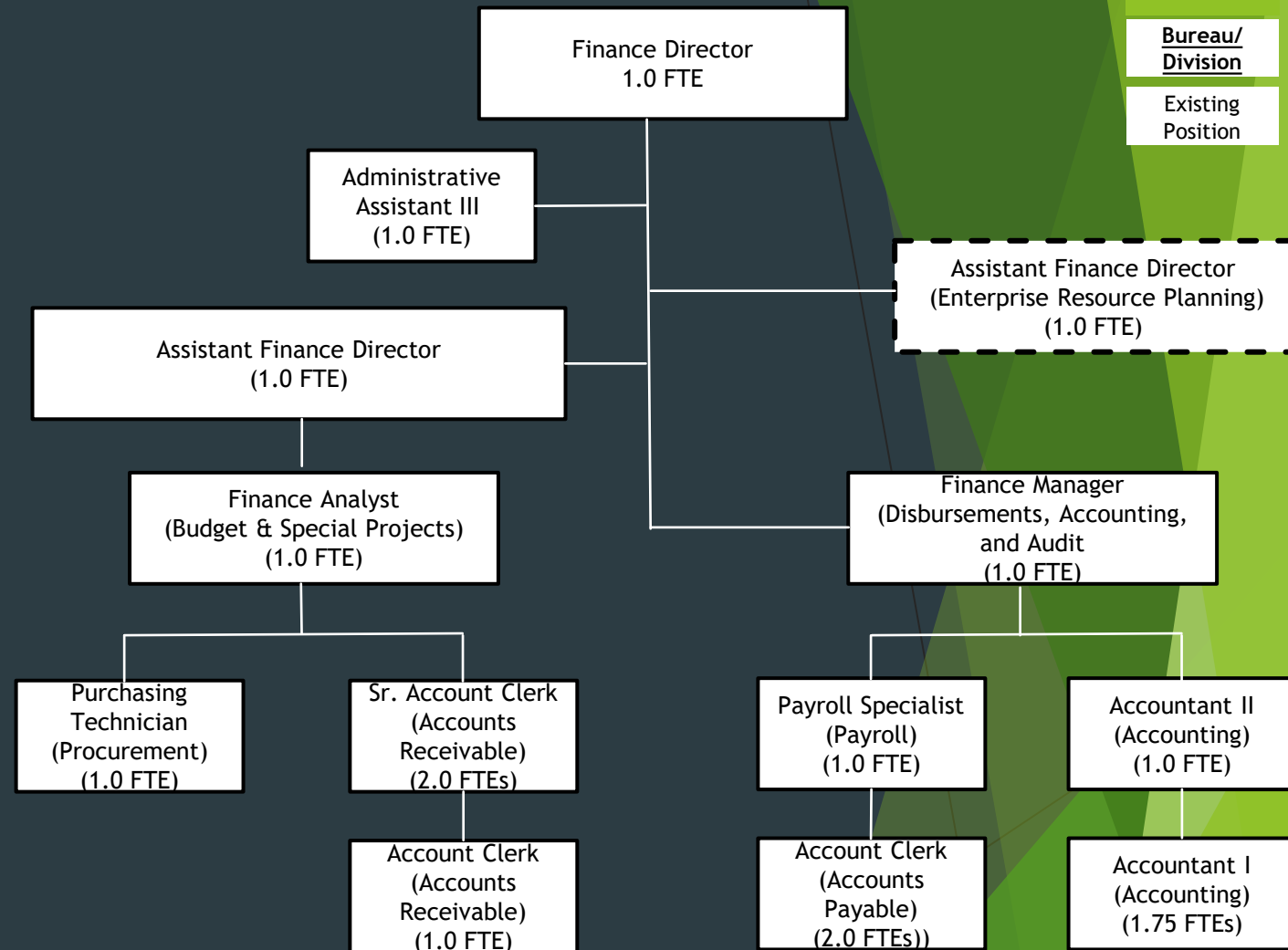


## Finance Department Budget Presentation to City Council

April 10, 2023

# CURRENT FINANCE DEPARTMENT ORGANIZATION CHART

- Unequal access to leadership
- Lack of capacity for staff coaching and development
- Insufficient cross training
- Initiatives and systems not fully supported
- Budget monitoring lacking



Total FTE: 15.75

# Priorities

## Staff Development

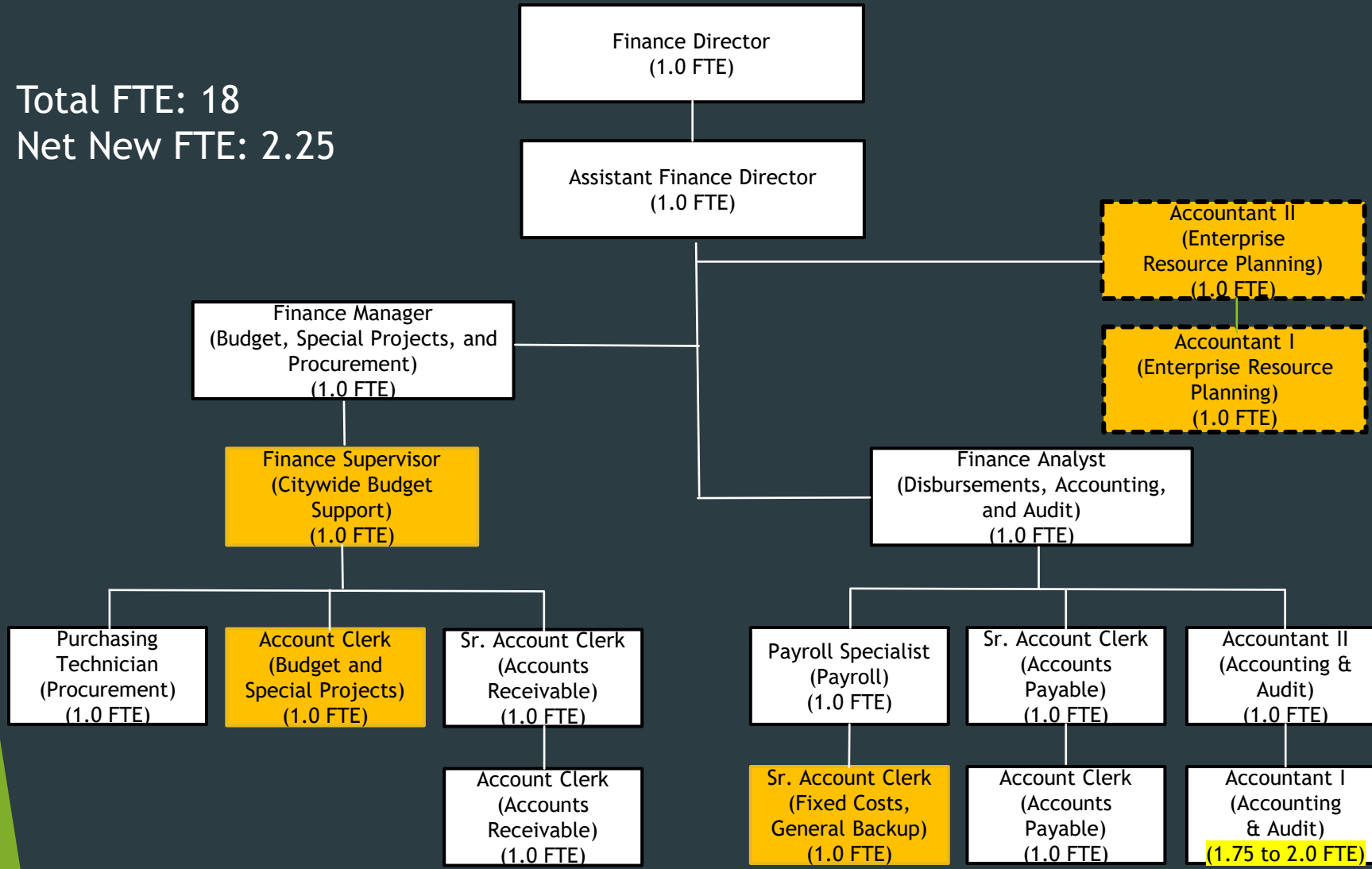
- Increase mentoring and coaching
- Enable and empower staff
- Increase Training
  - Internal cross training
  - Conferences

## Support Major Initiatives

- Realign budget to actuals
- Explore alternative revenue options
- Lower liabilities
- Increase transparency and efficiency

# PROPOSED FINANCE DEPARTMENT ORGANIZATION CHART

Total FTE: 18  
Net New FTE: 2.25



## LEGEND

Bureau/  
Division

Existing  
Position

- ▶ All staff have access to leadership
- ▶ Finance Analysts have more capacity to provide more coaching
- ▶ Cross training is enabled
- ▶ Bandwidth is added to support projects and best practices
- ▶ Allows for citywide budget monitoring



# Summary of Budget Changes

## ▶ Staffing

- ▶ Upgrade Administrative Assistant III to Finance Supervisor
- ▶ Increase 0.75 Accountant I to 1.0 Accountant I
- ▶ Upgrade Account Clerk to Sr. Account Clerk
- ▶ New Account Clerk
- ▶ Accountant II and Accountant I to support ERP

## ▶ Non-Staffing

- ▶ Consulting services for Alternative Revenue Measures \$300K
- ▶ Allocations for staff development

# Finance Department Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	N/A	N/A	N/A	N/A	N/A
Salaries & Benefits	\$1,801,815	\$2,234,725	\$2,518,516	\$2,886,001	\$3,051,933
Operations	\$1,453,574	\$1,414,967	\$1,996,176	\$2,029,909	\$1,760,698
Total	\$3,255,389	\$3,649,692	\$4,514,691	\$4,915,910	\$4,812,632
Surplus/ (Deficit)	(\$3,255,389)	(\$3,649,692)	(\$4,514,691)	(\$4,915,910)	(\$4,812,632)
% Change from PY		12%	24%	9%	(2%)
\$ Change from PY		\$394,303	\$865,000	\$401,219	(\$103,279)
Total FTE	14	13	15.75	18	18

- ▶ Increased labor costs
- ▶ One-time costs in FY24 for researching revenue options to support capital program
- ▶ New ongoing costs for staff development and recognition

# City of San Leandro FY24 and FY25 Biennial Budget



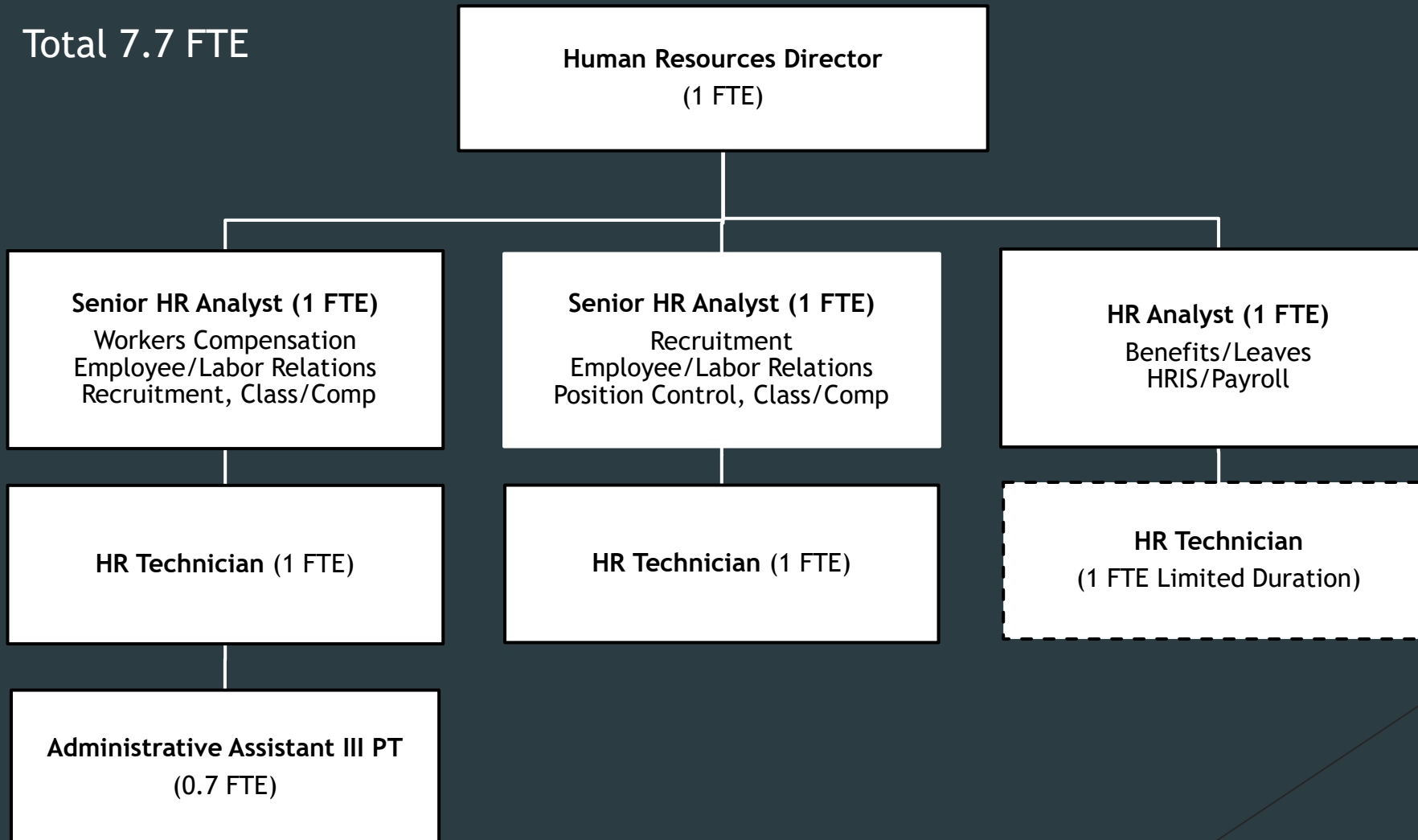
## Human Resources Department Budget Presentation to City Council

April 10, 2023

# HUMAN RESOURCES DEPARTMENT

## Current Staffing

Total 7.7 FTE



### LEGEND

Bureau/  
Division

Existing  
Position

- ▶ Recruiting function is severely under resourced in an extremely tight labor market
- ▶ No staff capacity to undertake new program, projects, and system improvements
- ▶ Inadequate HR staffing to support the City workforce needs

# HUMAN RESOURCES DEPARTMENT

## Priorities

### Support Major Initiatives

- Recruitments
- Employee Recognition & Engagement
- Comprehensive Classification & Compensation study
  - Labor negotiations in 2024
- Enterprise Resource Planning (ERP)

### Support Employee/Workplace Needs

- Need adequate HR staffing to support org/dept service delivery
- Average industry staffing ratio is 2.6 (HR-to-Employee)
- Current staffing ratio is 1.7
- Proposed staffing ratio will be 2.3

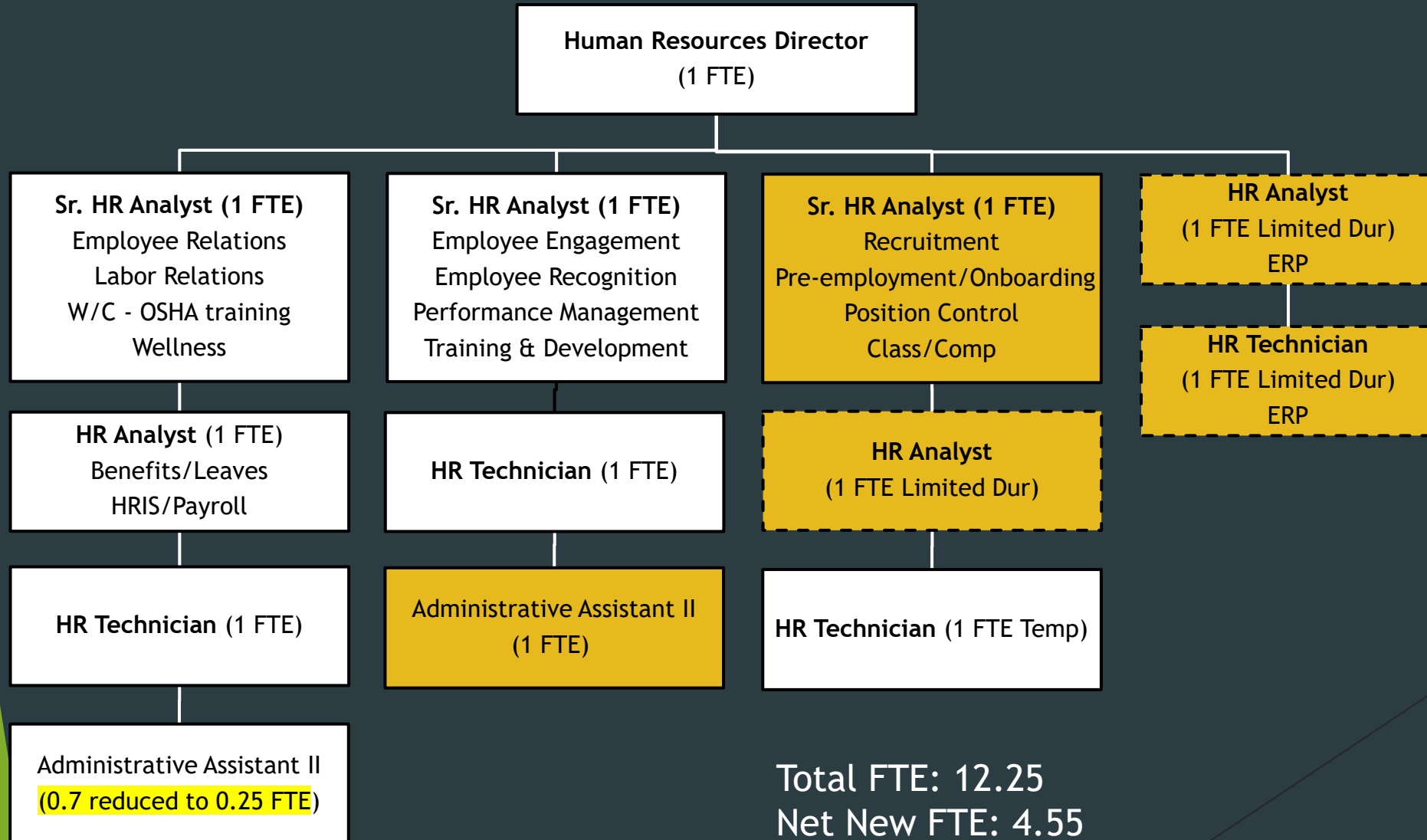
# HUMAN RESOURCES DEPARTMENT

## Proposed Staffing

### LEGEND

Bureau/  
Division

Existing  
Position



- Dedicated team to address Recruitment demands
- Provide capacity to focus on Employee Engagement and Recognition
- Better alignment of functions and defined roles
- Adequate HR staffing to better support dept/org service delivery

# Summary of Budget Changes

- ▶ Staffing (Net New FTE = 1.75 + 3 Limited duration)
  - ▶ NEW Sr. Human Resources Analyst (1)
  - ▶ NEW Human Resources Analyst (1 limited duration)
  - ▶ NEW Human Resources Analyst - ERP (1 limited duration)
  - ▶ NEW Human Resources Technician - ERP (1 limited duration)
  - ▶ NEW Administrative Assistant II (1)
  - ▶ Decrease Administrative Assistant III (0.5) to Administrative Assistant II (0.25)
- ▶ Operational
  - ▶ Increase funding to support Employee Engagement and Culture program, activities, and events; develop a robust Employee Recognition program
  - ▶ Increase funding to support Recruitment functions.

# HUMAN RESOURCES DEPARTMENT

## Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	N/A	N/A	N/A	N/A	N/A
Salaries & Benefits	\$1,155,259	\$1,267,804	\$1,372,027	\$1,879,488	\$1,929,049
Operations	\$432,552	\$591,685	\$792,267	\$554,031	\$546,977
Total	\$1,587,811	\$1,859,489	\$2,164,295	\$2,433,518	\$2,476,026
Surplus/ (Deficit)	(\$1,587,811)	(\$1,859,489)	(\$2,164,295)	(\$2,433,518)	(\$2,476,026)
% Change from PY		17%	16%	12%	2%
\$ Change from PY		\$271,678	\$304,806	\$269,224	\$42,507
Total FTE	5	5	7.7	12.25	12.25

- ▶ Increased labor costs
- ▶ Investment in Employee Recognition



# City of San Leandro FY24 and FY25 Biennial Budget



## Information Technology Department Budget Presentation to City Council

April 10, 2023

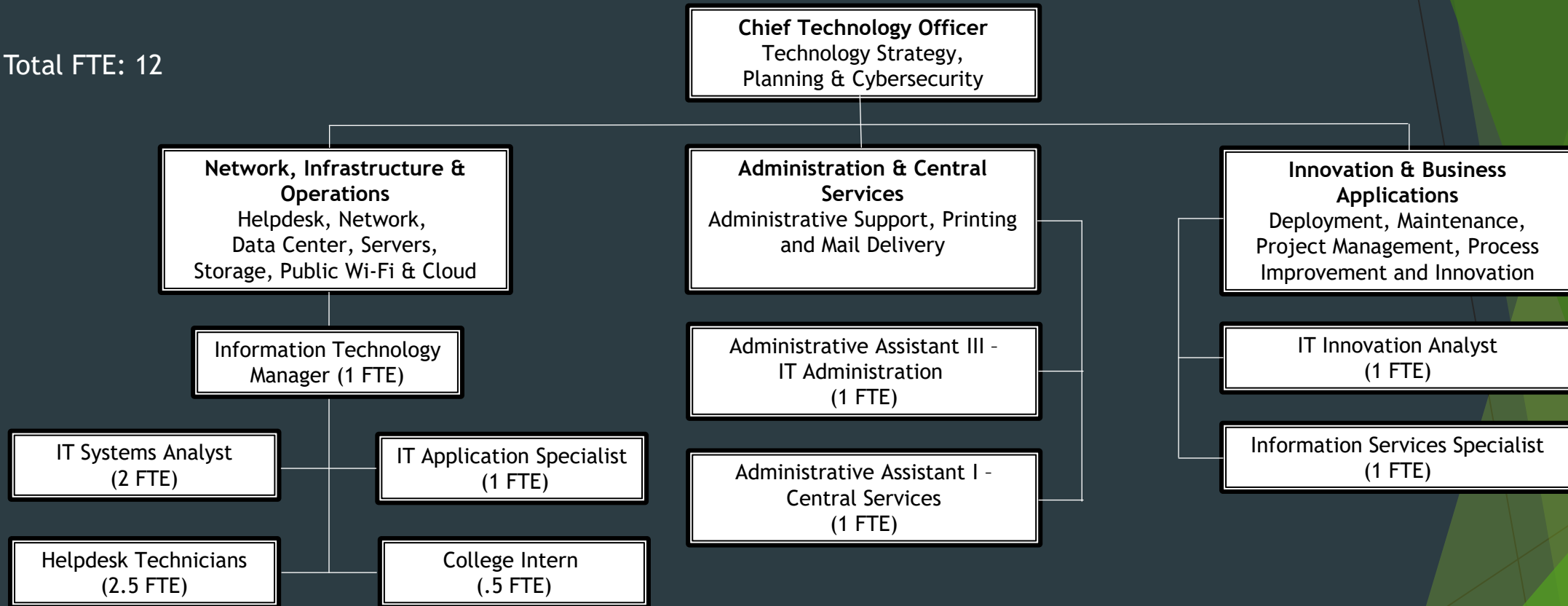
# INFORMATION TECHNOLOGY DEPARTMENT CURRENT ORGANIZATION CHART

## LEGEND

Bureau/  
Division

Existing  
Position

Total FTE: 12



## ► Challenges:

- Insufficient resources supporting innovation and core business applications, including Enterprise Resource Planning (ERP), City Website, Permitting and Police applications
- Insufficient resources for infrastructure and operational support

# INFORMATION TECHNOLOGY DEPARTMENT PRIORITIES

## Cybersecurity

- Maximize the City's cybersecurity posture
- Defend against increasing regional and global threats

## Infrastructure & Operations

- Stabilize critical technology infrastructure & enable a modern workforce
- Replace aging network and data center infrastructure
- Deploy laptops to City staff and rugged laptops to Police to enable a modern workforce

## Improve Citywide Business Applications

- New Enterprise Resource Planning (ERP) System
- Deploy new Mobile 311 system

## Improve City Processes & Build Foundation to Become a Smart City

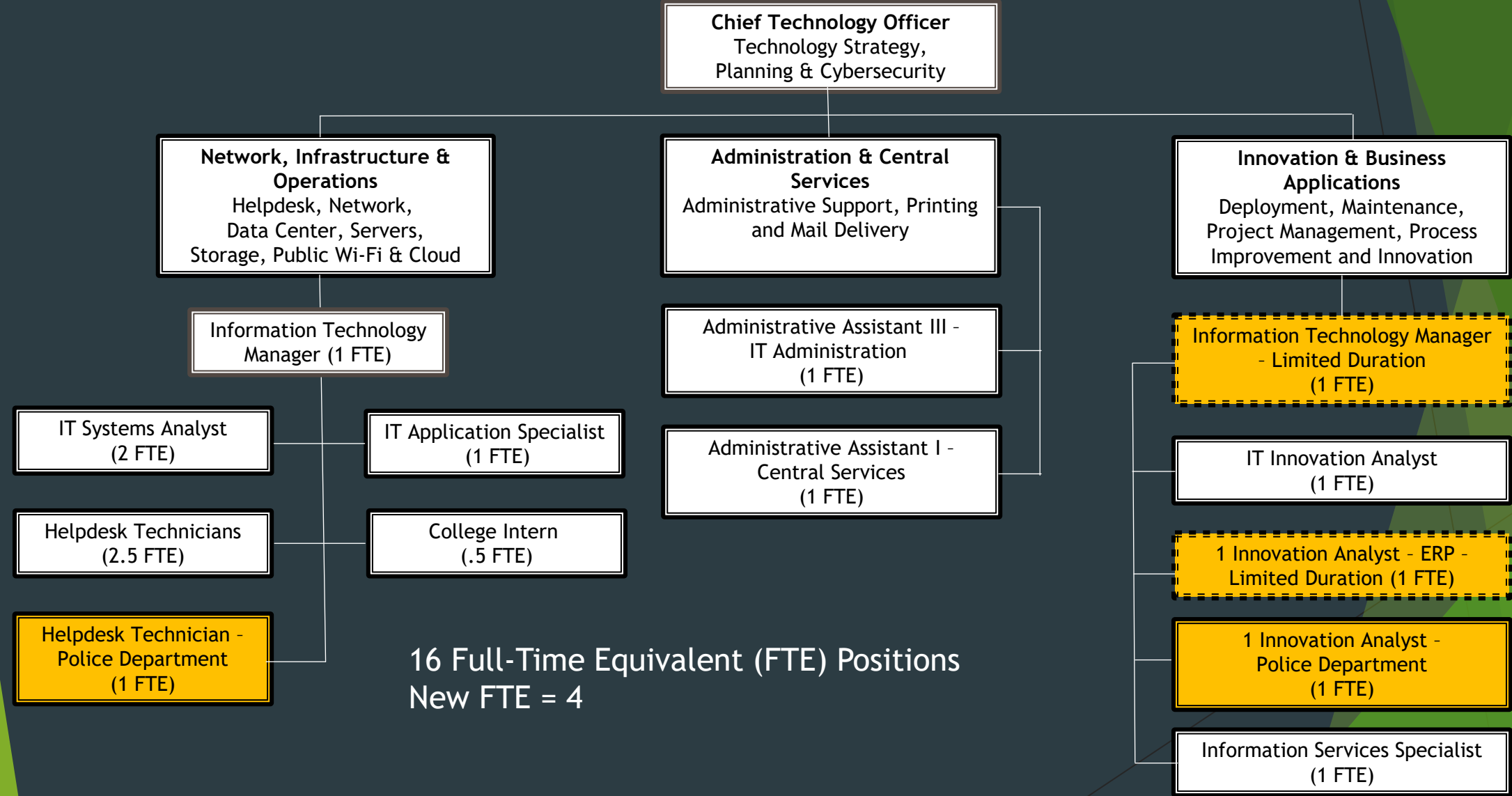
- Build innovation and application support team to assist City with process improvement initiatives
- Develop and implement technology standards for hardware and software

# INFORMATION TECHNOLOGY DEPARTMENT PROPOSED ORGANIZATION CHART

LEGEND

Bureau/  
Division

Existing  
Position



# IT Department Budget Changes

## ▶ Staffing:

- ▶ 2 limited duration FTEs
  - ▶ Information Technology Manager
  - ▶ Innovation Analyst - ERP
- ▶ 2 regular FTEs
  - ▶ Helpdesk Technician - Police Dept.
  - ▶ Innovation Analyst - Police Dept.

## ▶ Non-Staff

- ▶ No increase to operational budget from FY23

# Information Technology Department Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$4,268,471	\$4,450,115	\$7,802,495	\$7,272,645	\$7,585,574
Salaries & Benefits	\$1,722,060	\$1,791,085	\$1,999,946	\$3,521,367	\$3,657,379
Operations	\$2,451,385	\$2,794,639	\$6,948,859	\$3,227,097	\$3,801,587
Total	\$4,173,445	\$4,585,724	\$8,948,806	\$6,748,464	\$7,458,966
Surplus/ (Deficit)	\$95,026	(\$135,609)	(\$1,146,310)	\$524,181	\$126,607
% Change from PY		10%	95%	(25%)	11%
\$ Change from PY		\$412,279	\$4,363,082	(\$2,200,342)	\$710,502
Total FTE	11	11.5	12.12	16.12	16.12

- ▶ Budget aligned with actual technology hardware, software and services costs
- ▶ Staffing additions needed to deliver transformational projects and services, including ERP, Mobile 311 and Public Safety technology services
- ▶ Investment in cybersecurity and back up infrastructure to improve disaster recovery

# Questions

# Culture & Services

← Library

← Recreation

← Human Services



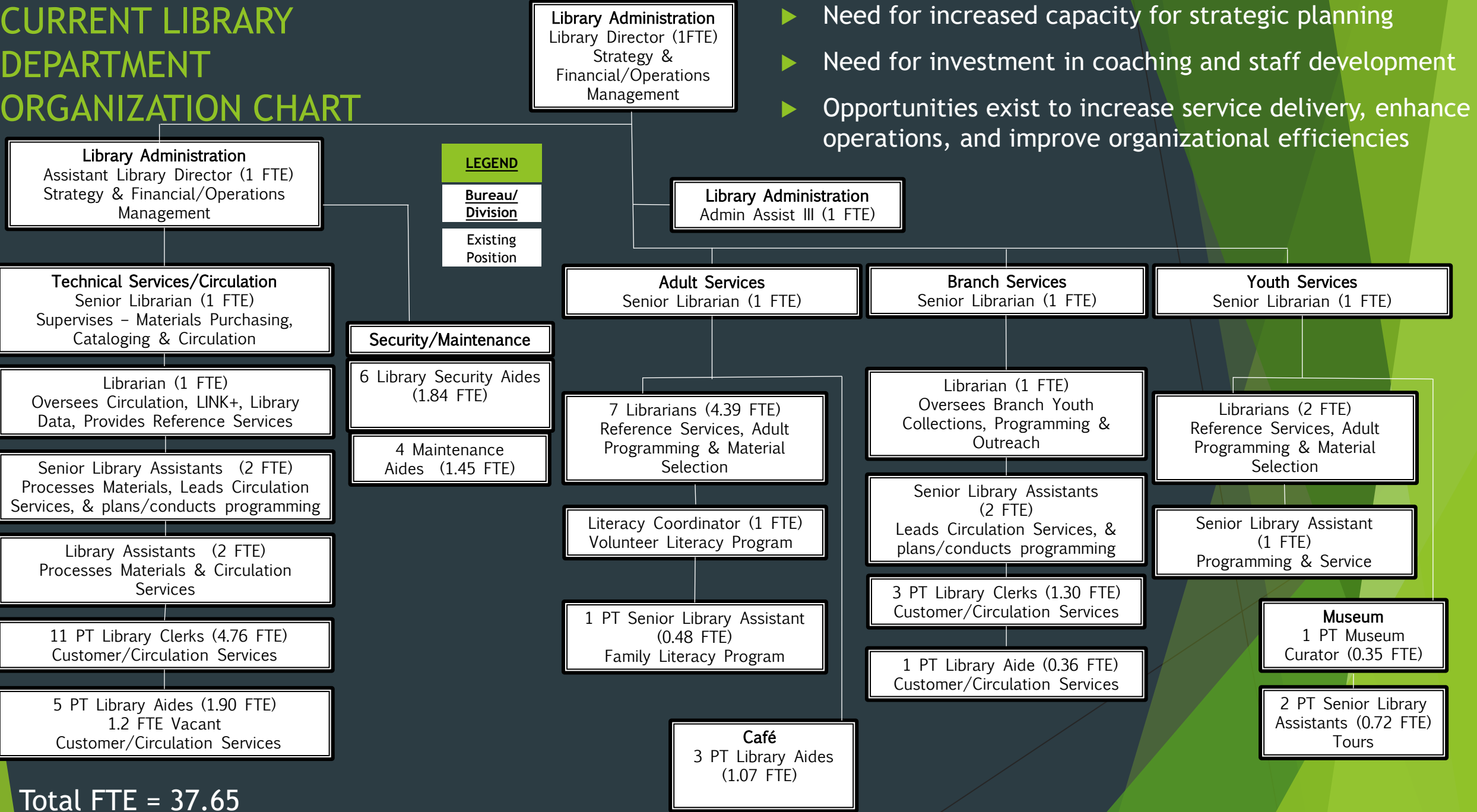
# City of San Leandro FY24 and FY25 Biennial Budget

## Library Services Department Budget Presentation to City Council

April 10, 2023



# CURRENT LIBRARY DEPARTMENT ORGANIZATION CHART



- Need for increased capacity for strategic planning
- Need for investment in coaching and staff development
- Opportunities exist to increase service delivery, enhance operations, and improve organizational efficiencies

# LIBRARY DEPARTMENT PRIORITIES

## Staff Development

- Enable and empower
- Inspire appropriate risk-taking
- Exposure to industry standards and innovation

## Engage the Community

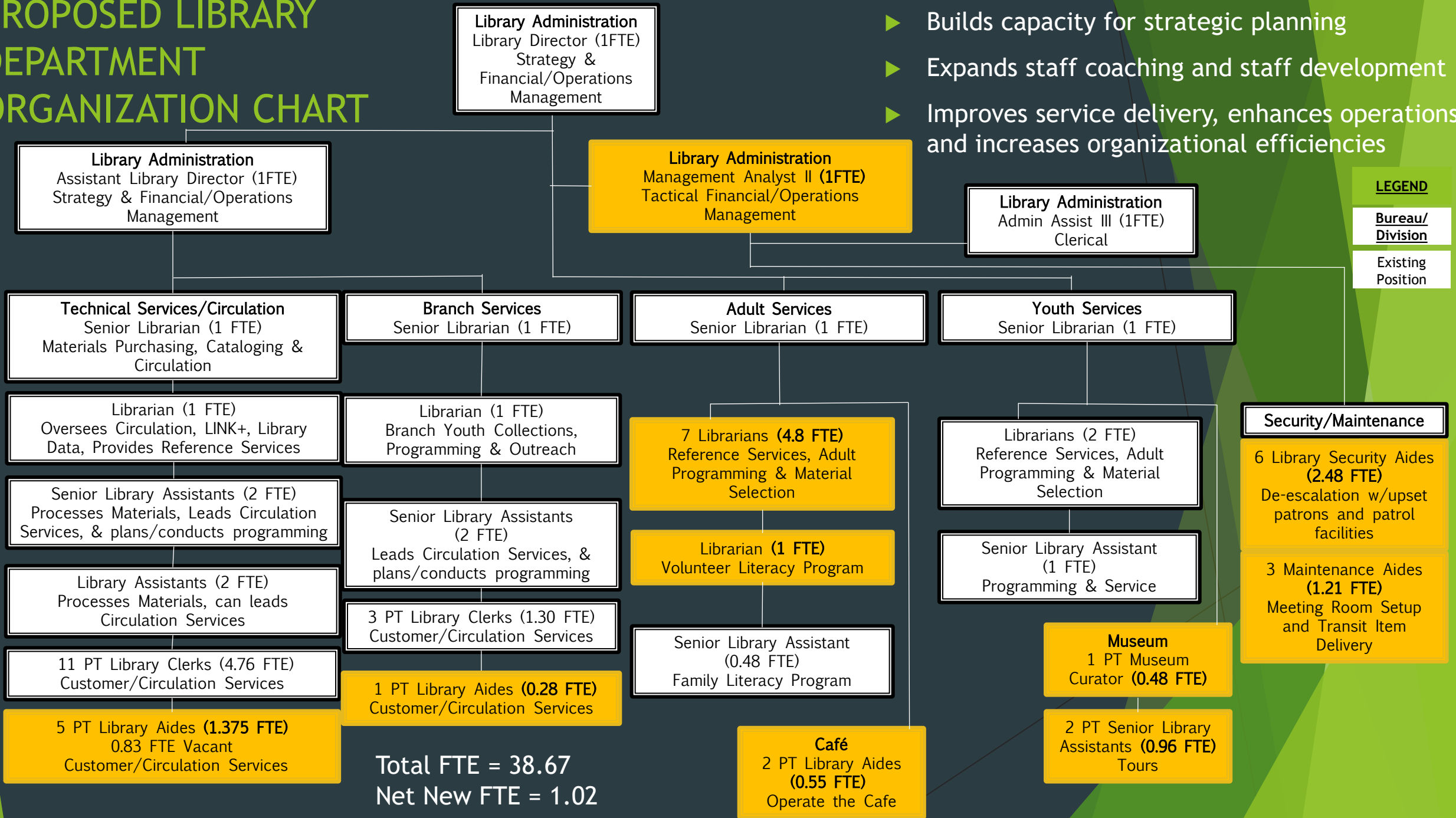
- Expand outreach and partnership
- Expand translations for marketing (esp. in schools)
- Express and celebrate the diverse community through art, history, and cultural programming
- Provide access to learn robotics, 3D printing, AI, graphic design, computer programming, and other current tech skills
- Advance workforce development - technology and literacy

# LIBRARY DEPARTMENT PRIORITIES

## Diversity Equity Inclusion & Belonging in Action

- Expand translations of the library experience
- Deliver collections in multiple languages
- Provide Family Special Needs collections & resources
- Diversify authors and protagonists that reflect our community make up
- Continue to bridge the digital divide
- Revise policies with DEIB in mind

# PROPOSED LIBRARY DEPARTMENT ORGANIZATION CHART



- Builds capacity for strategic planning
- Expands staff coaching and staff development
- Improves service delivery, enhances operations and increases organizational efficiencies

# Summary of Budget Changes

- ▶ Staffing Net New FTE = 1.02
  - ▶ Add - Management Analyst II
  - ▶ Upgrade – Project Literacy Coordinator to Librarian
  - ▶ Hours Upgrades – PT Library Security Aide Hours
  - ▶ Hours Upgrades – PT Museum Curator to Actuals
  - ▶ Hours Upgrades – PT Museum Senior Library Assistants to actuals
  - ▶ Hours Upgrades – PT Librarians
  - ▶ Hours/Position Reductions – PT Library Aides
  - ▶ Hours/Position Reductions – PT Maintenance Aides
- ▶ Operational
  - ▶ Translation and collections for DEIB in action
  - ▶ Digital divide initiatives and historical preservation
  - ▶ Increase in Summer Library Program and weekly performer/supply costs
  - ▶ Allocation for staff development and recognition

# LIBRARY DEPARTMENT

## Operating Costs

- Increased costs for labor, translation services, staff development, materials, and performers drive the 17% increase in FY24 from FY23.
- Due to COVID, FY21 was underspent so FY22 looks inflated showing a 15% change in actuals from FY21.

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$462	\$29,490	\$125,000	\$31,000	\$31,000
Salaries & Benefits	\$3,140,300	\$3,514,070	\$4,278,596	\$4,337,638	\$4,754,942
Operations	\$2,416,804	\$2,878,521	\$3,290,522	\$3,391,736	\$3,514,781
Total	\$5,557,104	\$6,392,591	\$7,569,119	\$7,729,375	\$8,269,723
Surplus/ (Deficit)	(\$5,556,642)	(\$6,363,101)	(\$7,444,119)	(\$7,698,375)	(\$8,238,723)
% Change from PY		15%	18%	2%	7%
\$ Change from PY		\$835,487	\$1,176,528	\$160,256	\$540,348
Total FTE	36	36	37.65	38.64	39.90



# City of San Leandro FY24 and FY25 Biennial Budget



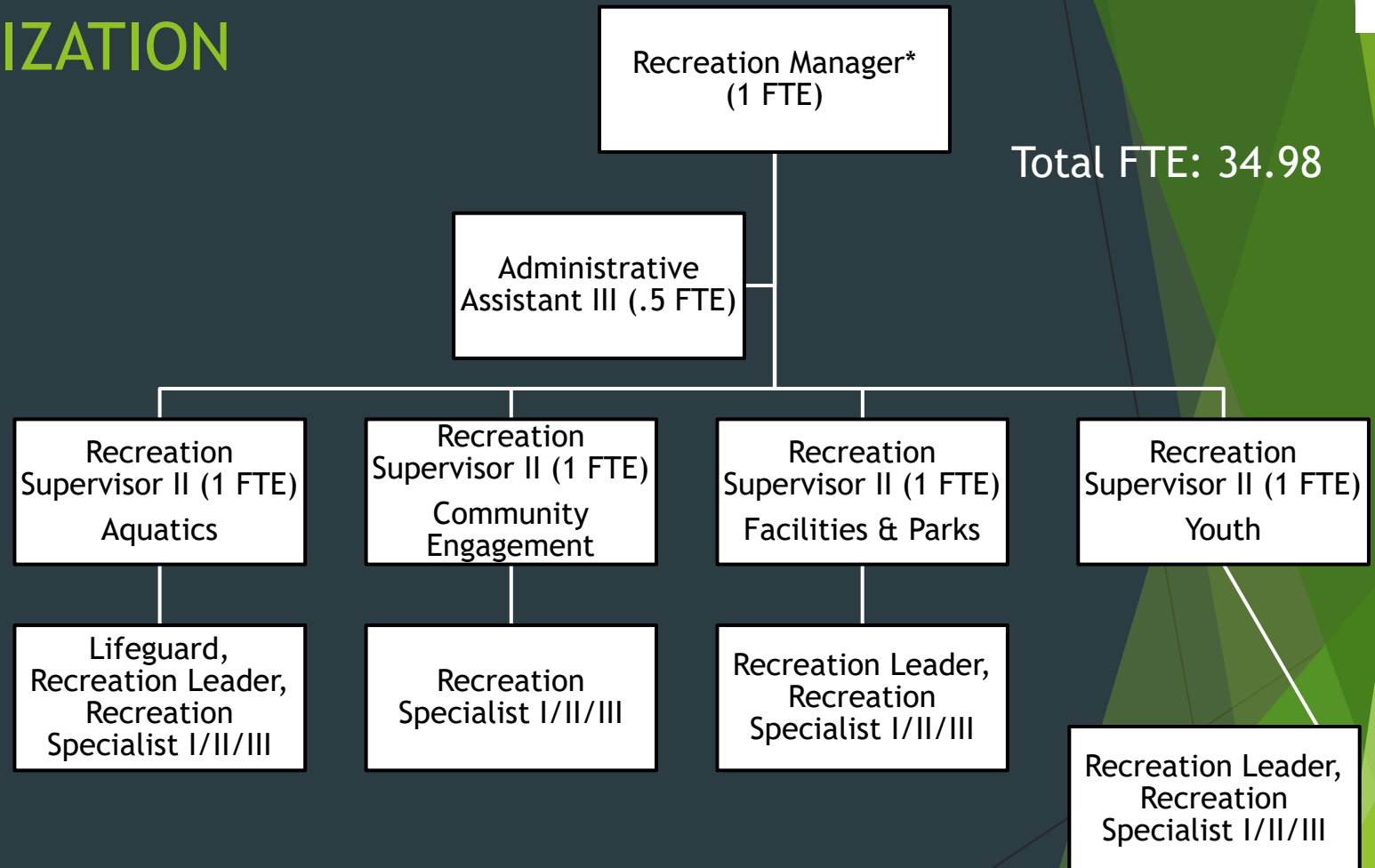
## Recreation Department Budget Presentation to City Council

April 10, 2023



# CURRENT RECREATION DEPARTMENT ORGANIZATION CHART

- Split administrative support
- Leadership focused on administrative/ front-line duties, not staff development or coaching
- Insufficient cross training
- Engaging PT staff to retain



## LEGEND

Bureau/  
Division

Existing  
Position

\*Currently reporting to a Deputy City Manager

# Recreation Priorities

## Staff Development

- Teambuilding
- Mentoring and Coaching
- Internal Cross Training

## Community Enrichment and Engagement

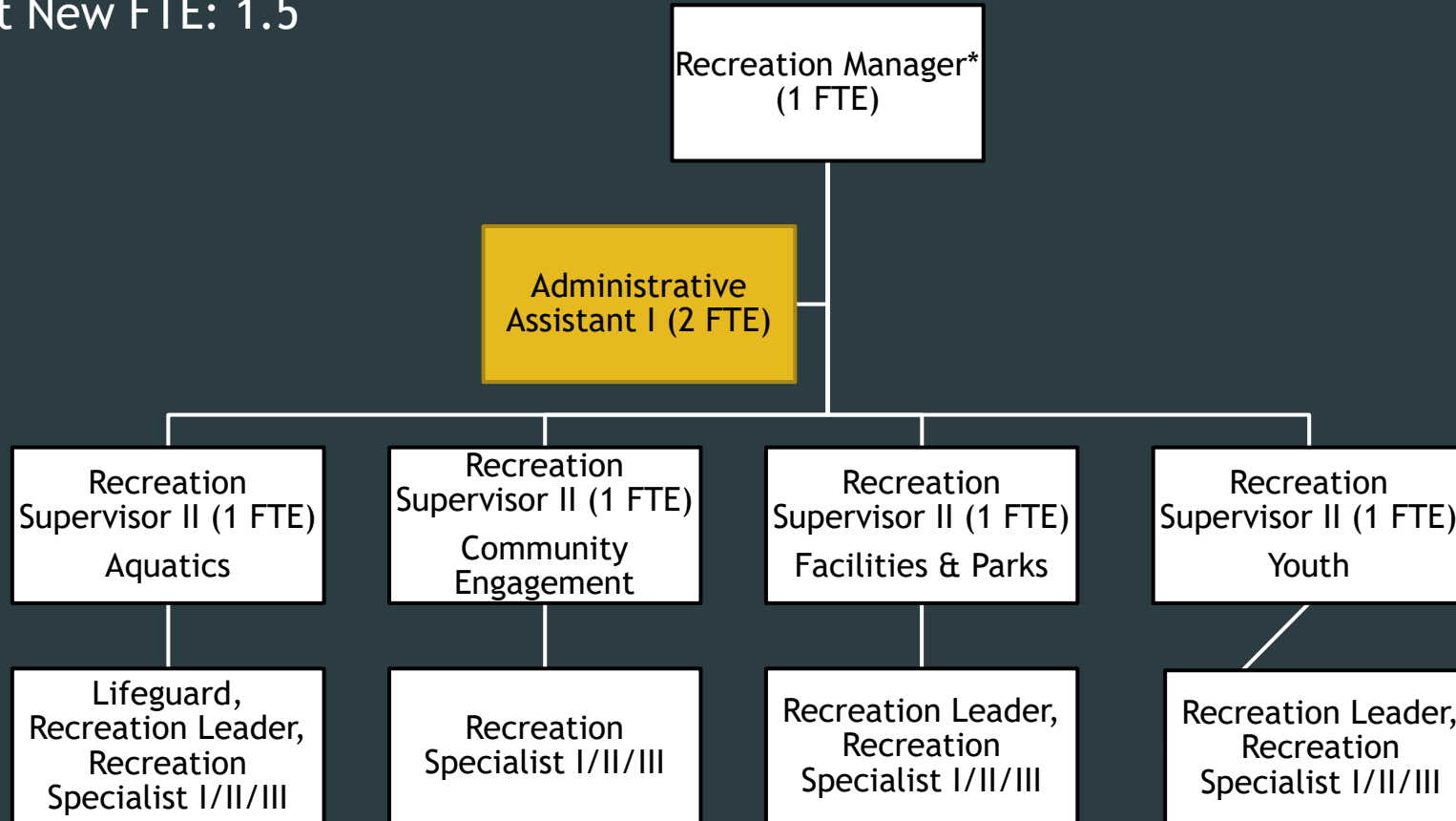
- Cherry Festival & Parade
- Summer Series and Special Events
- Comprehensive Parks Assessment and Parks Master Plan

## Council Initiatives

- Quality of Life and Wellness
- Infrastructure
- Inclusive Work Environment

# PROPOSED RECREATION DIVISION ORGANIZATION CHART

Total FTE: 36.48  
Net New FTE: 1.5



- ▶ Dedicated Administrative Assistant assigned to Recreation
- ▶ Bandwidth is added to support Recreation Supervisors and programs
- ▶ Capacity to provide coaching and staff development
- ▶ Internal cross training is enabled

## LEGEND

Bureau/  
Division

Existing  
Position

\*Currently reporting to a Deputy City Manager

# Recreation Division Budget Changes

- ▶ Staffing
  - ▶ Bolster Administrative Assistant I positions to create supervisory bandwidth
  - ▶ Organize staffing and operational costs by division/program
- ▶ Non-Staffing
  - ▶ Enhance training costs throughout the divisions/programs
  - ▶ Expand consulting services for Community Promotions/Special Events

# Recreation Division Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$611,990	\$1,001,289	\$1,541,000	\$1,347,900	\$1,739,700
Salaries & Benefits	\$2,171,493	\$2,505,166	\$2,793,780	\$2,454,138	\$2,614,719
Operations	\$1,693,708	\$2,131,166	\$2,359,801	\$2,394,016	\$2,478,284
Total	\$3,865,201	\$4,636,331	\$5,153,582	\$4,848,155	\$5,093,003
Surplus/ (Deficit)	(\$3,253,211)	(\$3,635,042)	(\$3,612,582)	(\$3,515,718)	(\$3,380,434)
% Change from PY		20%	11%	(6%)	(5%)
\$ Change from PY		\$771,131	\$517,251	(\$305,427)	\$244,848
Total FTE	11	12	34.98	36.48	36.48

- Increased labor costs
- New ongoing costs for staff development and recognition
- Standalone Recreation Department budget (split from Human Services)

# City of San Leandro FY24 and FY25 Biennial Budget



## Human Services Department Budget Presentation to City Council

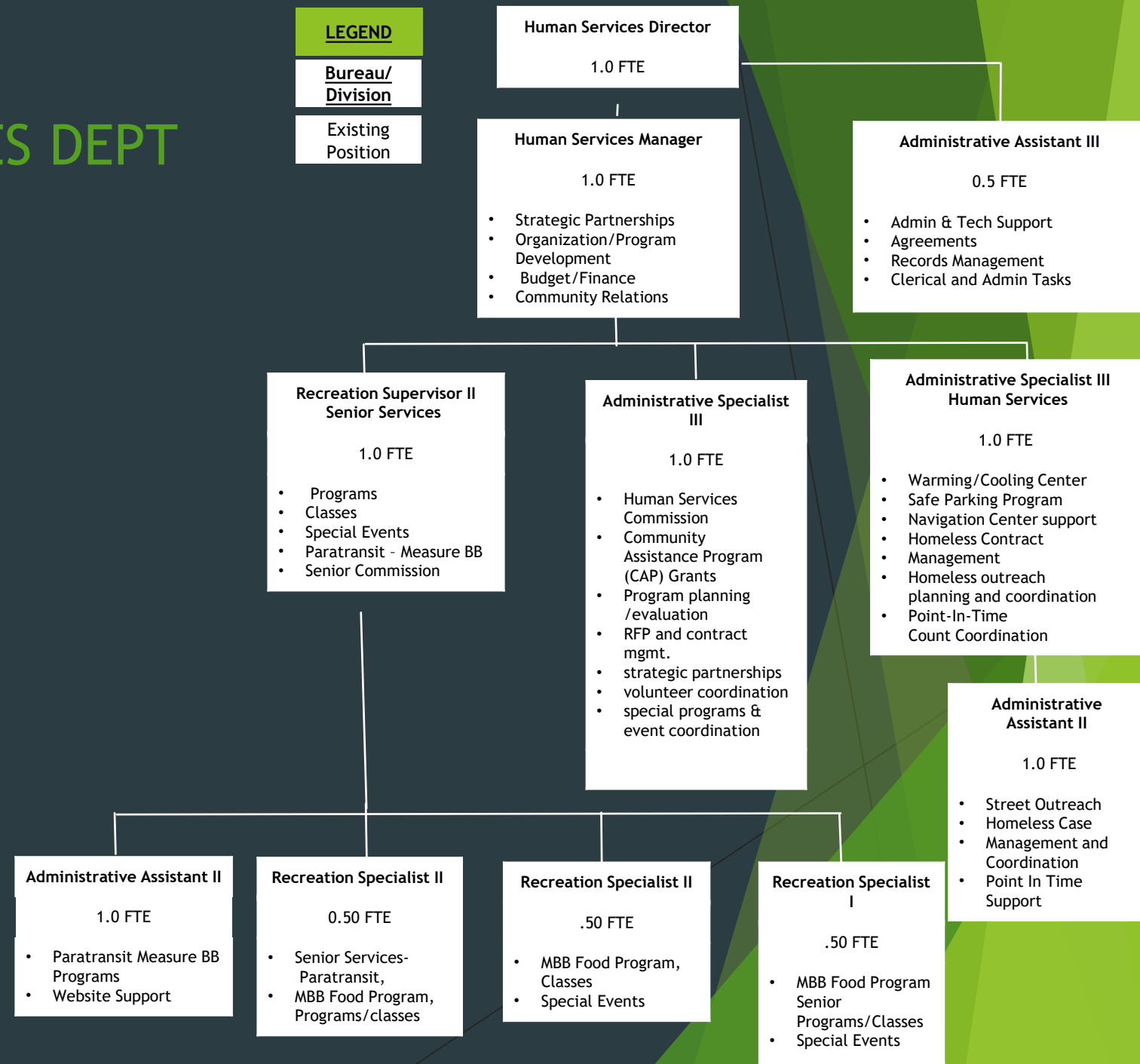
April 10, 2023

# CURRENT HUMAN SERVICES DEPT STAFFING

Total FTE: 9.0

## ► Challenges:

- Significant staffing vacancies
- Increased community needs that exceed available resources
- New Department needs to further refine guiding mission, vision, core values, and systems



# Human Services Department Priorities

## Departmental Development

- Update job classifications & fill vacancies
- Build sustainable foundation as a stand-alone department
- Expand professional development & internal cross training

## Major Initiatives—Expand Support for the unhoused

- Secure funding and advance Navigation Center
- Establish an overnight Safe Parking Program
- Extend existing Warming Center into summer cooling center & Winter 2024 warming center
- Nurture and expand key partnerships (public and non-profit)

## Major Initiatives—Senior Services

- Develop Age-Friendly Action Plan
- Fully restore Senior Services programming to pre-pandemic levels
- Collaborate with relevant departments to ensure facility operations support programming

## Major Initiatives—Community Health Services

- Collaborate with ACFD and SLPD to launch Mental Health Crisis Response Unit pilot
- Expand strategies to prevent or address domestic violence
- Expand support for children and transitional-age youth
- Further assess food access needs and expand opportunities with public and non-profits

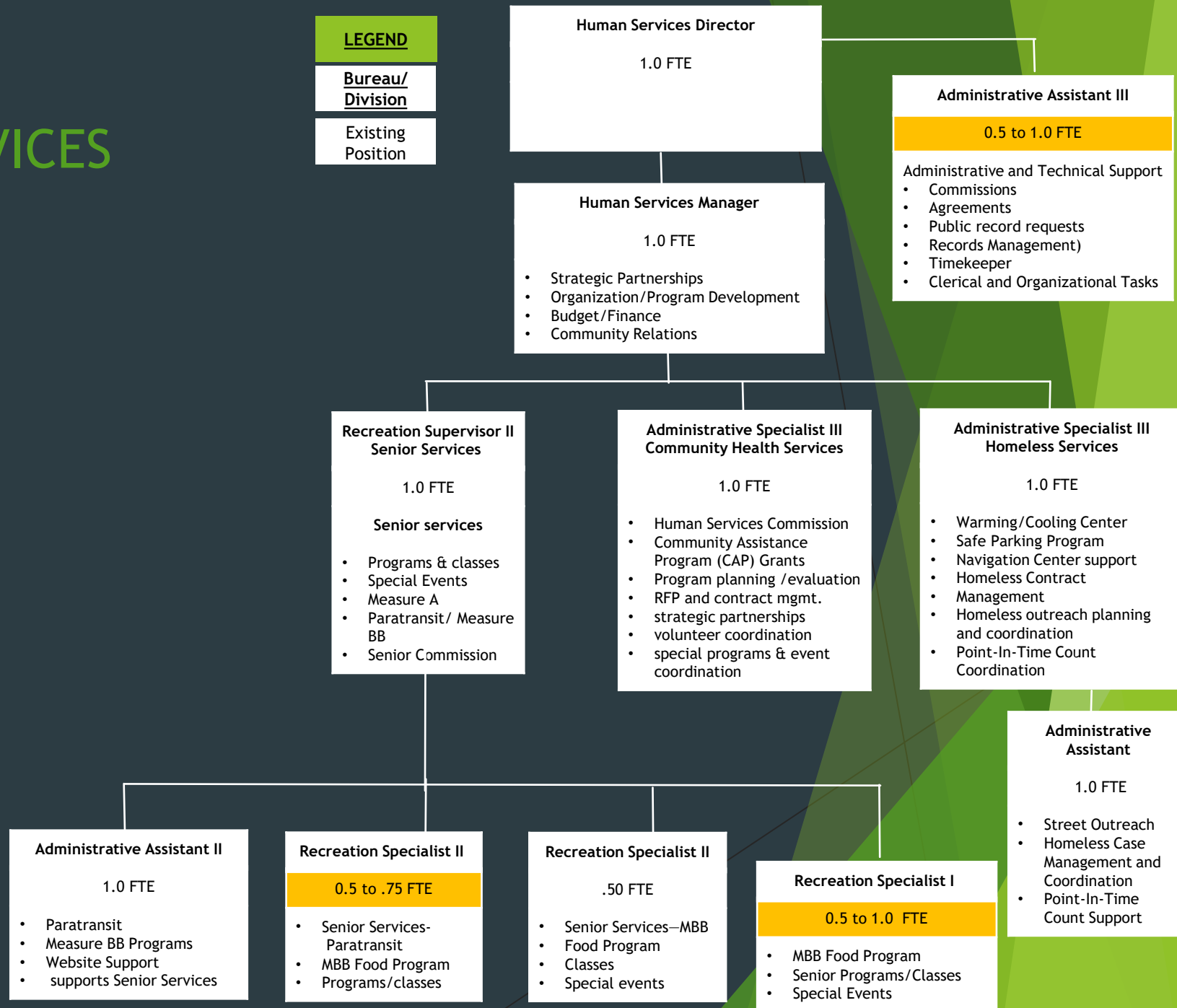


# PROPOSED HUMAN SERVICES DEPARTMENT STAFFING

Total FTE: 10.25

Net New FTE: 1.25

- Increases leadership capacity
- Expands admin support
- Increases capacity to respond to and track homeless needs and improves communication
- Supports succession planning
- Increases Department visibility
- Fills program gaps and needs



# Summary of Budget Changes

## ▶ Staffing

- ▶ Increase Admin Assist II from 0.5 FTE to 1.0 FTE
- ▶ Increase hours for two part time positions in Senior Services Division
  - ▶ Recreation Specialists I and II

## ▶ Non-Staffing

- ▶ Increases Senior Services programming budget to restore pre-pandemic service levels
- ▶ Increases capacity for contracts with non-profits to address pressing human service needs

# Human Services Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue			N/A	N/A	N/A
Salaries & Benefits			\$863,123	\$1,457,599	\$1,490,543
Operations			\$2,893,259	\$3,296,430	\$2,592,241
Total			\$3,756,382	\$4,754,029	\$4,082,784
Surplus/ (Deficit)			(\$3,756,382)	(\$4,754,029)	(\$4,082,784)
% Change from PY				26.6%	(14%)
\$ Change from PY				\$997,647	(\$671,245)
Total FTE			9	10.25	10.25

## Notes:

- FY 24 budget reflects first full year as independent department
- FY 25 budget reflects conclusion of ARPA related expenditures

# Questions

# Public Infrastructure & Development

← Engineering

← Public Works

← Community Development

# City of San Leandro FY24 and FY25 Biennial Budget

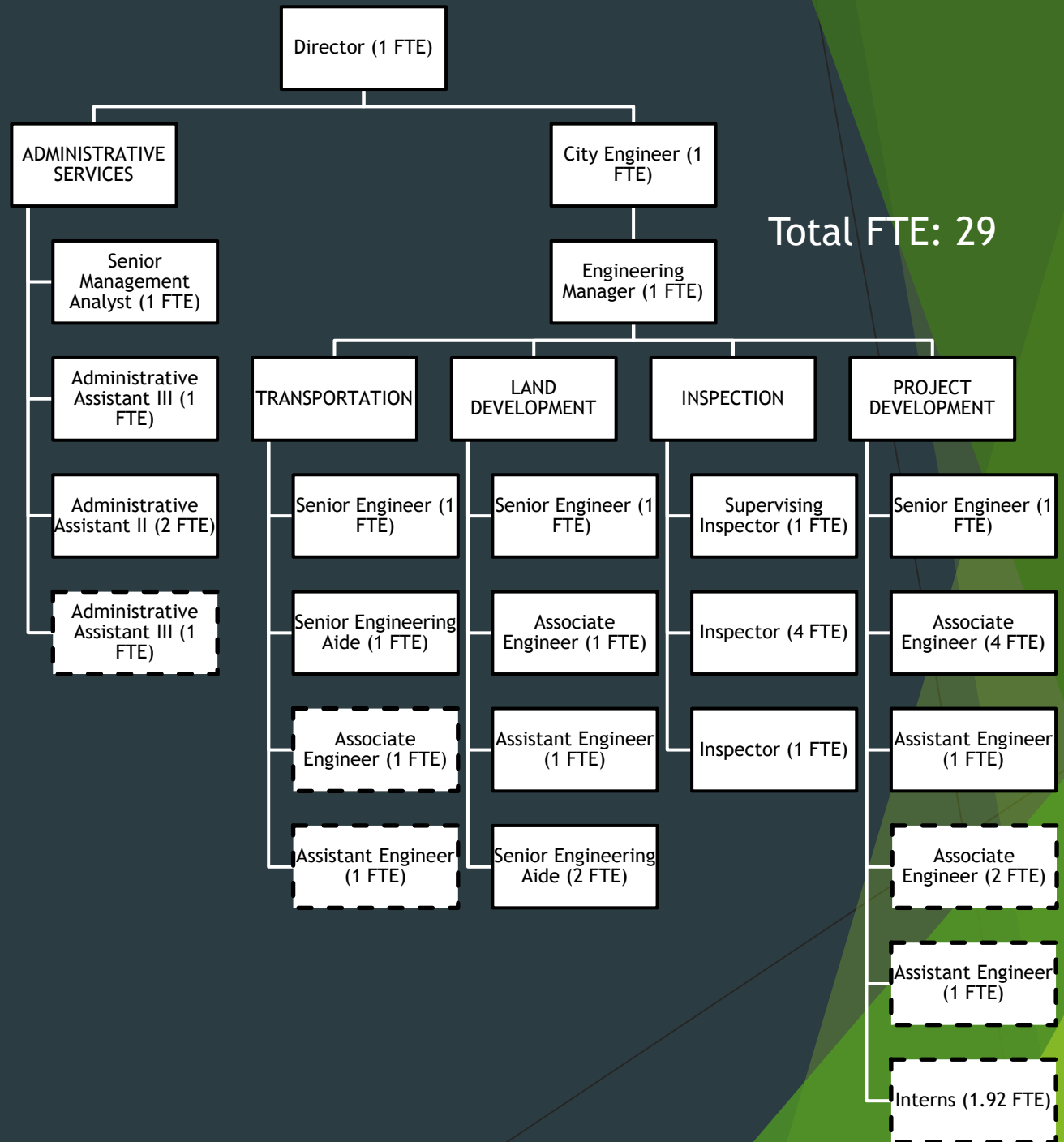


## Engineering Department Budget Presentation to City Council

April 10, 2023

# ENGINEERING DEPARTMENT Current Staffing

- Difficult to fill limited duration positions for full term
- Projects, permits receive less time than they require
- Effective leadership is impacted by limited bandwidth



## LEGEND

Division

Existing  
Position

# Priorities

## Team Development

- Provide staff development, training for career advancements & project management
- Enhance City participation at conferences & workshops
- Increase staff retention
- Promote resiliency and succession planning

## Process, Permitting and Projects

- Respond to legislative/regulatory landscape
- Improve project, permit delivery times and customer service levels
- Pursue alternative revenue sources

## Technology and Innovation Toolbox

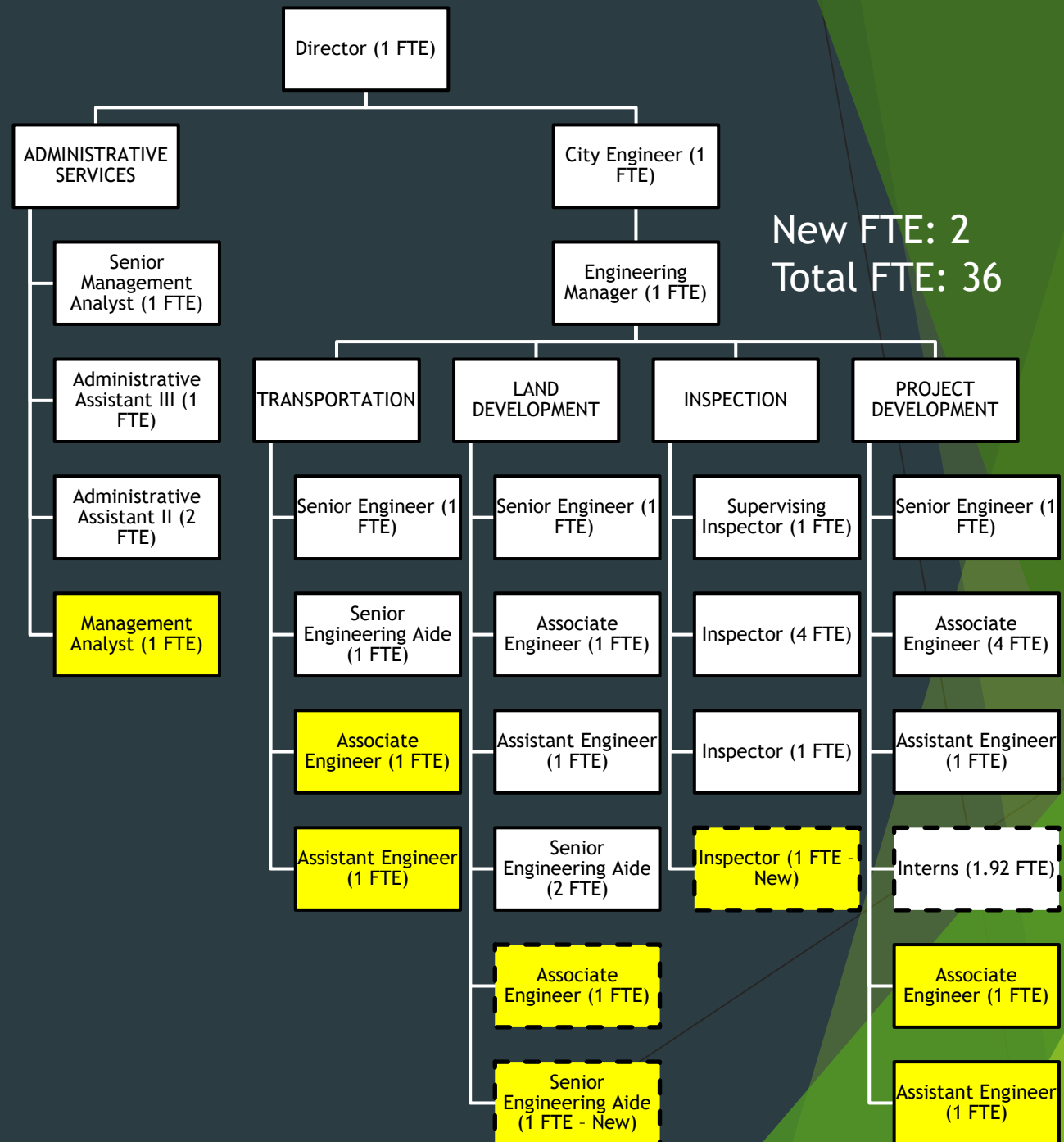
- Utilize software & new service delivery techniques to increase efficiency



# ENGINEERING DEPARTMENT

## Proposed Staffing

- Provides succession planning
- Staff development and retention
- Bandwidth added to reduce project and permit backlog
- Allows for division budget and performance measures monitoring
- Pursue alternative revenue sources



### LEGEND

Division

Existing Position

# Summary of Budget Changes

## ▶ Staffing

### ▶ New - 2 FTEs

- ▶ Construction Inspector - 1 FTE, limited duration
- ▶ Senior Engineering Aide - 1 FTE, limited duration

### ▶ Conversion - 4 FTEs

- ▶ Associate Engineer - 2 FTEs
- ▶ Assistant Engineer - 2 FTEs

### ▶ Upgrade - 1 FTE

- ▶ Limited duration Admin Assistant III to Management Analyst I

## ▶ Non-Staffing

- ▶ Consultant services as needed for staff augmentation

# Engineering Department Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue				\$250,000	\$250,000
Salaries & Benefits	\$2,507,837	\$3,263,278	\$3,670,451	\$4,463,706	\$4,538,274
Operations	\$1,056,850	\$1,604,138	\$1,890,772	\$3,258,863	\$2,436,798
Total	\$3,564,687	\$4,867,415	\$5,561,223	\$7,818,393	\$7,110,538
Surplus/ (Deficit)	(\$3,564,687)	(\$4,867,415)	(\$5,561,223)	(\$7,472,569)	(\$6,725,072)
% Change from PY		37%	14%	39%	(9.7%)
\$ Change from PY		\$1,302,729	\$693,808	\$2,161,346	(\$47,497)
Total FTE	27	27	29	36	35

- Increased labor costs
- Staff costs charged back to CIP, grants, private developers
- Staff augmentation to be used proportionately to vacancies
- Professional development, training for staff to retain talent

# City of San Leandro FY24 and FY25 Biennial Budget



## Public Works Budget Presentation to City Council

April 10, 2023

# CURRENT PUBLIC WORKS ORGANIZATION CHART

## LEGEND

Division

Existing  
Position

Public Works Administration  
Public Works Director (1 FTE)

### Water Pollution Control Administration

Water Treatment Plant Manager (1 FTE)  
Management Analyst II (1 FTE)  
Administrative Assistant III (1 FTE)

### Plant Operations

Plant Operations Supervisor (1 FTE)  
Plant Operations Lead (6 FTE)  
Plant Operations II (5 FTE)

### Plant & Pump Station Maintenance

Plant Maintenance Supervisor (1 FTE)  
Plant Electrical Technician (1 FTE)  
Maintenance Mechanic II (6 FTE)  
Plant Maintenance Worker (1 FTE)  
Maintenance Aide (.96 FTE)

### Laboratory Services

Lab Supervisor (1 FTE)  
Lab Technician II (2 FTE)  
College Intern (.41 FTE)

### Environmental Services

Environmental Services Supervisor (1 FTE)  
Environmental Protection Specialist II (4 FTE)  
Administrative Assistant II (.48 FTE)

### Collection System Maintenance

Collection System Maint. Supervisor (1 FTE)  
Collection System Maint. Worker (6 FTE)

### Street Maintenance

#### Pavement Maintenance

Street Supervisor (1 FTE)  
Street Maintenance Worker III (1 FTE)  
Street Maintenance Worker II (3 FTE)  
Street Maintenance Worker I (3 FTE)  
Maintenance Worker Entry (3 FTE)  
Maintenance Aide (1.44 FTE)

#### Traffic Maintenance

Traffic Supervisor (1 FTE)  
Electrician I (2 FTE)  
Street Maintenance Worker III (1 FTE)  
Street Maintenance Worker II (1 FTE)  
Street Maintenance Worker I (2 FTE)  
Maintenance Aide (.77 FTE)  
High School Intern (.25 FTE)

#### Street Services

Street Supervisor (1 FTE)  
Street Maintenance Worker III (1 FTE)  
Street Maintenance Worker II (2 FTE)  
Street Maintenance Worker I (3 FTE)  
Tree Trimmer I (2 FTE)  
Maintenance Worker Entry - Temp. (2 FTE)  
Maintenance Aide (1.22 FTE)

### Facilities & Open Space

Public Works Services Manager (1 FTE)

#### Building Maintenance

Building Supervisor (1 FTE)  
Facilities Maintenance Worker III (1 FTE)  
Facilities Maintenance Worker II (2 FTE)  
Facilities Maintenance Worker I (3 FTE)  
Maintenance Worker Entry (1 FTE)

#### Park Maintenance

Park Supervisor (1 FTE)  
Park Maintenance Worker III (1 FTE)  
Park Maintenance Worker II (2 FTE)  
Park Maintenance Worker I (7 FTE)  
Maintenance Aide (4.81 FTE)

#### Equipment Maintenance

Equipment Supervisor (1 FTE)  
Equipment Mechanic (2 FTE)  
Maintenance Aide (.96 FTE)

### Public Works Administration

Senior Management Analyst (1 FTE)  
Administrative Assistant III (1 FTE)  
Administrative Assistant II (1 FTE)  
College Intern (.29 FTE)

### Solid Waste & Recycling

Administrative Specialist III (1 FTE)

### Friends of San Leandro Creek

Recreation Specialist III (.34 FTE)

### Organizational Challenges:

- Lack of dedicated management oversight for street functions (department needs cross-filled by Director and Managers)
- Insufficient support for purchasing and contracting needs
- Lack of capacity for capital planning at the Treatment Plant
- Increased need for street cleaning activities
- Unfunded mandates create additional administrative burden for managers

Total FTE: 107.78

# PUBLIC WORKS DEPARTMENT PRIORITIES

## Solid Waste Regulations & Contracts

- Businesses and multi-family properties in compliance with SB 1383
- Establish community compost distribution program
- Solid waste franchise procurement - solicit/negotiate services, including community clean-up options

## Infrastructure Assessments/CIP Planning

- Assess condition of 25 City facilities
- Establish Preventive Maintenance (PM) program and annual service contracts
- Provide data to City Engineer for CIP planning; 10-year CIP Plan for WPCP

## Stormwater Rates Study/Approval Process

- Complete draft and obtain Council direction to proceed with public outreach and mail-in ballot process
- Implement public outreach and mail-in ballot process
- If approved, provide updated tax roll data to Alameda County

# PROPOSED PUBLIC WORKS ORGANIZATION CHART

## LEGEND

Division

Existing  
Position

Public Works Administration  
Public Works Director (1 FTE)

### Water Pollution Control Administration

Water Treatment Plant Manager  
Public Works Services Manager (1FTE)  
Management Analyst I (1 FTE)  
Administrative Assistant III (1 FTE)

### Plant Operations

Plant Operations Supervisor (1 FTE)  
Plant Operations Lead (6 FTE)  
Plant Operations II (5 FTE)

### Plant & Pump Station Maintenance

Plant Maintenance Supervisor (1 FTE)  
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Maintenance Mechanic II (6 FTE)  
Plant Maintenance Worker (1 FTE)  
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### Laboratory Services

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### Environmental Services

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Collection System Maint. Supervisor (1 FTE)  
Collection System Maint. Worker (6 FTE)

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#### Pavement Maintenance

Street Supervisor (1 FTE)  
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Street Maintenance Worker I (3 FTE)  
Maintenance Worker Entry (3 FTE)  
Maintenance Aide (1.44 FTE)

#### Traffic Maintenance

Traffic Supervisor (1 FTE)  
Electrician II (1 FTE)  
Electrician I (1 FTE)  
Street Maintenance Worker III (1 FTE)  
Street Maintenance Worker II (1 FTE)  
Street Maintenance Worker I (2 FTE)  
Maintenance Aide (.77 FTE)  
High School Intern (.25 FTE)

### Street Services

Street Supervisor (1 FTE)  
Street Maintenance Worker III (1 FTE)  
Street Maintenance Worker II (3 FTE)  
Street Maintenance Worker I (3 FTE)  
Tree Trimmer I (2 FTE)  
Maintenance Worker Entry – Perm. (1 FTE)  
Maintenance Aide (1.22 FTE)

### Facilities & Open Space

Public Works Services Manager (1 FTE)

#### Building Maintenance

Building Supervisor (1 FTE)  
Facilities Maintenance Worker III (1 FTE)  
Facilities Maintenance Worker II (2 FTE)  
Facilities Maintenance Worker I (3 FTE)  
Maintenance Worker Entry (1 FTE)

#### Park Maintenance

Park Supervisor (1 FTE)  
Park Maintenance Worker III (1 FTE)  
Park Maintenance Worker II (3 FTE)  
Park Maintenance Worker I (6 FTE)  
Maintenance Aide (4.81 FTE)

#### Equipment Maintenance

Equipment Supervisor (1 FTE)  
Equipment Mechanic (2 FTE)  
Maintenance Aide (.96 FTE)

### Public Works Administration

Senior Management Analyst (1 FTE)  
Administrative Specialist III (1 FTE)  
Administrative Assistant III (1 FTE)  
Administrative Assistant II (1 FTE)  
College Intern (.29 FTE)

### Solid Waste & Recycling

Administrative Specialist III (1 FTE)  
College Intern (.48 FTE)

### Friends of San Leandro Creek

Recreation Specialist III (.34 FTE)

### Position Requests Provide:

- Dedicated staff to meet departments contract and purchasing needs
- Technical expertise for capital planning and project development
- Permanent staff for Street Cleaning operations
- Promotional opportunities for Maintenance Worker I positions
- Administrative support for SB 1383 Implementation

Total FTE: 112.26  
New FTE: 4.48

# DEPARTMENT BUDGET CHANGES

## ▶ Staffing

### ▶ Net New

- ▶ Maintenance Worker Entry - Street Cleaning (Temp to Perm) \$121,163
- ▶ Street Maintenance Worker I (Temp to Perm) \$129,477
- ▶ Administrative Specialist III \$157,476
- ▶ Public Works Services Manager \$209,859

### ▶ Upgrade

- ▶ Park Maintenance Worker I to II \$7,239
- ▶ Street Maintenance Worker I to II \$7,239



# DEPARTMENT BUDGET CHANGES (cont'd)

## ▶ Non-Staffing

### ▶ General Fund

- ▶ SB 1383 Support
- ▶ Alameda County Health SB1383 Inspections
- ▶ Utilities
- ▶ Tree Trimming Program
- ▶ Median/ROW Contract Services

### ▶ All Other Funds

- ▶ Asphalt / Crack Seal Material (SB1)
- ▶ Fuel
- ▶ Tide Gate Maintenance

# PUBLIC WORKS OPERATING COSTS

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	N/A	N/A	N/A	N/A	N/A
Salaries & Benefits	\$3,146,178	\$2,688,277	\$3,192,712	\$4,123,657	\$4,398,954
Operations	\$3,853,608	\$3,925,560	\$5,350,465	\$3,998,508	\$4,181,685
Total	\$6,999,786	\$6,613,837	\$8,543,177	\$8,122,166	\$8,580,640
Surplus/ (Deficit)	(\$6,999,786)	(\$6,613,837)	(\$8,543,177)	(\$8,122,166)	(\$8,580,640)
% Change from PY		(6%)	29%	(5%)	6%
\$ Change from PY		(\$385,949)	\$1,929,340	(\$421,012)	\$458,474
Total FTE *	106.4	104.74	109.55	112.10	112.10

\*Total FTE in all funds

- Salaries & Benefits in FY 2022 lower due to significant vacancies
- Salaries & Benefits for the proposed biennial higher due to cost increases and requests for new positions
- Operations showing increases due to inflation and return to post-COVID activities
- Operations budget requests for FY 2024 and FY 2025 are nominal

# City of San Leandro FY24 and FY25 Biennial Budget

Community Development  
Department  
Budget Presentation to City  
Council

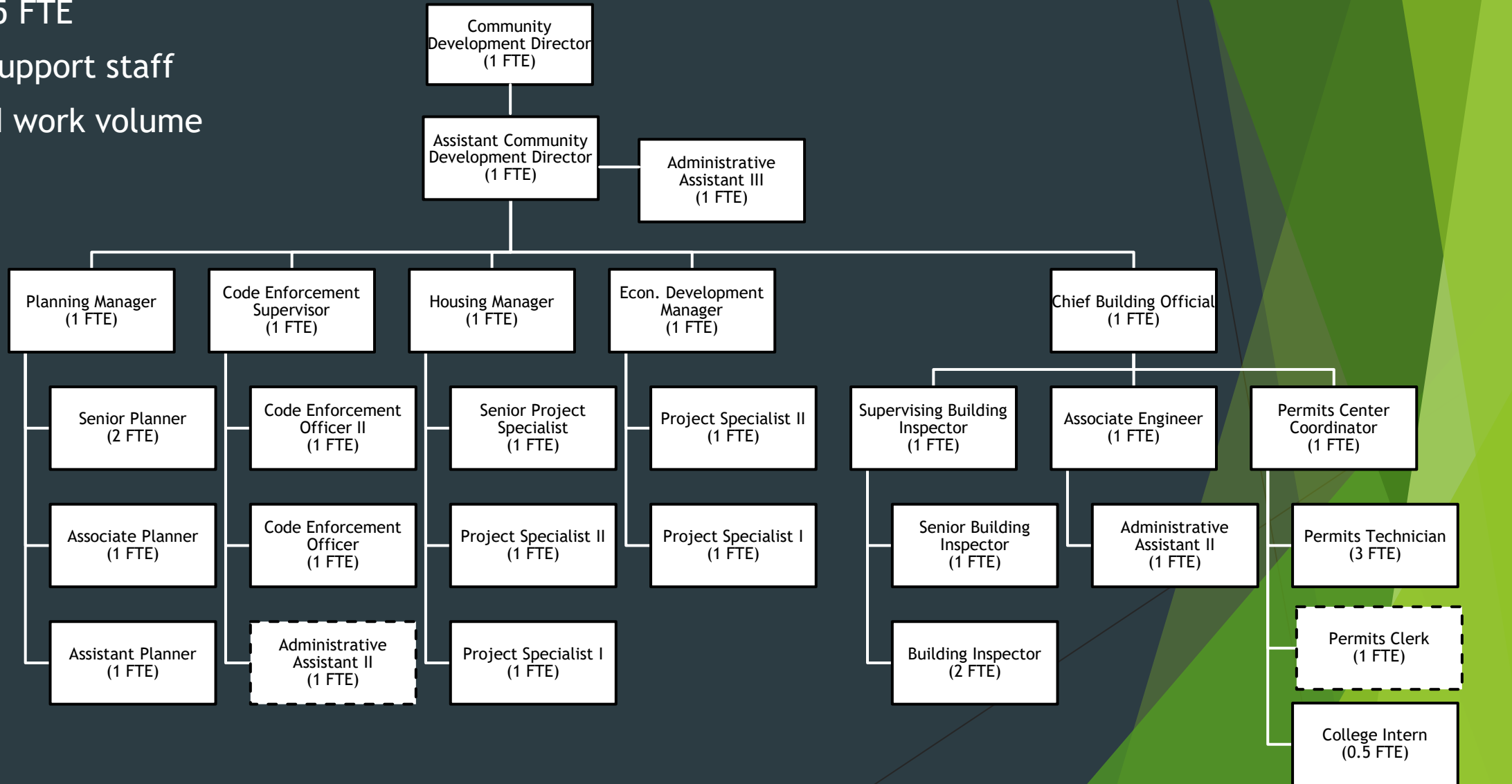
April 10, 2023



# COMMUNITY DEVELOPMENT DEPARTMENT

## Current Staffing

- Total 31.5 FTE
- Limited support staff
- Increased work volume



# COMMUNITY DEVELOPMENT DEPARTMENT PRIORITIES

## Respond to Council Priorities

- Maintain flexible/skilled team to address Council priorities
- Update/implement Economic Development Strategic Plan
- Address Homeless/Housing Crisis

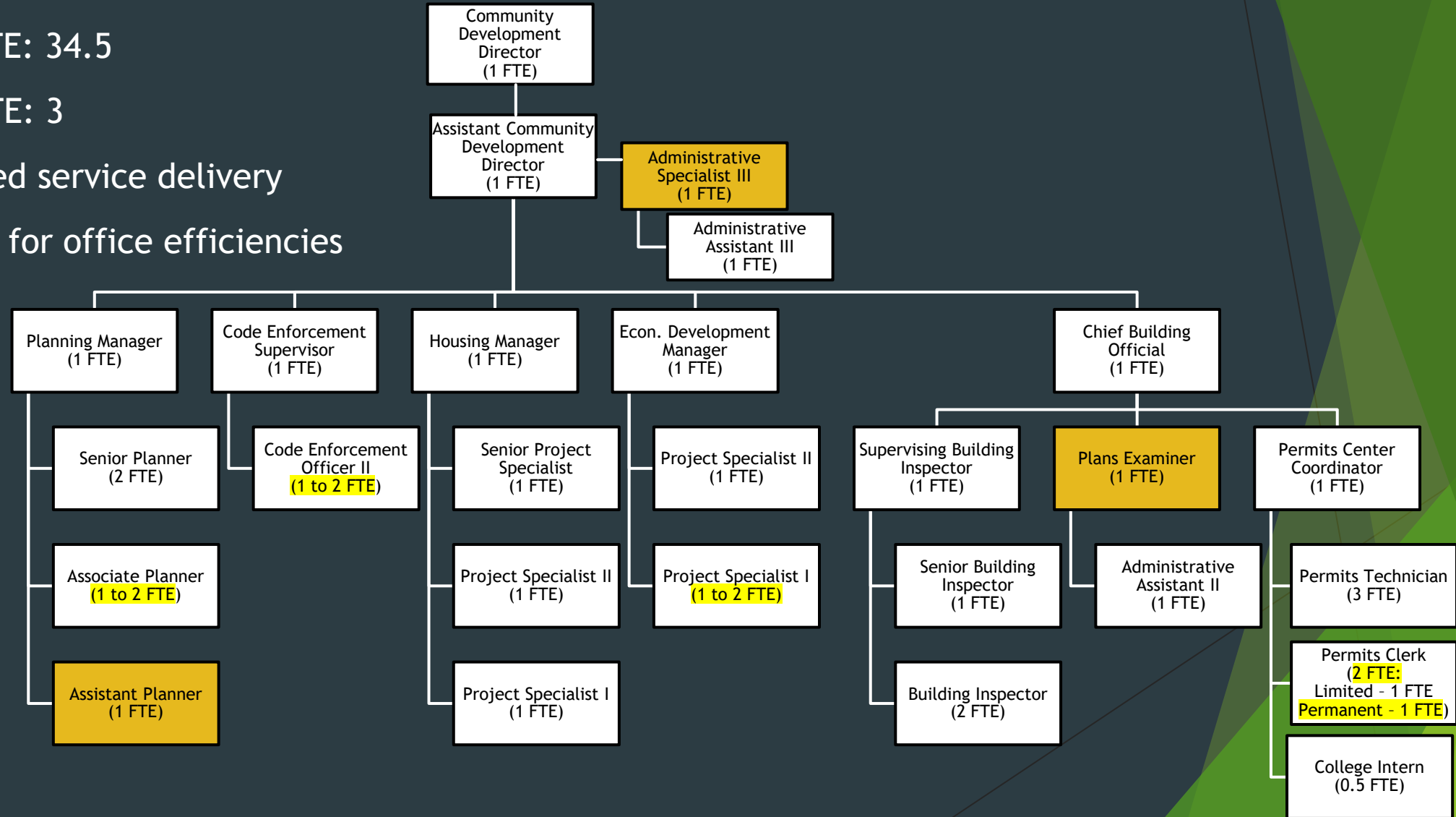
## Build Capacity for Service Delivery

- Leverage technology to improve customer experience
- Enhance Economic Development programs and activities
- Recruit/retain staff to improve service delivery

# COMMUNITY DEVELOPMENT DEPARTMENT

## Proposed Staffing

- Total FTE: 34.5
- New FTE: 3
- Enhanced service delivery
- Support for office efficiencies



# Summary of Budget Changes

- ▶ Staffing:
  - ▶ NEW - 3 FTEs
    - ▶ ED Project Specialist I
    - ▶ Assistant Planner
    - ▶ Permits Clerk
  - ▶ UPGRADED - 3 FTEs
    - ▶ Assistant Planner to Associate Planner
    - ▶ Code Enforcement Officer to Code Enforcement Officer II
    - ▶ Administrative Assistant II (limited duration) to Administrative Specialist III
  - ▶ DOWNGRADED - 1 FTE
    - ▶ Associate Engineer (underfilled) to Plans Examiner
- ▶ Operational:
  - ▶ Consultants for service delivery enhancements:
    - ▶ Building permit plan check (100% cost-recovery)
    - ▶ Zoning modernization
  - ▶ Consultants for policy implementation:
    - ▶ Housing Element implementation
    - ▶ ED Strategic Plan and implementation
    - ▶ Grant support

# Community Development Department Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$3,841,368	\$4,311,389	\$4,184,503	\$5,238,500	\$5,238,500
Salaries & Benefits	\$3,723,986	\$4,474,336	\$5,206,517	\$5,972,069	\$6,371,862
Operations	\$2,345,189	\$1,932,528	\$2,807,837	\$3,326,764	\$3,881,823
Total	\$6,069,175	\$6,406,864	\$8,014,354	\$9,298,833	\$10,253,685
Surplus/ (Deficit)	(\$2,227,807)	(\$2,095,475)	(\$3,829,851)	(\$4,060,333)	(\$5,015,185)
% Change from PY		6%	25%	16%	10%
\$ Change from PY		\$337,689	\$1,607,490	\$1,284,479	\$954,852
Total FTE	27.5	31.5	31.5	34.5	34.5

- Increased labor costs
- Investment in staff capacity to enhance service delivery
- Implementing Council priorities



# Questions

# Public Safety

← Fire

← Police

# City of San Leandro FY24 and FY25 Biennial Budget



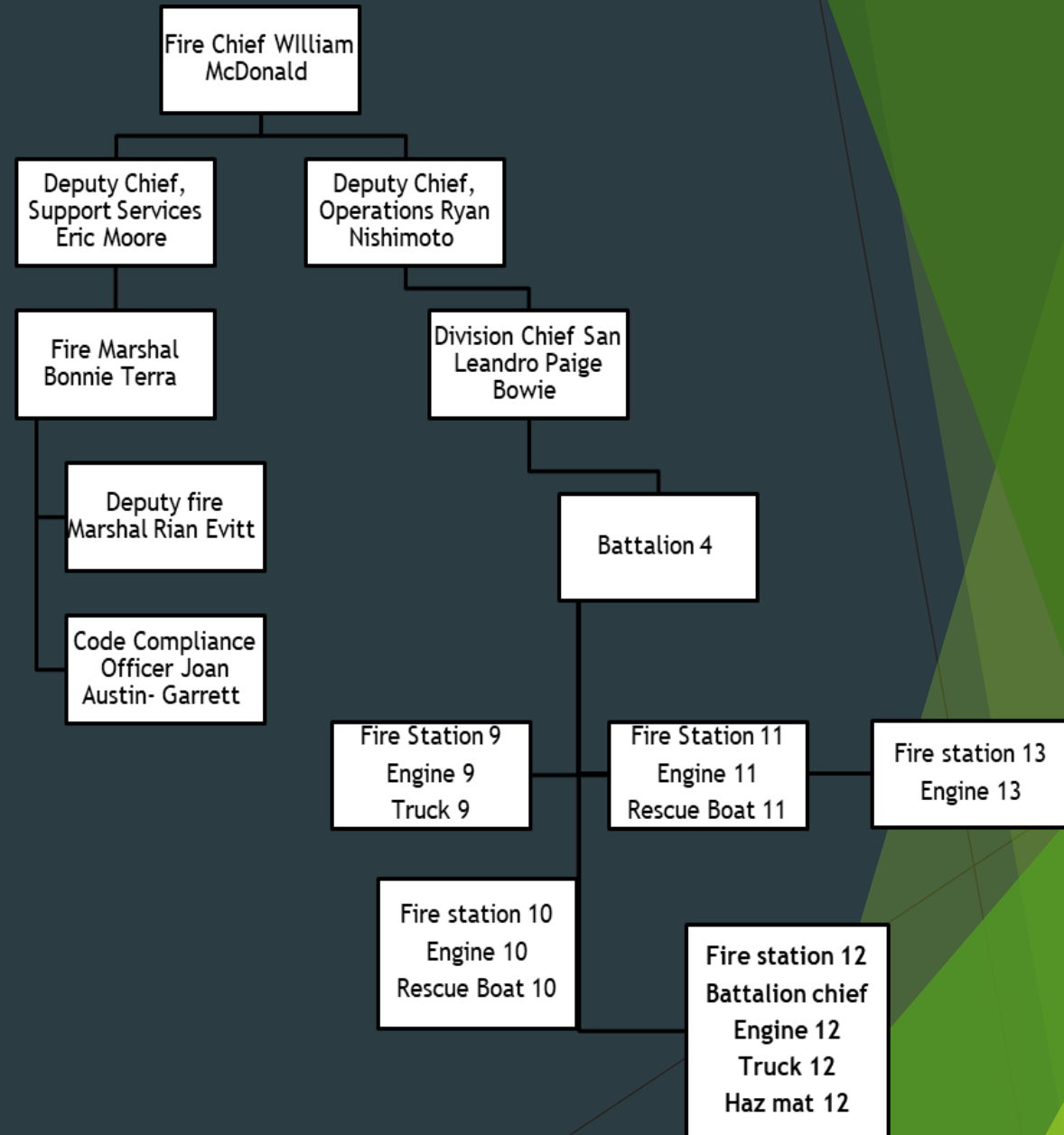
## Fire Department Budget Presentation to City Council

April 10, 2023



# CURRENT ACFD ORGANIZATION CHART - SAN LEANDRO

- ▶ 63 Firefighters
- ▶ 1 Deputy Fire Marshal
- ▶ 1 Code Compliance Officer
- ▶ Regional services include:
  - ▶ Overhead Support
  - ▶ Robust Training Division
  - ▶ Regional Rescue, Haz Mat, and Water Rescue Teams



## LEGEND

Bureau/  
Division

Existing  
Position

# Department Budget Summary

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Salaries & Benefits	\$22,032,045	\$23,868,647	\$24,895,564	\$26,571,881	\$28,001,136
OPEB ADC*	\$0	\$0	\$0	\$986,830	\$1,012,342
Program Services and Supplies	\$2,528,221	\$2,308,644	\$2,688,427	\$3,334,313	\$3,368,893
Total	\$24,560,266	\$26,177,291	\$27,583,991	\$30,893,024	\$32,382,371
Surplus/ (Deficit)	(\$24,560,266)	(\$26,177,291)	(\$27,583,991)	(\$30,893,024)	(\$32,382,371)
% Change from PY		7%	5%	13%	5%
\$ Change from PY		\$1,617,025	\$1,406,700	\$3,537,035	\$1,489,347
CIP (Capital Improvement Projects)**	\$411,416	\$78,712	\$13,750	\$415,579	\$12,000

\* Other Post-Employment Benefits' actuarial determined contribution for retiree health medical benefits are new in 2024 and 2025

\*\* 2024 CIP is to replace aging station alerting system for dispatching calls

# Summary of Budget Changes

## ► Staffing assumption

- 5% pay increase for IAFF Local 55 group for CY 2024, 3.5% pay increase for unrepresented groups on 6/27/23
- 5% health premium increase
- Align retiree health pay-go to actuarial determined contribution amount
- Employees contribute 4% of top step firefighter pay toward CERBT trust

## ► Non-Staffing

- Fire Station Alerting System
- Increasing costs from Apparatus & Facilities, Radios, and Fuel programs

# Priorities

- Mental Health Response Unit
- Station alerting system replacement
- Fire station replacement (9,12,13)
- Community Emergency Response Team (CERT)
- OPEB liabilities

# City of San Leandro FY24 and FY25 Biennial Budget



## Police Department Budget Presentation to City Council

April 10, 2023



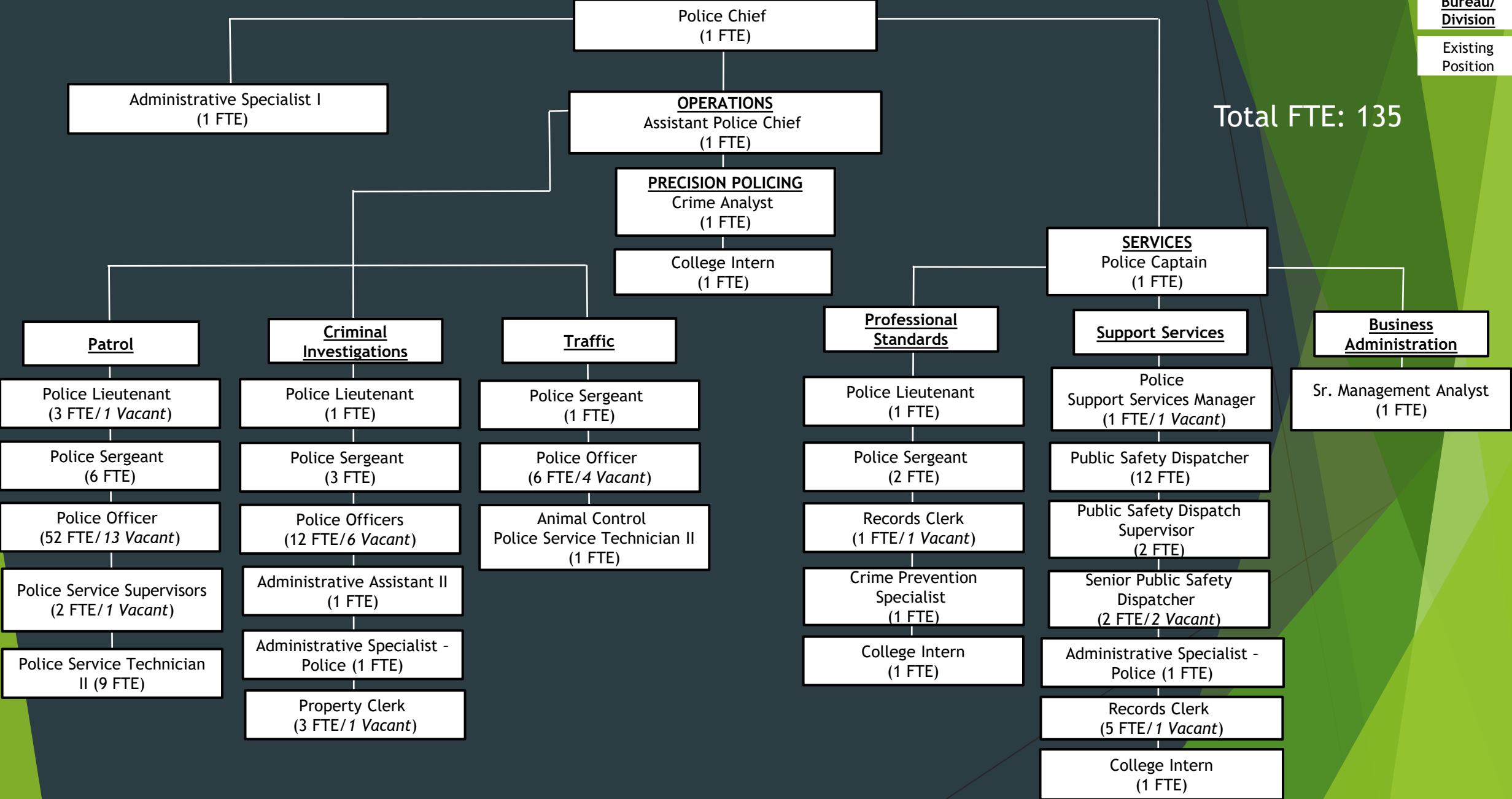
# CURRENT POLICE DEPARTMENT ORGANIZATIONAL CHART

LEGEND

Bureau/  
Division

Existing  
Position

Total FTE: 135



# CURRENT POLICE DEPARTMENT ORGANIZATIONAL CHART (CONTINUED)

- Agency growth is stunted when a command-level employee is burdened with paying invoices
- Our full community policing potential is not being realized under the current structure

# POLICE DEPARTMENT PRIORITIES

## Increase and Retaining Staffing

- Build greater operational efficiency
- Enhance employee skills and innovation
- Leverage technology and employee role in reaching organizational goals

## Employee Wellness

- Improve employee health and wellbeing
- Promote employee morale and job satisfaction
- Optimize performance and productivity
- Educate and alter lifestyle skills to attain best possible health goals
- Enhance mental and physical health as well as resilience

## Transparency and Accountability

- Employ policies, practices, and technology to amplify accountability
- Explore and adopt practices that promote greater internal and external transparency
- Create and support systems to perform periodic audits, efficiency reviews, and critical incident/near-miss reviews

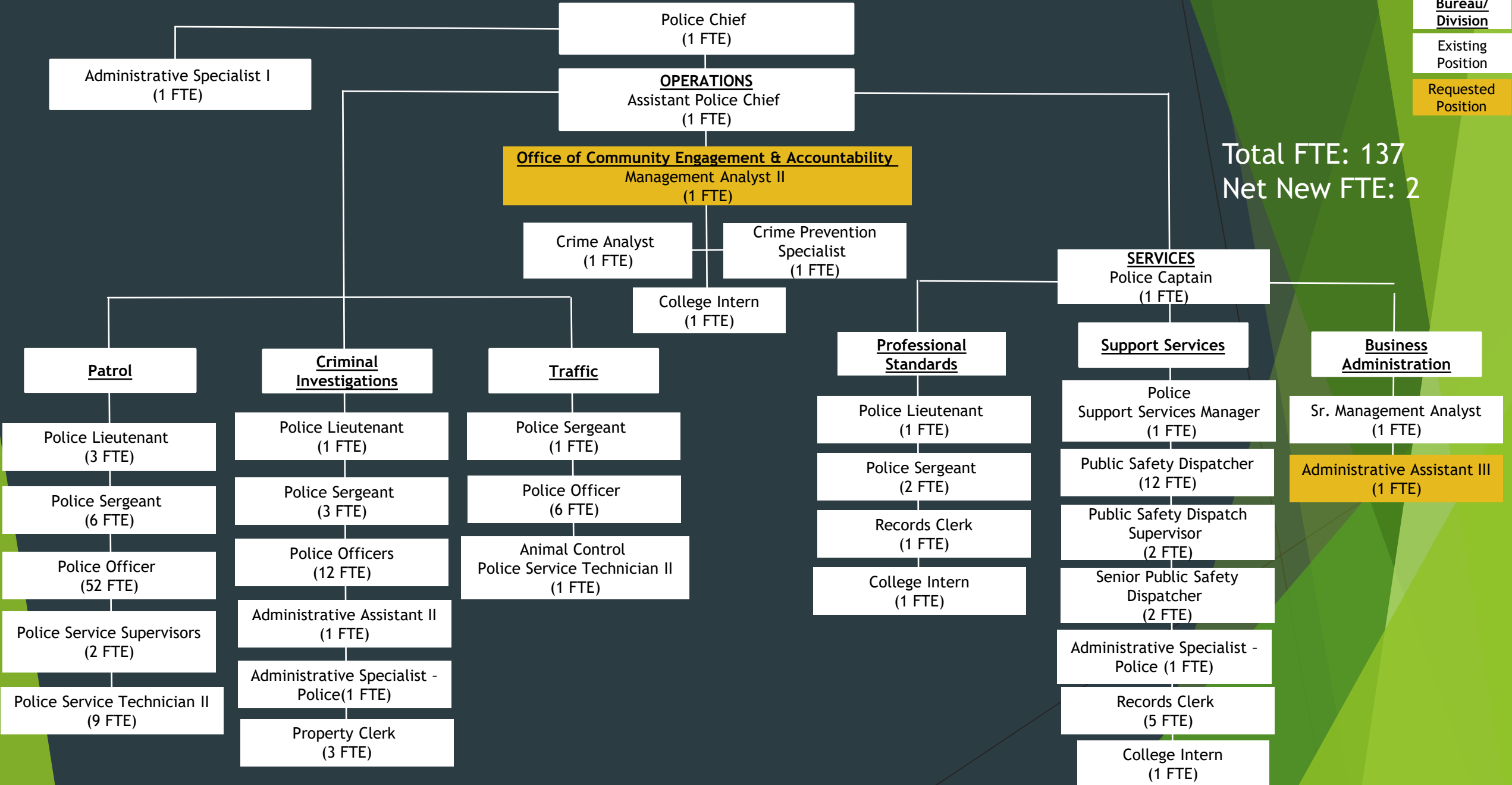
# PROPOSED POLICE DEPARTMENT ORGANIZATIONAL CHART

LEGEND

Bureau/  
Division

Existing  
Position

Requested  
Position



Total FTE: 137  
Net New FTE: 2

# PROPOSED POLICE DEPARTMENT ORGANIZATIONAL CHART (CONTINUED)

- Accelerate the implementation of progressive and sustainable initiatives
- Trust, accountability, and efficiency can be enhanced through a more comprehensive and intentional approach to community policing

# POLICE DEPARTMENT BUDGET CHANGES

## Staffing

- Management Analyst II
- Administrative Assistant III

## Non-Staffing

- East Bay SPCA
- Flock Community Safety Cameras (82 Cameras)
- Outsourced Internal Affairs Investigations
- Meal Prep Delivery Service for Police Dispatchers
- Truleo Personal Video Recording System (PVRs) Review and Analysis
- Recruitment Advertising

### **Increased Labor Costs**

- New employees and ramping up post-COVID trainings
- Uniforms for New Hires
- Background Investigations

### **One-Time Expenses**

- EBRCSA Radio Encryption
- Phone System Replacement (State Mandated)

# POLICE DEPARTMENT

## Operating Costs

Category	2021 Actuals	2022 Actuals	2023 Adjusted Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$2,241,581	\$1,583,936	\$1,823,755	\$1,508,500	\$1,508,500
Salaries & Benefits	\$32,134,579	\$29,894,183	\$33,039,974	\$33,889,357	\$36,434,849
Operations	\$7,145,896	\$7,085,846	\$8,153,881	\$8,080,059	\$8,570,928
Total	\$39,280,475	\$36,980,029	\$41,193,855	\$41,969,416	\$45,005,777
Surplus/ (Deficit)	(\$37,038,893)	(\$35,396,093)	(\$39,370,100)	(\$40,460,916)	(\$43,497,277)
% Change from PY		(6%)	11%	2%	7%
\$ Change from PY		(\$2,300,445)	\$4,213,825	\$775,562	\$3,036,361
Total FTE	137	135	135	137	137

- PD will provide increased level of service and be more efficient
- PD budget will be aligned with actual costs and true needs
- Investments in staff are being made to develop and retain talent
- Additional supervision will provide equity with accountability and guidance



Questions



# Next Steps

- ▶ Continued work to balance and bring forward proposal
- ▶ City Manager Townhall on May 11
- ▶ Present balanced budget to Council in May
- ▶ Public hearing on budget
- ▶ Adoption