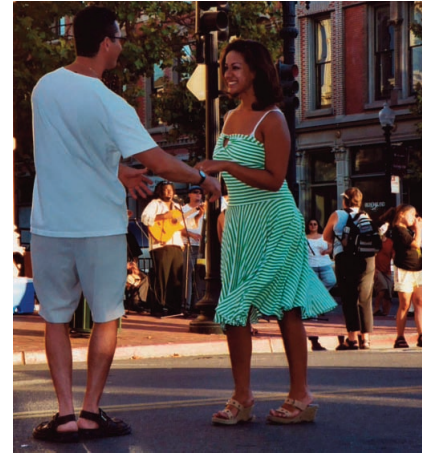
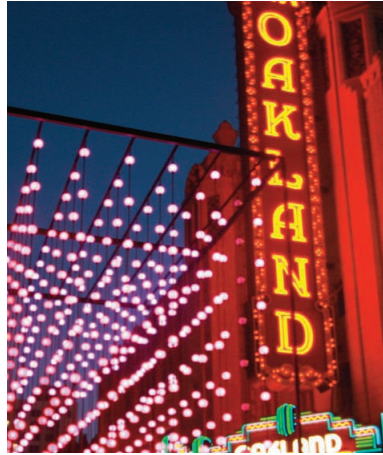
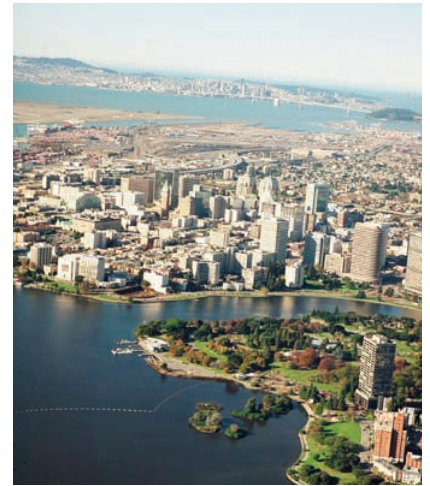




# City of Oakland

CALIFORNIA

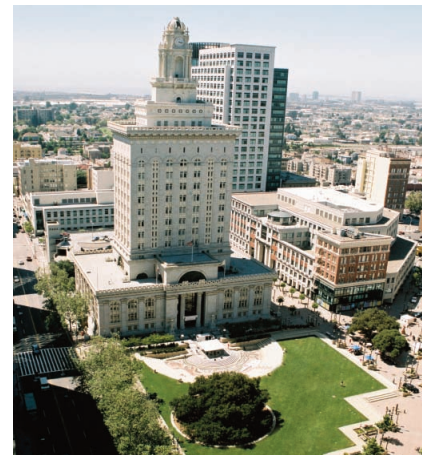


## FY 2011-13 Proposed Policy Budget

### Budget Scenario A All Cuts



Facing Our  
Challenges,  
Revitalizing Our  
Community



# CITY OF OAKLAND

## FY 2011-13 PROPOSED POLICY BUDGET

**Mayor**

**Jean Quan**

### Members of the City Council

**Larry Reid (District 7)**  
President

**Desley Brooks (District 6)**  
Vice-Mayor

**Jane Brunner (District 1)**

**Ignacio De La Fuente (District 5)**

**Rebecca Kaplan (At-Large)**

**Pat Kernighan (District 2)**

**Nancy Nadel (District 3)**

**Libby Schaaf (District 4)**

### Interim City Administrator

**P. Lamont Ewell**

Prepared by the  
City Administrator's Budget Office

**Sabrina Landreth**  
Budget Director

#### Analytical Staff

Herman Chen

Robert R. Davila

Rina Hernandez

Thomas Morgan

Janelle Montu

Kirby Smith

Michelle Soares

Kristin Spanos

#### Support Staff

Debbie Comeaux

Leslie Pham

Leland Lee



#### Additional Analytical Support Provided by

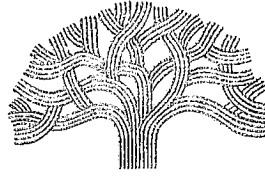
Stephanie Hom

Donna Hom

**Insert Tab**







MAYOR JEAN QUAN  
CITY OF OAKLAND

April 29, 2011

Oakland City Council  
Oakland, California

**CITY OF OAKLAND BUDGET PROPOSAL FOR FY 2011-13**

This is the most difficult budget I have worked on in twenty years of public service. I thank the many City associates, City Council members and residents who gave us frank, even if sometimes painful, suggestions and guidance.

The City of Oakland is at a critical crossroad. Despite the worst financial crisis since the Great Depression, key investments by our city have primed Oakland for the economic recovery and have put us in a strong position to fulfill our promise as a great city. Our goal has been to be fiscally and socially responsible in balancing this budget while maintaining the infrastructure essential for sustainable growth.

Cutting up to another \$58 million after 4 straight years of cuts totaling over \$170 million, or about one fifth of the City budget—during which time almost every employee contributed about 10 percent of their pay or benefits and over 500 positions were eliminated—is a brutal task and will cut into our basic city services.

We are providing 3 budgets based on the possible revenue scenarios:

- 1) **Budget A: The All Cuts Budget** assumes that there are no new revenues from an emergency 5-year parcel measure and no additional employee contributions. As at the federal and state level, **I do not believe we can enact an all cuts budget without irreparable harm to the city's quality of life and ability to capture economic growth during the recovery.**

These are extreme cuts that no one wants to make including mandatory leave without pay days of police and non-sworn employees, closures of fire stations, libraries and recreation centers, cuts in senior and youth services, and more. We ask the Council to reschedule the previously approved Emergency Parcel Tax ballot measure for a mail election now because a June Special Election is not likely; we must let the residents of Oakland have the opportunity to weigh in on this critical decision.

We are also asking all our employees to make more contributions and are in negotiations with all unions including Police and Fire, whose contracts are not technically open. We are exploring a wide range of issues from Leave Without Pay days to pension reform.

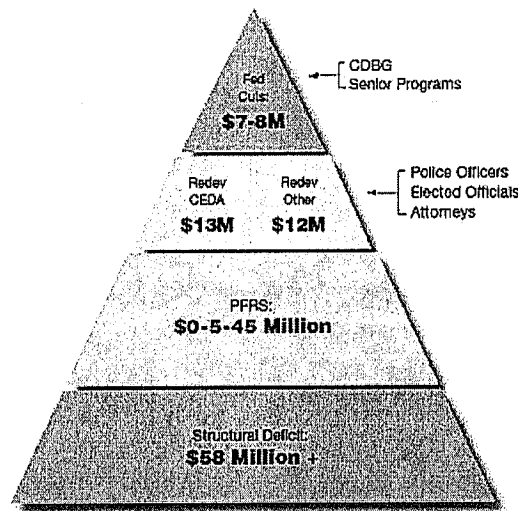
- 2) **Budget B: Reorganization, Cuts & Employee Contributions.** This budget scenario assumes major cuts in all city departments and additional employee contributions.
- 3) **Budget C: Reorganization, Less Cuts, Employee Contributions and Passage of the Emergency 5 Year Parcel Tax.** This budget would allow us to keep all senior centers open 5 days a week with current staffing, maintain police staffing levels, retain all libraries, keep most recreation programs, and retain general funded public works staff; however, it still contains major reorganizations and cuts.

Our overall approach is an attempt to be fair to all groups while trying to reduce the impact on our most vulnerable citizens, especially low income seniors and youth. **Even the least harmful scenario—Budget C—requires shared sacrifices:**

- Painful reductions in services
- Reorganization and new collaborations to maintain or improve services
- More contributions from all employees
- Additional temporary revenues from residents to help us through the recession

**None of these 3 budgets include the still looming federal and state cuts.**

### **Unknown Federal & State Cuts Impact Oakland's Budget**



**Nor do any of the scenarios include the delayed decision on the Police and Fire Retirement System (PFRS).** Our office put three options before the Council Finance Committee in early February to address this issue. Each month of delay diminishes the reserves. We must make a decision in the next 60 days to avoid a cash flow problem. Over the past several weeks we have been able to get the PFRS Board to agree to have the actuarial assumptions and projections for the fund reviewed. We believe this review will give us a more accurate picture and slightly lower annual costs.

The worst case scenario of additional federal and state cuts and a decision not to bond the PFRS pension could lead to an additional \$78 million deficit.

### **MORE FISCAL REORGANIZATION AND CHOICES TO FOLLOW**

The completion of the FY 2011-2013 Budget is only the first step of what must be a major overhaul of our budget process. Immediately after the passage of the Two-Year Budget, we will begin work on the **Long-Term Capital Budget** (facilities maintenance, infrastructure, vehicles and equipment) even though the funds for capital projects are woefully inadequate or non-existent. The **Proposed Redevelopment Agency Budget** will be released soon, even though the possibility of the elimination of the state redevelopment system remains.

We are also working on a **Five-Year Budget** and **Ten-Year Fiscal Plan**, as part of long term planning and financing. This examination will include taking on long term pension reform as part of the State's review of CalPERS and a look at health care costs for both employees and retirees.

### **A STRONG OUTLOOK, REVITALIZING OUR CITY**

Most long term economic forecasts predict that we will have continued growth in jobs and housing because of Oakland's central location and public transportation, especially in the light of rising gas prices and smart growth policies to combat global warming.

The City has moved steadily to build a sustainable budget through reductions and reorganization, repaying internal debt, and building a more accurate baseline budget accounting for all major costs. In comparison to many other cities, this year's bond ratings have thus far have improved, with a "stable outlook" finding by all firms.

The evidence of our city's renaissance is everywhere—from a revitalized art rich Uptown centered on the restored Fox Theater and the vibrant dining options described as the "hottest food scene" in the Bay Area by the *NY Times*. Oakland is increasingly seen as a home base for new technology, green tech and financial firms. This month, two Oakland based solar energy firms--Bright Source and Solar Trust--scored \$3.7 billion in federal loan guarantees. Strengthened neighborhood retail helps balance development and includes the emerging

growth in Temescal, Fruitvale, San Antonio, Laurel and Dimond districts. We have seen new interest from national retailers including the opening of Target in West Oakland and planned Kroger Markets at the Coliseum and Foothill Square.

Over 450 projects representing more than 3000 units have been approved for construction and are awaiting a rebound in lending. Meanwhile, despite the real estate slump, more transit oriented development is underway at the North Oakland MacArthur BART station and at the Coliseum.

Oakland's central location and office space that averages \$10 per sq ft less than San Francisco while being a 10 minute BART ride away, is attracting expanding businesses. This month Gateway Bank moved its headquarters to downtown Oakland and a cluster of software developers are joining Pandora in Uptown.

Health care, a core business of the city continues to grow; Kaiser Permanente is in the midst of a major hospital expansion and Highland and Summit and Children's all are planning expansions or new buildings. The \$300 million plus Oakland Airport Connector has been approved.

The Port of Oakland and City are moving ahead with joint planning to modernize port facilities and to build an efficient and competitive intermodal transportation hub for international trade. This year, the port exported more than it imported and worked to organize California exports of wine, agricultural products, organic foods, and technical equipment in the northern California mega region. We are seeing increased interest by foreign investors. Should we meet President Obama's challenge to double exports by 2015 through our port, we would create 5000 new jobs.

## **PRESERVING OUR CRITICAL CITY INFRASTRUCTURE**

While public safety remains a significant challenge, our overall crime rate continues to decline in double digits for the fourth year in a row. We will maximize the current use of our police force by civilianizing some duties, including oversight, and asking that all officers spend more time on the street working with residents in neighborhoods and commercial areas. We are to return about half of the 33 officers involved in internal affairs to patrol. I will bring back the remaining laid off officers as soon as possible and finance this by delaying the next academy. If we cannot reach agreement on employee contributions, I do not recommend layoffs in the OPD but will recommend Mandatory Leave Without Pay days. To ensure the safety of our residents, we will keep patrol at the current 280 officers and ask officers in other duties to backfill if necessary.

We have increased our investments in youth and have found new ways to collaborate with other public agencies. The private sector and community based organizations are joining in to make our limited resources go farther. The Mayor's Office and Superintendent of Schools have

initiated 3 major initiatives that demonstrate how public agencies are finding new ways to work together without extra funding:

1. We are holding **regular joint meetings of department heads** and are pursuing over 3 dozen ideas on collaborating to save public resources or improve services to youth without increasing funding.
2. In collaboration with President Janet Holmgren of Mills College we have convened an **Education Cabinet** to better align educational institutions and job training programs in order to increase graduation rates, job placement, and reduce truancy.
3. Starting this week we will be joined by community partners in some of the most troubled areas opening up gyms, recreation centers, youth and computer programs & libraries.

We have also restarted regular meetings with the County, the Port, and the Oakland Housing Authority to combine resources.

We will continue to provide vital services to our seniors, although some days at the Senior Centers will be limited to lunch time, and other programming may be provided by other senior agencies. In addition, we have maintained the commitment to our museum, libraries and the cultural arts the amenities that make our city great.

Our physical infrastructure is deteriorating because of decades of cuts. We are organizing more citizen volunteers but this cannot keep up with the need and we must make some tough decisions soon to either increase revenues or reduce facilities.

The city's progress is at risk. We have seen the economic downturn play out in the form of a collapsing revenue base for our city. Last year for the first time in recorded state history, property taxes went down because of the collapse of the real estate market. The county assessor reduced property taxes on about one quarter of all properties, thereby lowering City revenues. This in turn has led to dramatic reductions in City services and staffing. Our ongoing commitment to maintain essential services to the community has led to a disproportionate impact of these cuts on the administrative support systems that make these services possible. Further cuts to general government will most certainly reduce our ability to provide services to the residents of Oakland.

This is why we must fundamentally change the way we do business. We must start with a commitment to work together to put the City on a financially sound footing. This will require everyone to make sacrifices and put the long term interests of the City and its residents at the center of our discussions. It will require a commitment to openness and transparency in debating the various tradeoffs we must consider in order to reach a sustainable balanced budget.



In pursuing this objective we will be guided by a set of principles that I believe will enable us to be fiscally responsible and still achieve the goals I have set for my administration. These principles are:

- To keep Oakland moving forward we will engage all segments of the community in the neighborhoods, schools, economy and government.
- We will ensure access for all by communicating our actions clearly and frequently using a variety of media.
- We will become more efficient and effective through increased interdepartmental and intra-agency collaboration.
- We will ensure our future by investing in children
- We will promote public safety through a balanced approach of prevention and law enforcement.
- We will build capacity and self sufficiency at the block and neighborhood level.
- We will grow revenues by capturing more local spending, expanding business, and job opportunities.

**My goals as Mayor are:**

**Ethical, Transparent and Effective Governance** –through increased civic participation, open lines of communication with city residents and the broader community and greater coordination of public services.

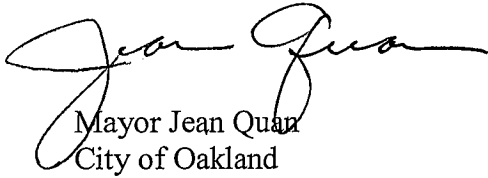
**Comprehensive Neighborhood Safety** –block by block organizing supported by neighborhood councils as the vehicle for service delivery, and coordinated prevention and enforcement activities that improve the relationship and build trust between the our citizens and the public servants who serve them.

**Leadership for Quality Education** – coordinating efforts to ensure students are ready to learn and ready to work, provide mentoring and other supports for students at risk of failure, and increasing collaboration with the school district, higher education and job training organizations.

**Community and Economic Development** – expand the retail base, attract new business clusters while retaining existing industries, expand the Port, increase the availability of good paying jobs and training opportunities, and provide housing to meet all community needs.

**A Cleaner, Greener, Healthier Oakland** - using smart growth and transit policies, better public transportation, planning a more bikable and walkable city preserving and expanding green spaces, promoting urban agriculture and transitioning to cleaner energy sources.

These goals are critically important, and we must make progress on these strategies even while we implement substantial reductions. We invite every resident's input into what may be the most difficult and important budget our City has ever written. We hope that residents will attend the upcoming budget hearings and meetings in May and June and/or send comments and suggestions to [budgetsuggestions@oaklandnet.com](mailto:budgetsuggestions@oaklandnet.com).



Mayor Jean Quan  
City of Oakland

# CITY OF OAKLAND



ONE FRANK H. OGAWA PLAZA • 3RD FLOOR • OAKLAND, CALIFORNIA 94612

Office of the City Administrator  
P. Lamont Ewell  
City Administrator

(510) 238-3301  
FAX (510) 238-2223

April 29, 2011

Honorable Jean Quan  
Oakland, California

RE: Proposed Policy Budget for Fiscal Years 2011-13

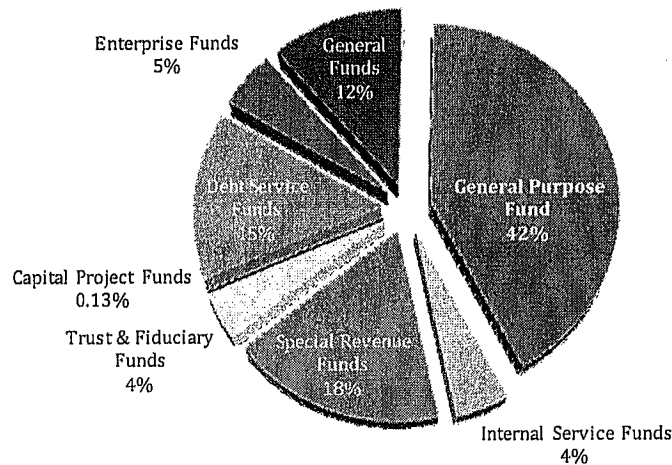
Mayor Quan:

On behalf of the entire City administration, I am transmitting to you the City of Oakland's Proposed Policy Budget for the period of July 1, 2011 through June 30, 2013.

- Oakland's long term forecast is positive; yet like the State of California and many other governments, Oakland is facing some of the most difficult challenges in our history. As we continue to reel from the effects of the worst financial crisis since the Great Depression, we must take action to balance and address structural deficits in the budget so that Oakland will be well positioned when the economy rebounds. This proposed budget reflects the administration's steadfast commitment to putting Oakland on long term, stable financial ground. We have faced difficult decisions in balancing the FY 2011-2013 budget, but we have focused on preserving core government services like public safety, infrastructure investment and protecting our social safety net at a time when it's needed most.

## **BUDGET SUMMARY**

The FY 2011-13 Proposed Budget contains two-year appropriations of approximately \$2 billion, comprised of approximately \$1 billion for FY 2011-12 and approximately \$1 billion for FY 2012-13, across all funding sources. The General Purpose Fund accounts for approximately 42% of the City's total budget.



## **BUDGET BALANCING PRINCIPLES**

---

During the development of this budget we have adhered to the following budgeting principles:

- Principle 1: *Achieve a long-term structurally balanced budget through efficiencies, permanent reductions to the expenditure base, and/or revenue enhancements. Minimize reliance on reserves or the use of one-time revenues for ongoing expenditures.*
- Principle 2: *Give highest priority to protecting the most essential City services.*
- Principle 3: *Maintain an open and transparent process for City employees and the public. Public involvement shall be encouraged in the budget decision-making process through public hearings, public outreach, and information.*
- Principle 4: *Minimize the negative impact on Oakland residents, businesses and employees.*
- Principle 5: *Help strengthen the City's position in the financial and capital markets.*
- Principle 6: *Develop a long-term plan to address negative fund balances.*
- Principle 7: *General Fund revenues shall not be earmarked for any particular purpose, unless required by law or generally accepted accounting principles (GAAP).*
- Principle 7: *All Enterprise Funds shall work to become fully self-supporting from revenues generated by rates, fees, and charges.*

## **KEY BUDGET CONSIDERATIONS**

---

### **General Purpose Fund (GPF) Budget Shortfall**

Despite having addressed over \$170 million in shortfalls over the last several years, stagnant revenues and increasing expenditures continue to cause budget deficits which are projected to continue to grow in each of the next five years, if corrective action is not taken.

Continuation of the current level of services in the GPF in the next two fiscal years, given current revenue and expenditure estimates, would result in a shortfall of \$58 million in FY 2011-12 and \$76 million in FY 2012-13, as reflected in the table below.

	<u>FY 2011-12</u>	<u>FY 2012-13</u>
Baseline GPF Revenues	\$441 million	\$460 million
Baseline GPF Expenditures	\$383 million	\$384 million
<b>Baseline GPF Shortfall</b>	<b>\$(58) million</b>	<b>\$(76) million</b>

The projected shortfall is caused by both decreased revenues due to the recession and increased costs of providing current programs. Declines in fund transfers and one-time transactions, as well as drops in parking citation revenue and real estate transfer taxes are responsible for the largest portion of the drop in the general fund revenue. The City is also projecting a continued decline in its property tax of approximately 1.0%, and flat or slight decreases in revenues in all other categories, such as utility consumption tax, business tax, sales tax, and transient occupancy tax (hotel tax).

On the expenditure side, employee salaries are projected to increase primarily due to removal of the business shutdown days (since the non-sworn employee contracts expire June 30th) and position step increases. Employee benefit costs are projected to increase due to higher projected CalPERS retirement and medical rates. Other factors contributing to the expenditure increases include Internal Service Fund charges and a budgeted subsidy to Measure Y from the GPF. The Measure Y Fund has a structural shortfall as the revenue (from parcel and parking taxes) is insufficient to cover the required expenses. The City was able to use fund balance to cover the shortfall in prior years; however, those funds have been exhausted.

### **Budget Concerns in Other Funds**

Many non-GPF City funds have serious financial issues. Some result from historical overspending and/or under collection. Others stem from more recent operational shortfalls. At the close of FY 2009-10, over \$138 million remained in negative fund balances, with approximately \$49 million of that caused by Internal Service Funds (ISF). The FY 2009-11 Budget included a repayment plan for the City to repay itself for the use of pooled cash for both program and ISFs. The plan has been monitored closely by staff and to date over \$7 million in payments towards reducing the negative balances and mitigating the accumulation of negative interest has been made. Continued commitment



to repayment, especially while interest rates are low, is needed to ensure the necessary financial progress. The Proposed Policy Budget maintains these repayment plans.

### **Other Budget Challenges**

#### *Pension and Medical Benefits*

Like many other states and municipalities, Oakland is grappling with the growing cost of retiree pensions and medical plans. In the coming years, Oakland will need to further address the rising liabilities of pension and medical costs. The City maintains three pension systems, of which two are closed systems and one is its medical fund. The Oakland Municipal Employees Retirement System (OMERS) has a modest unfunded liability of \$743,000. The California Public Employees Retirement System (PERS) for both Public Safety and civilian employees is approximately 77% funded with an unfunded liability of \$677 million. For Other Post-Employment Benefits (OPEB), the retiree healthcare benefit plan, the City has opted to employ a pay-as-you go strategy. As of the July 1, 2008 actuarial study, the accrued liability is over \$591 million.

The Police and Fire Retirement System ("PFRS") provides pension, disability and beneficiary payments to retired Police and Fire sworn members who were hired prior to 1976 (since that time all retired sworn staff has been covered under the PERS retirement system). Under Article XXVI of the City's Charter, the City is obligated to fund these retirement benefits until 2026. PFRS is currently funded at only 37.6% (actuarial value of assets/actuarial liabilities) or unfunded by \$494 million. Given the low funding level, a one-time or ongoing investment into the system has become a matter of fiscal urgency. Moreover, a payment holiday that the City negotiated with PFRS will expire in July 2011. The City will be required to deposit to PFRS beginning FY 2011-12 an annual contribution of approximately \$45.6 million. Resuming annual contributions of this magnitude to PFRS would place extreme pressure on the City's General Fund. The Mayor and staff presented several options to the City Council to meet the City's obligations and will be bringing them forward again for action.

#### *Capital Improvement Projects*

The estimated total capital improvement need for Oakland is over \$1.6 billion. The resources required to improve, repair and maintain the City's streets, facilities, storm drains, sidewalks and parks far exceeds available funds. It is estimated that, over the next two years, the City needs \$550 million to repair and build facilities, \$23 million to maintain current street conditions, \$20 million to bring all access entries into ADA compliance, \$30 million to repair or replace high priority storm drains and \$37 million to develop or renovate priority park projects. Given the budget constraints, there are tradeoffs to be considered between capital projects and operational demands. Nevertheless, strategic investment and financial planning for capital improvements is fundamental to the well-being of the City. Residents, businesses and employees rely on access to safe, usable infrastructure. Continued deferred maintenance and investment ratchets up costs and increases the City's exposure to financial and accidental risk.

### *Equipment*

The City requires an estimated annual amount of \$8.4 million in equipment replacement. This includes ladder trucks, fire pumper trucks, fire support vehicles, heavy duty equipment, marked patrol cars, unmarked police cars, motorcycles, staff pooled vehicles, and light-to-medium duty trucks. On average, city vehicles, including those used by police, fire and public works, are approximately 10 years old, much older than industry standards. Most cars and trucks are no longer covered under the manufacturer's warranty and major repairs are costly. Additionally, because of the age of the fleet, replacement parts are difficult to find or are no longer available. The delays associated with locating parts cause inefficiencies such as extended times out of service, thereby affecting service delivery across all agencies.

### **Budget Constraints**

During the budget development process, consideration was given to the restrictions placed on the use of the City's General Purpose Fund. Outside of public safety and mandated services, only a small portion of the expenditures is discretionary. Nearly three-quarters goes to pay for police, fire and debt service. Another seven percent is dedicated to several ballot measures such as Measure Q (libraries) and Measure K/OO/D (Kids First!). These measures require baseline spending levels, so the funds cannot be cut without jeopardizing either the revenue they generate or other charter requirements. About five percent of the GPF pays for revenue-generating staff and charter-mandated positions, such as elected officials. **After accounting for these constraints, only \$72 million remains for all other General Fund programs.**

### **The Approach**

For Fiscal Years 2011-13, we have developed three separate Proposed Budgets, under three separate sets of assumptions:

**Budget Scenario A:** Budget A assumes no voluntary contributions from employees or new taxes. It achieves a balanced budget primarily through departmental reductions, property sales and imposed Mandatory Leave Without Pay days.

**Budget Scenario B:** Budget B assumes employee contributions, lower departmental reductions and one-time revenues.

**Budget Scenario C:** Budget C assumes voter-approval of a new \$80 parcel tax, in addition to employee contributions – greatly reducing the necessary departmental reductions.

We are working in active partnership with our City employees and are hopeful that they will once again make significant sacrifices to help balance the budget and preserve services and jobs. However, these discussions are still taking place so Budget A has been proposed in the event the City does not receive any voluntary contributions from its employees.

If this partnership with our public employee unions is successful, it will prevent more than 232.09 layoffs that would otherwise have been necessary, as reflected in Budget B. If a parcel tax is placed on the ballot and is successful, it will prevent an additional 55.82 layoffs, as reflected in Budget C.

## **RECOMMENDED BALANCING MEASURES**

---

### **Organizational Changes**

This budget makes the following organizational changes to reduce expenditures and administrative layers, and in an effort to improve the effectiveness of individual programs and services by aligning them closely with other related functions:

- Department of Contracting and Purchasing: the Department has been merged with other departments. The Purchasing function has been moved to the Finance and Management Agency; the Contract Administration function has been absorbed within the Public Works Agency, Department of Engineering and Construction; the Contract Compliance function has been moved to the City Administrator's Office.
- Parking Division: the functions have been moved to the Finance and Management Agency, Revenue Division. In the second year, the Parking Payment Center will be relocated to the 1<sup>st</sup> Floor of 250 Frank H. Ogawa Plaza, from the 6<sup>th</sup> Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.
- Budget Office: the Office is reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.
- Central Stores: the unit has been eliminated and City agencies/departments will now manage their supplies on a just-in-time basis. Some large, emergency equipment stored at the facility for the Public Works and the Oakland Fire Department will remain.
- Department of Human Services, Oakland Public Library, and Office of Parks & Recreation: in order to better collaborate on funding streams, programming, facilities, wrap-around services, partnerships with the County, and providing community services, the departments will be reorganized into a Life Enrichment Agency in year two, FY 2012-13. An interdepartmental taskforce is working on the restructuring details which will be brought forward during the FY 2012-13 Midcycle Budget process.

- Police Department: Office of the Inspector General (OIG) in the Police Department will be managed by a civilian Inspector General. Based upon national best practices, conversations with the court, and our federal monitors, it has been suggested that the OIG be civilianized, placed outside of the OPD, and report directly to the City Administrator. Although this is not a specific task of the Negotiated Settlement Agreement (NSA) implementation will help ensure that the reforms of the NSA remain beyond the terms of federal monitoring. The civilianization of the OIG is just one of the initial steps in the first phase of civilian oversight for the Oakland Police Department. In addition, while not affecting the overall budget, we expect to transfer many of the sworn officers in Internal Affairs back to patrol in the next year in compliance with further reforms.

### Revenue Adjustments

Proposed revenue increases include:

- One-Time or Limited-Duration Revenues (\$1.9 million)  
**\$1.9 million** in one-time revenue or fund transfers are anticipated from unclaimed cash, transfer from other funds balances, such as the Golf and False Alarm Funds.
- Ongoing Revenues (\$2.1 million - \$2.6 million)  
**\$.50 million** will be generated in FY 11-12 through an increase in the number of commercial fire inspections (**\$.75 million** in FY 12-13). Approximately **\$.60 million** is anticipated in increased service charges in various departments (including Parks & Recreation and City Administrator's Office). **\$1.0 million** in revenue is anticipated from the lease of billboard space.
- Property Sales (\$2 million to \$19 million)  
*Budget Scenario A:*  
Anticipates **\$10 million** in property sales in FY 11-12 and **\$19 million** in FY 12-13, mainly through the sale of the Kaiser Convention Center to a third party.  
  
*Budget Scenario B:*  
Anticipates **\$2 million** in property sales in FY 11-12 and **\$10 million** in FY 12-13, mainly through the sale of the Kaiser Convention Center to a third party.  
  
*Budget Scenario C:*  
Anticipates **\$4 million** in property sales in FY 11-12 and **\$16 million** in FY 12-13, mainly through the sale of the Kaiser Convention Center to a third party.

### Expenditure Adjustments

Proposals for GPF expenditure reductions by department are summarized in the table below, and are followed by a listing of significant changes.

**BUDGET SCENARIO A:**

Agency/Department	FTE Change	FTE Change	GPF Expenditures	
	FY 2011-12	FY 2011-12	FY 2011-12	FY 2012-13
	All Funds	GPF		
Mayor	-	-	1,140,905	1,169,225
City Council	-	-	2,144,689	2,191,811
City Administrator	(0.40)	1.83	6,961,573	7,187,934
City Clerk	(1.00)	(2.19)	1,455,511	1,875,292
City Attorney	(1.00)	-	4,234,458	4,364,175
City Auditor	-	-	1,069,789	1,120,618
Contracting & Purchasing	(22.50)	(14.50)	-	-
Information Technology	(8.00)	(9.00)	8,121,537	8,318,619
Finance & Management	(23.10)	(23.91)	19,957,623	20,195,239
Human Resources	(1.50)	(1.55)	4,137,610	4,134,573
Police Services	(41.00)	(43.00)	164,623,515	172,043,100
Fire Services	(4.60)	(4.60)	101,541,515	110,268,420
Museum	(7.63)	(7.63)	5,728,826	5,916,221
Library	(193.24)	(53.45)	3,611,655	3,712,794
Parks & Recreation	(22.82)	(25.67)	11,673,853	12,718,459
Human Services	(4.86)	(3.98)	4,466,500	4,609,756
Public Works	(32.56)	(25.50)	-	-
Community & Economic Development	(3.50)	(3.50)	443,114	443,902
Non-Departmental	-	-	66,537,395	62,723,865
Capital Improvement Program	-	-	252,000	252,000
<b>Total:</b>	<b>(367.71)</b>	<b>(216.65)</b>	<b>408,102,068</b>	<b>423,246,003</b>



**BUDGET SCENARIO B:**

Agency/Department	FTE Change	FTE Change	GPF Expenditures	
	FY 2011-12 All Funds	FY 2011-12 GPF	FY 2011-12	FY 2012-13
Mayor	-	-	1,140,905	1,169,225
City Council	-	-	2,144,689	2,191,811
City Administrator	0.60	1.83	6,961,573	7,187,934
City Clerk	(1.00)	(2.19)	1,455,511	1,875,292
City Attorney	(1.00)	-	4,234,458	4,364,175
City Auditor	-	-	1,069,789	1,120,618
Contracting & Purchasing	(22.50)	(14.50)	-	-
Information Technology	(6.00)	(9.00)	8,121,537	8,318,619
Finance & Management	(19.10)	(20.91)	20,315,750	20,597,751
Human Resources	(0.50)	(0.55)	4,257,701	4,257,072
Police Services	(31.00)	(33.00)	165,614,345	173,057,390
Fire Services	(4.60)	(4.60)	101,852,235	110,594,338
Museum	(7.63)	(7.63)	5,728,826	5,916,221
Library	-	(4.00)	9,060,000	9,059,889
Parks & Recreation	(17.62)	(20.47)	12,773,363	13,756,832
Human Services	(3.00)	(2.12)	4,759,236	4,907,186
Public Works	(19.77)	(25.50)	-	-
Community & Economic Development	(2.50)	(2.50)	648,375	651,139
Non-Departmental	-	-	66,557,760	62,592,769
Capital Improvement Program	-	-	252,000	252,000
<b>Total:</b>	<b>(135.62)</b>	<b>(145.14)</b>	<b>416,948,053</b>	<b>431,870,261</b>

**BUDGET SCENARIO C:**

Agency/Department	FTE Change	FTE Change	GPF Expenditures	
	FY 2011-12 All Funds	FY 2011-12 GPF	FY 2011-12	FY 2012-13
Mayor	-	-	1,140,905	1,169,225
City Council	-	-	2,144,689	2,191,811
City Administrator	0.60	1.83	6,961,573	7,187,934
City Clerk	(1.00)	(2.19)	1,455,511	1,875,292
City Attorney	(1.00)	-	4,234,458	4,364,175
City Auditor	-	-	1,069,789	1,120,618
Contracting & Purchasing	(22.50)	(14.50)	-	-
Information Technology	(1.00)	(4.00)	8,826,711	9,039,951
Finance & Management	(19.10)	(20.91)	20,315,750	20,597,751
Human Resources	-	(0.05)	4,577,191	4,691,757
Police Services	(21.00)	(23.00)	171,533,684	182,468,584
Fire Services	(4.60)	(4.60)	101,852,235	110,594,338
Museum	(7.63)	(7.63)	5,728,826	5,916,221
Library	-	-	9,434,202	9,705,389
Parks & Recreation	(2.57)	(5.42)	13,711,344	14,272,758
Human Services	(1.00)	(0.12)	4,966,281	5,119,076
Public Works	-	-	2,562,824	2,638,019
Community & Economic Development	1.00	-	929,099	937,570
Non-Departmental	-	-	68,425,672	64,610,036
Capital Improvement Program	-	-	252,000	252,000
<b>Total:</b>	<b>(79.80)</b>	<b>(80.59)</b>	<b>430,122,744</b>	<b>448,752,505</b>

**Mayor**

- ❖ A fifteen percent (15%) reduction is proposed for all elected offices in each Budget Scenario.

**City Council**

- ❖ A fifteen percent (15%) reduction is proposed for all elected offices in each Budget Scenario.

**City Administrator**

- ❖ Reduction of KTOP Channel 10 programming – the City will limit the number of televised public meetings to those required by City Charter: City Council, Redevelopment Agency, and Port Commission meetings. Planning Commission meetings will also be televised.
- ❖ ADA & CPRB - staff is shifted from the GPF to JAG grant funds
- ❖ Reductions to Equal Access, Public Ethics and other units within the City Administrator's Office
- ❖ Budget Office is reduced and reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.

**City Attorney**

- ❖ A fifteen percent (15%) reduction is proposed for all elected offices in each Budget Scenario.

**City Auditor**

- ❖ A fifteen percent (15%) reduction is proposed for all elected offices in each Budget Scenario.

**City Clerk**

- ❖ A portion of the GPF budget is transferred to the Oakland Redevelopment Agency (Fund 7780) to reflect the actual level of ORA-related activities performed the Office of the City Clerk
- ❖ Realignment of annual election costs
- ❖ Elimination of Agenda Duplication for City Staff (Reports available online for print)
- ❖ Reduction of front desk services and position downgrade

**Contracting & Purchasing**

- ❖ Purchasing function is moved to the Finance and Management Agency; Contract Administration function is absorbed within the Public Works Agency, Department of Engineering and Construction; Contract Compliance function is moved to the City Administrator's Office.

### **Information Technology**

- ❖ In the Budget Scenario A, 7.0 FTEs are eliminated, with the duties to be absorbed by remaining staff and/or reduced service level.
- ❖ In Budget Scenario B, 5.0 FTEs are eliminated.
- ❖ In Budget Scenario C, zero positions are eliminated.

### **Finance & Management Agency**

- ❖ Consolidation of the Parking Division into Revenue Division; in the second year, the Parking Payment Center will be relocated to the 1st Floor of 250 Frank H. Ogawa Plaza, from the 6th Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.
- ❖ Reduction in Accounting, Treasury and Administration positions; increased Treasury Recoveries

### **Human Resources**

- ❖ In the Budget Scenario A, 4.5 FTEs are eliminated, with the duties to be absorbed by remaining staff and/or reduced service level.
- ❖ In Budget Scenario B, 3.5 FTEs are eliminated.
- ❖ In Budget Scenario C, zero positions are eliminated.

### **Police**

- ❖ Elimination of administrative positions
- ❖ Grounding of the helicopter program; elimination of take-home vehicles
- ❖ Civilianized Inspector General
- ❖ Elimination of 10.0 Neighborhood Services Coordinators (Budget Scenario A); reduction of 1.0 NSCs (Budget Scenarios B&C)
- ❖ Reduced Overtime
- ❖ Full Academy (in year 2 in Budget Scenarios A&B; one in each year in Budget Scenario C)
- ❖ Budget Scenarios A&B: budgeted sworn strength at 640 FTE in FY 11-12 and 600 FTE in FY 12-13 (no layoff, reduce workforce thru attrition)
- ❖ Budget Scenario C: budgeted sworn strength at 650 FTE in both FY 11-12 and in FY 12-13

### **Fire**

- ❖ Vegetation Management program reduced from year round to seasonal (6 months)
- ❖ Restructuring of Arson Investigation program in FY 12-13
- ❖ Elimination of take-home vehicles and the fire boat
- ❖ Budget Scenario A: elimination of Hazardous Material Premium Pay and closure of four fire stations – personnel and equipment would be merged with other facilities.

## **Museum**

- ❖ The operations of the Oakland Museum of California will be performed by the Oakland Museum Foundation through a contractual agreement between the City of Oakland and the Oakland Museum Foundation.

## **Library**

- ❖ Budget Scenario A: most branch libraries will be closed; only four regional libraries will remain open – 81<sup>st</sup> Avenue, Dimond and Rockridge branches. The Main Library will remain open with full programming.
- ❖ Budget Scenario B: General Fund reduced to Measure Q baseline level
- ❖ Budget Scenario C: no reduction

## **Parks & Recreation**

- ❖ The programs for the Brookdale Recreation Center and the Discovery Center will be consolidated and merged under one facility.
- ❖ The Tassafaronga and Campbell Village Recreation Centers will be transferred to other agencies.
- ❖ Budget Scenario A: San Antonio, Poplar and Manzanita Recreation Centers will reduce programming and be transferred to other agencies.
- ❖ Budget Scenario A&B: Live Oak Pool will be closed during the summer.
- ❖ Under Budget Scenarios A&B, the opening of the East Oakland Sports Center will be delayed by 6 months.

## **Human Services**

- ❖ Budget Scenario A: Senior Center services will be reduced to three (3) days per week; however, lunch will still be served five (5) days a week.
- ❖ Budget Scenario B: Senior Center services will be reduced to four (4) days per week; however, lunch will still be served five (5) days a week.
- ❖ Budget Scenario C: no reduction

## **Public Works**

- ❖ Budget Scenarios A&B: elimination of all direct GPF for Agency. Reduction of 25.5 FTEs in Tree Services and Park Maintenance.
- ❖ Budget Scenario C: no reduction

## **Community & Economic Development Agency**

- ❖ Budget Scenario A: elimination of Film Office and Cultural Arts & Marketing GPF support.
- ❖ Budget Scenario B: reduction of Film Office and Cultural Arts & Marketing support.
- ❖ Budget Scenario C: no reduction



### **Non-Departmental**

- ❖ Transfer of City Physician to Workers Compensation Fund (1150)
- ❖ Elimination of MOU Negotiation Contract
- ❖ Elimination of City/County Collaboration on Children & Youth
- ❖ Reduction of transfer to Kids' First Fund
- ❖ Budget Scenario A: 100% reduction in grants and subsidies provided to outside agencies
- ❖ Budget Scenario B: 50% reduction in art grants and 15% reduction in subsidies provided to outside agencies
- ❖ Budget Scenario C: assumes no reduction in art grants or subsidies

### **Employee Contributions**

- ❖ Budget Scenario A assumes fifteen (15) Mandatory Leave Without Pay days for sworn police and all non-sworn city staff; no voluntary employee contributions.
- ❖ Budget Scenarios B&C assumes contributions by all employee unions.

## **BUDGETING FOR THE FUTURE**

---

Even as we tackle the challenges of today, we are laying the groundwork for long-term reform that will put Oakland on more stable financial ground for years to come. We are developing a five-year financial plan to help City government confront emerging financial challenges.

While the budget is only submitted once per year, effectively managing our government's finances is a year-round activity. We will continue to work to protect core services through financially responsible decisions, and we know our work will not be completed with this budget. We face uncertainty in the economy, and a State government with deep financial troubles. But we will continue to work throughout the coming weeks and months to ensure City government is focused on providing needed services and remaining financially healthy now and for years to come.

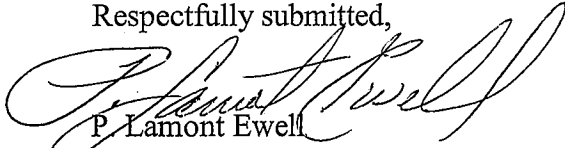
To that end, the City will continue the ongoing development and extension of multi-year forecasting of expenditures and revenues. We are focused on enhancing our long term budget planning processes and will work to refine the five-year budget projections, as well as extend from a five-year to a ten-year forecast. In addition, the City will look towards implementation of a performance management process that provides service outcome data to inform program development and budget decision making, as well as the implementation of a long term Capital Improvement Plan.

## CONCLUSION

---

The Proposed Policy Budget for FY 2011-13 incorporates organizational improvements brought about by the necessity to close significant funding gaps and protect the City's fiscal integrity. We will continue to reorganize and streamline internal processes and systems so that we are well positioned to expand service delivery when the economic conditions improve.

Respectfully submitted,



P. Lamont Ewell  
City Administrator

# **SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13**

## **Assumptions**

- 15 imposed furlough days

## **Significant Organization Changes**

- This budget makes the following organizational changes to reduce expenditures and maintain the effectiveness of individual programs and services by aligning them closely with other related functions:
  - The Department of Contracting and Purchasing has been merged with other departments. The Purchasing function has been moved to the Finance and Management Agency. The Contract Administration function has been absorbed within the Public Works Agency, Department of Engineering and Construction. The Contract Compliance function has been moved to the City Administrator's Office.
  - The Parking Division has been moved to the Finance and Management Agency, Revenue Division. In the second year, the Parking Payment Center will be relocated to the 1<sup>st</sup> Floor of 250 Frank H. Ogawa Plaza, from the 6<sup>th</sup> Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.
  - The Budget Office is reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.
  - The Central Stores unit has been eliminated and City agencies/departments will now manage their supplies on a just-in-time basis. Some large, emergency equipment stored at the facility for the Public Works and the Oakland Fire Department will remain.
  - The Department of Human Services, Oakland Public Library, and Office of Parks & Recreation will be reorganized into a Life Enrichment Agency in year two, FY 2012-13, in order to better collaborate on funding streams, programming, facilities, wrap-around services, partnerships with the County, and providing community services. A taskforce will come forward with restructuring details during the 2012-13 Midcycle Budget process.
  - The Office of the Inspector General (OIG) in the Police Department will be managed by a civilian Inspector General, in the first phase of civilian oversight of the Police Department.
- To reduce expenditures and minimize the reduction of service levels, this budget includes the closure and/or consolidation of facilities, as well as the transfer of program operations to other agencies.
  - The operations of the Oakland Museum of California will be performed by the Oakland Museum Foundation through a contractual agreement between the City of Oakland and the Oakland Museum Foundation.
  - The programs for the Brookdale Recreation Center and the Discovery Center will be consolidated and merged under one facility.
  - The Tassafaronga, San Antonio, Campbell Village, and Willie Keyes Recreation Centers will reduce programming and operations will be transferred to other agencies.
  - Live Oak Pool will be closed during the summer.

- The opening of the East Oakland Sports Center will be delayed by 6 months.
- Senior Center services will be reduced to three (3) days per week.
- The Film Office will be eliminated.
- Four (4) fire stations will be closed.
- All branch libraries will be closed, with the exception of 81<sup>st</sup> Avenue, Dimond and Rockridge branches. The Main Library will remain open with full programming.
- KTOP Channel 10 will limit the number of televised public meetings to those required by City Charter: City Council, Redevelopment Agency, and Port Commission meetings. Planning Commission meetings will also be televised.

**SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES  
AND REVENUE ENHANCEMENTS  
FY 2011-13  
(continued)**

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>Significant Revenue Changes</b>			
SERVICE CHARGES			
Revenue from increased fire inspections of commercial buildings.		\$0.50	\$0.75
Additional revenue from increased taxi cab fees; Lake Merritt extended parking hours, aquatic fees; additional billboard revenue.		\$1.56	\$1.56
Use of unclaimed cash (one-time).		\$0.30	
FUND TRANSFERS			
Transfer from Fund 2411 - False Alarm Reduction Program fund balance.		-	\$1.00
Transfer from Fund 1770 - Telecommunications Land Use fund balance.		\$0.20	\$0.20
Transfer from Fund 3200 - Golf Course fund balance.		\$0.40	\$0.40
MISCELLANEOUS			
Sale of City-owned properties to third parties		\$10.00	\$13.40
<b>Significant Expenditure Changes</b>			
Mandatory Leave Without Pay Days - 15 days for sworn police and citywide non-sworn		(\$11.88)	(\$11.88)
Reduce City-paid cellphones		(\$0.15)	(\$0.15)
Department of Human Services, Oakland Public Library, and Office of Parks & Recreation reorganized into a Life Enrichment Agency in Midcycle Budget		\$0.00	(\$1.00)
Savings in Internal Service Funds charges to the GPF through the use of one-time revenue applied towards negative fund balances, and the removal of mothballed and other underutilized City-owned facilities from asset pool		-	(\$6.80)
Lower Worker's Compensation Accrual Rates		(\$1.00)	(\$1.00)
MAYOR			
15% overall GPF Reduction, including 25% pay reduction for Mayor		(\$0.20)	(\$0.21)

**SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES  
AND REVENUE ENHANCEMENTS  
FY 2011-13  
(continued)**

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>CITY COUNCIL</b>			
15% overall GPF Reduction		(\$0.38)	(\$0.39)
<b>CITY ADMINISTRATOR</b>			
ADA & CPRB - shift staff to JAG grant and reduce O&M	(0.75)	(\$0.11)	(\$0.12)
Reductions to Equal Access, Public Ethics and other units within the City Administrator's Office	(2.00)	(\$0.32)	(\$0.34)
Budget Office: reduce and reorganize such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency	(4.90)	(\$0.69)	(\$0.73)
<b>CITY ATTORNEY</b>			
15% overall GPF Reduction		(\$0.71)	(\$0.74)
<b>CITY AUDITOR</b>			
15% overall GPF Reduction		(\$0.21)	(0.22)
<b>CITY CLERK</b>			
Transfer budget to Oakland Redevelopment Agency (Fund 7780) to reflect the actual level of ORA-related activities performed the Office of the City Clerk	(1.02)	(\$0.13)	(\$0.14)
Realignment of annual election costs	-	(\$0.36)	\$0.02
Elimination of Agenda Duplication for City Staff (Reports available online for print)	-	(\$0.78)	(\$0.78)
Reduction of front desk services and position downgrade	(1.00)	(\$0.12)	(\$0.13)
<b>CONTRACTING AND PURCHASING</b>			
Purchasing function moved to the Finance and Management Agency; Contract Administration function absorbed within the Public Works Agency, Department of Engineering and Construction; Contract Compliance function moved to the City Administrator's Office.	(1.50)	(\$0.25)	(\$0.26)

**SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES  
AND REVENUE ENHANCEMENTS  
FY 2011-13  
(continued)**

<b>GENERAL PURPOSE FUND (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Savings (in millions)</b>	<b>FY 2012-13 Savings (in millions)</b>
<b>INFORMATION TECHNOLOGY</b>			
Eliminate 7.0 FTEs, duties will be absorbed by remaining staff and/or reduce service level	(7.00)	(\$0.95)	(\$0.97)
Transfer 1.0 FTE Information Systems Supervisor to False Alarm Fund (Fund 2411)	(1.00)	(\$0.18)	(\$0.18)
Transfer 1.0 FTE Systems Programmer II to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	(1.00)	(\$0.12)	(\$0.13)
<b>FINANCE &amp; MANAGEMENT</b>			
Consolidate Parking Division into Revenue Division and reorganize division; in the second year, the Parking Payment Center will be relocated to the 1st Floor of 250 Frank H. Ogawa Plaza, from the 6th Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.	(13.71)	(\$1.30)	(\$1.43)
Reduce Accounting, Treasury and Administration positions; increased Treasury Recoveries	(5.00)	(\$1.01)	(\$1.08)
<b>HUMAN RESOURCES</b>			
Eliminate 4.5 FTE [2.0 FTE Assistant HR Analysts, 1.0 FTE Sr. HR Analyst, 1.00 FTE Human Resource Analyst (CONF), 0.5 FTE Employee Assistance Svcs Coordinator]; transfer 0.3 FTE to	(4.80)	(\$0.53)	(\$0.65)
<b>POLICE SERVICES</b>			
Eliminate 1.0 FTE Police Records Specialist, 1.0 FTE Payroll Personnel Clerk II (Jan 2012), 1.0 FTE Payroll Personnel Clerk III (Jan 2012), 1.0 FTE Management Assistant	(4.00)	(\$0.28)	(\$0.37)
Ground helicopter program; eliminate take-home vehicles		(\$0.16)	(\$0.16)
Budget Sworn Staff to 640 FTE in FY 11-12 and 600 FTE in FY 12-13 (no layoff, reduce workforce through attrition)		(\$4.77)	(\$12.38)
Civilianize Inspector General		(\$0.11)	(\$0.11)

**SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES  
AND REVENUE ENHANCEMENTS  
FY 2011-13  
(continued)**

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
Eliminate 10.0 FTE Neighborhood Services Coordinators	(10.00)	(\$0.99)	(\$1.01)
Transfer 2.0 FTE Police Communications Supervisors to False Alarm Fund (Fund 2411)	(2.00)	(\$0.29)	(\$0.29)
Reduced Overtime		(\$2.00)	(\$2.00)
Full Police Academy in FY 12-13			\$4.00
<b>FIRE SERVICES</b>			
Change Vegetation Management group to Permanent Part Time (6.0 FTE Fire Suppression District Inspectors reduced to 3.0 FTE); the program will be reduced from year round to 6 months	(3.00)	(\$0.29)	(\$0.30)
Transfer 1.0 FTE Emergency Services Manager to US Dept of Homeland Security (Fund 2123) in FY 12-13	(1.00)		(\$0.25)
Eliminate 1.0 FTE Fire Division Manager and .60 FTE Emergency Planning Coord; Eliminate 2.0 FTE Fire Investigators in FY 12-13; revert 2 Investigators to Firefighters	(3.60)	(\$0.25)	(\$0.66)
Eliminate take-home vehicles and the Fire Boat		(\$0.06)	(\$0.06)
Eliminate Hazardous Material Premium Pay		(\$0.17)	(\$0.17)
Close Four Stations: Close Station 7, Move the engine to Station 5; Close Station 25, Move the engine to Station 17 or Station 16; Move Battalion 4 Headquarters from Station 17 to Station 24 (if Station 25 is moving into Station 17); Close Station 28, Move the engine to Station 23; Close Station 29, Move the engine to Station 27. Merge personnel and equipment with other facilities.		(\$0.31)	(\$0.33)
<b>MUSEUM</b>			
Transfer operations of the Oakland Museum of California to the Oakland Museum Foundation through a contractual agreement between the City of Oakland and the Oakland Museum Foundation. Reduce City Museum positions.	(7.63)	(\$1.00)	(\$1.02)
<b>LIBRARY SERVICES</b>			
Eliminate all Branch Libraries except Main, Rockridge, Dimond and 81st Street	(53.45)	(\$5.80)	(\$5.99)



**SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES  
AND REVENUE ENHANCEMENTS  
FY 2011-13  
(continued)**

<b>GENERAL PURPOSE FUND (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Savings (in millions)</b>	<b>FY 2012-13 Savings (in millions)</b>
<b>PARKS &amp; RECREATION</b>			
Reduce funding for Studio One, Cultural Arts programming, Zookeeper	(2.80)	(\$0.16)	(\$0.16)
Transfer Malonga costs and Sports Coordinator position to Self Sustaining Fund (1820)	(2.85)	(\$0.23)	(\$0.23)
Closure of the Live Oak pool in summer months (lost revenue of approximately \$25k)	(1.99)	(\$0.07)	(\$0.07)
Merge Brookdale/Discovery Recreation Center	(1.00)	(\$0.08)	(\$0.80)
Transfer to another agency or reduce programming at Tassfronga, Manzanita, Campbell Village, Poplar, and San Antonio Recreation Centers; and reduce other staffing	(6.77)	(\$1.07)	(\$1.09)
Delay the opening of the East Oakland Sports Complex	(10.26)	(\$0.50)	(\$0.50)
<b>HUMAN SERVICES</b>			
Reduce Youth Commission	(0.50)	(\$0.04)	(\$0.05)
Reduce Senior Centers to three days a week - lunch to be served 5 days a week	(3.36)	(\$0.28)	(\$0.29)
Minor allocation changes to align with grant funding	(0.12)	-	-
<b>PUBLIC WORKS</b>			
Eliminate all General Fund support: Eliminate 5.0 FTE Tree Trimmer, transfer 2.0 FTE to Landscaping and Lighting Assessment District Fund (LLAD); Eliminate 2.0 FTE Tree Worker Driver; Transfer 1.0 FTE Gardener Crew Leader to LLAD; Eliminate 1.0 FTE Gardener II; Transfer Park Attendant (PT), 1.0 FTE Park Supervisor I, 1.0 FTE Park Supervisor II to LLAD	(25.50)	(\$2.16)	(\$2.19)
Eliminate O&M from GPF		(\$0.32)	(\$0.32)

**SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES  
AND REVENUE ENHANCEMENTS  
FY 2011-13  
(continued)**

<b>GENERAL PURPOSE FUND (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Savings (in millions)</b>	<b>FY 2012-13 Savings (in millions)</b>
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>			
Eliminate Cultural Arts & Marketing from GPF	(1.50)	(\$0.17)	(\$0.17)
Eliminate Film Office	(2.00)	(\$0.21)	(\$0.22)
Reduce Real Estate Operating Costs		(\$0.10)	(\$0.10)
<b>NON-DEPARTMENTAL</b>			
Reduction of 100% in grants and subsidies provided to outside agencies		(\$1.13)	(\$1.13)
Reduction of 100% in arts grants - other funding sources maintained		(0.73)	(0.73)
Transfer City Physician to Workers Compensation Fund (1150)		(\$0.25)	(\$0.25)
Eliminate MOU Negotiation Contract		(\$0.24)	(\$0.24)
Eliminate City/County Collaboration on Children & Youth		(\$0.10)	(\$0.10)
Reduced Transfer to Kids' First Fund		(\$0.59)	(\$0.56)

**Insert Tab**



# TABLE OF CONTENTS

**LETTER OF TRANSMITTAL**

**MAYOR/COUNCIL PRIORITIES ..... A-1**  
     Mayor / Council Goals ..... A-1

**CITY FACTS ..... B-1**  
     General Information ..... B-1  
     Statistical Profile..... B-1  
     Government ..... B-2  
     Oakland’s Economic Base ..... B-3  
     Brief History ..... B-3  
     Transportation and Mass Transit..... B-4  
     Education ..... B-5  
     Library System..... B-5  
     Medical Facilities ..... B-5  
     Public Safety ..... B-6  
     Recreation..... B-6  
     Other Attractions ..... B-6  
     Key Facts/Accolades ..... B-8

**FINANCIAL SUMMARIES ..... C-1**  
     **Introduction ..... C-1**  
         Introduction to Financial Summaries ..... C-1  
         Revenue and Expenditure Forecast Methodology ..... C-1  
         Revenue Forecast..... C-2  
         Expenditure Forecast..... C-4  
         Basis of Budgeting ..... C-5  
         Planning for Two-Year Budget ..... C-5  
     **Summary Tables ..... C-7**  
         Summary of Significant Amended Budget Reductions and Revenue Enhancements for FY 2011-13 ..... C-9

**FINANCIAL SUMMARIES**

**Summary Tables**

Fund Sources and Descriptions..... C-17  
 FY 2011-12 Amended Budget Summary by Fund ..... C-26  
 FY 2012-13 Amended Budget Summary by Fund ..... C-34

**Revenue Tables ..... C-43**

All Funds Revenue ..... C-45

General Purpose Fund Revenue .....	C-47
General Economic Overview .....	C-49
Summary of the General Purpose Fund Revenues.....	C-51
<b>Expenditure Tables.....</b>	<b>C-67</b>
All Funds Expenditures by Department: FY 2011-12 .....	C-69
General Purpose Fund Expenditures by Department: FY 2012-13 .....	C-71
<b>Negative Funds .....</b>	<b>C-73</b>

**DEPARTMENTAL SUMMARIES**

<b>Mayor .....</b>	<b>D-1</b>
<b>City Council .....</b>	<b>D-3</b>
<b>City Administrator .....</b>	<b>D-5</b>
<b>City Attorney .....</b>	<b>D-9</b>
<b>City Auditor.....</b>	<b>D-11</b>
<b>City Clerk .....</b>	<b>D-13</b>
<b>Department of Contracting and Purchasing .....</b>	<b>D-15</b>
<b>Information Technology .....</b>	<b>D-17</b>
<b>Finance and Management .....</b>	<b>D-21</b>
<b>Human Resources .....</b>	<b>D-25</b>
<b>Police Services .....</b>	<b>D-27</b>
<b>Fire Services .....</b>	<b>D-31</b>
<b>Museum .....</b>	<b>D-35</b>
<b>Library.....</b>	<b>D-37</b>
<b>Parks and Recreation.....</b>	<b>D-41</b>
<b>Human Services.....</b>	<b>D-45</b>
<b>Public Works.....</b>	<b>D-49</b>
<b>Community and Economic Development .....</b>	<b>D-57</b>
<b>Non-Departmental.....</b>	<b>D-63</b>
<b>CIP .....</b>	<b>D-65</b>

<b>FINANCIAL POLICIES.....</b>	<b>E-1</b>
--------------------------------	------------

<b>GLOSSARY.....</b>	<b>F-1</b>
----------------------	------------

**NOTES**

---

# MAYOR/COUNCIL PRIORITIES

FY 2011-13

## CITY OF OAKLAND PRIORITIES

The Mayor and the City Council each set priorities for the City. All City activities are structured to support these priorities; and the City's FY 2011-13 Budget provides the framework through which the City's goals and objectives are achieved.

**Public Safety:** Provide an adequate and uncompromised level of public safety services to Oakland residents and businesses; reduce crime and violence; engage youth in programs and services that prevent violence; and provide reentry opportunities for ex-offenders.

- Reduce crime and ensure public safety for every Oakland neighborhood by implementing a comprehensive crime prevention/reduction strategy.

**Sustainable and Healthy Environment:** Invest and encourage private investment in clean and renewable energy; protect and support clean environment; and give Oakland residents an opportunity to lead a healthy life, have healthy life options and make healthy choices.

- **Infrastructure:** Provide clean, well-maintained and accessible streets, sidewalks, facilities, amenities, parks, recreational facilities and trees.
- **Sustainable City:** Maximize socially and environmentally sustainable economic growth, including conserving natural resources.
- **Healthcare:** Provide ample programs to support the mental, physical and spiritual health of Oakland residents.

**Economic Development:** Foster sustainable economic growth and development for the benefit of Oakland residents and businesses.

- Develop comprehensive business attraction, retention and growth initiatives to attract green, biotech and other businesses that will result in more jobs for Oakland residents.
- Continue to develop retail space and other attractions that will draw visitors to the City of Oakland.

**Community Involvement and Empowerment:** Create sense of hope and empowerment among Oaklanders, especially the youth; provide Oaklanders with educational choices through the City Museum and libraries, and partnerships with the School District and other educational establishments.

- **Social Equity:** Encourage and support social equity for all Oakland residents.
- **Youth & Seniors:** Provide effective programs that will allow youth, seniors and people with disabilities to thrive in their communities.

**Public-Private Partnerships:** Engage private companies and other governmental agencies in forming public-private partnerships, to raise funds and deliver needed programs and services in an effective, efficient and all-inclusive manner.

**Government Solvency and Transparency:** Deliver City services in an open, transparent, effective and efficient manner; and protect and manage City's resources in a fiscally responsible and prudent manner.

- **Efficiency & Responsiveness to Residents:** Ensure that City staff responds to residents in a timely and effective manner by establishing minimum standards of service.
- **Fiscally Responsible City:** Develop and institutionalize sound financial management policies and practices.

# MAYOR/COUNCIL PRIORITIES

---

## NOTES



**Insert Tab**



**GENERAL INFORMATION**

The City of Oakland (“City”) is located on the east side of the San Francisco Bay in the County of Alameda. Oakland is bordered by 19 miles of coastline to the west and rolling hills to the east, which provide unparalleled vistas of the Bay and the Pacific Ocean. In between are traditional, well-kept neighborhoods, a progressive downtown, and superior cultural and recreational amenities. Oakland serves as the administrative hub of the County of Alameda, the regional seat for the federal government, the district location of primary state offices, and the center of commerce and international trade for the Bay Area.

Oakland is the eighth largest city in the State of California, with an estimated population of 420,183, and a wealth of resources and opportunities. It is home to the Port of Oakland, which is the fourth busiest maritime port in the U.S. and among the top 25 in the world. Oakland International Airport has undergone a \$300 million Terminal Improvement program including construction of a new concourse with seven boarding gates/waiting areas, centralized food/beverage and retail shopping areas, as well as expanded ticketing, security, and baggage claim facilities. The former Oakland Army Base is engaged in a \$400 million revitalization and redevelopment process; and \$115 million of new construction and improvements have recently been completed in Oakland City Center.

In concert with ongoing redevelopment efforts, the City strives to maintain a balance between old and new. Historic structures continue to be preserved and revitalized while new buildings are constructed. The City has completed its part in a \$350 million revitalization effort to create a multifaceted government center that links major historical landmarks with new developments. Major corporate headquarters include Clorox and Kaiser Permanente, which are in close proximity to many new businesses and various small retail shops that have sprung up in the downtown area.

Oakland is a mature city that has been able to preserve its abundant natural beauty and resources. The City has over 100 parks (totaling over 2,500 acres) within its borders, as well as several recreational areas along its perimeter. Lake Merritt, the largest saltwater lake within a U.S. city, borders the downtown area. Its shoreline is a favorite retreat for joggers, office workers and picnickers. At dusk, the area sparkles as the Lake is lit with the “Necklace of Lights.” Lake Merritt is the oldest officially declared wildlife sanctuary in the United States, dating back to 1870.

Statistical Profile	
Date of Incorporation	May 4, 1852
Form of Government	Mayor/Council
Population (2010)*	390,724
Land Area	53.8 square miles
Lake Area	3.5 square miles
Miles of Streets	835.8 miles

\*US Census 2010

# CITY FACTS

---

## CITY GOVERNMENT

The City of Oakland has a Mayor/Council form of government. The Mayor is elected at-large for a four-year term, and can be re-elected only once. The Mayor is not a member of the City Council; however, he or she has the right to vote as one if the Council members are evenly divided.

The City Council is the legislative body of the City and is comprised of eight Council members. One Council member is elected “at large,” while the other seven Council members represent specific districts. All Council members are elected to serve four-year terms. Each year the Council members elect one member as President of the Council and one member to serve as Vice Mayor.

The City Administrator is appointed by the Mayor and is subject to confirmation by the City Council. The City Administrator is responsible for the day-to-day administrative and fiscal operations of the City.

## OAKLAND'S ECONOMIC BASE

Oakland has diversified its economic base significantly in the past few decades. The economy offers a healthy mix of trade, government, financial, medical, information technology, publishing and service-oriented occupations. Industries with the largest growth in jobs in the last two years are professional and business services, education and healthcare, government, leisure and hospitality, traditional and specialty food production, and construction.

Oakland offers abundant resources to its businesses and residents: state-of-the-art transportation, law enforcement, and utility facilities keep the City running smoothly. Several new office and mixed-use buildings, public facilities, hotels, convention facilities, park enhancements and outdoor art have created a cosmopolitan environment in the downtown area. Waterfront restaurants and shops at Jack London Square, as well as the burgeoning Old Oakland and Uptown districts provide lively nighttime attractions. The City's neighborhood retail area continues to grow, as evidenced by Oakland's six Business Improvement Districts. While manufacturing remains an important segment of the City's economy, some industrial land has been converted to residential and work/live use.

A variety of incentives are available to companies located in the City's Enterprise, Foreign Trade, and Recycling Market Development Zones. The Economic Development staff links businesses with the many services available to them throughout the area and serves as an ombudsman for companies dealing with the City. Neighborhood Commercial Specialists work with merchants in each commercial district to promote the district, obtain loans, expedite permits and arrange for City services.

Oakland plays a pivotal role in the East Bay Trade Area; it is a city of rich history, impressive growth and a promising future. Located within one of the nation's largest metropolitan areas, California's eighth most populous city is the economic heart of the East Bay. Oakland has the infrastructure and economic base to support and attract a diverse mix of advanced industries and value-oriented retail.

Downtown Oakland offers competitive office space, a fiber-optic infrastructure and the amenities for both traditional and emerging enterprises. The well-maintained freeways, the mass transit systems and the ferry service make getting to and from downtown Oakland a relatively quick and easy process—travel times to San Francisco, San Jose and other Bay Area cities are surprisingly short.

The Oakland Metropolitan Area (Alameda and Contra-Costa counties) is one of the highest spending markets in the nation, with a mean household income of \$ 95,495. In the City of Oakland itself, some 156,790 households earn, on average, \$ 73,975 per year, resulting in over \$3.0 billion in annual taxable sales.

City departments take a proactive approach and use streamlined processes to best serve the needs of the business community.

**A BRIEF HISTORY**

- 1200 B.C.** Ohlone Indians settle in the area that would become Oakland.
- 1772** Spanish explorers are the first Europeans to visit the East Bay.
- 1797** Established in Fremont, Mission de San José extends Spanish jurisdiction over the area that would become Oakland.
- 1849** During the California Gold Rush, Oakland becomes the mainland staging point for passengers and cargo traveling between the Bay and the Sierra foothills.
- 1852** Oakland was chartered as a city and almost immediately thereafter, construction of shipping wharves began. Building the large wharves and dredging a shipping channel positioned Oakland as an independent point of destination.
- 1869** The Central Pacific Railroad selected Oakland as the terminus of the new transcontinental railroad, providing a vital link to the East.
- 1910** Oakland's population more than doubles in ten years from 66,960 to over 150,000 as people and businesses relocate from earthquake-ravaged San Francisco. Oakland regains control of the long-lost waterfront by final settlement of litigation, which had lasted over half a century and cost several millions of dollars.
- 1936** The Oakland-San Francisco Bay Bridge, one of the engineering wonders of the world, opens months before the Golden Gate Bridge.
- 1942** The Permanente Foundation Hospital is dedicated in Oakland, the first in the chain of Henry J. Kaiser's health plan hospitals.
- 1950** Children's Fairyland opens in Lakeside Park. Swelled by huge numbers of workers who flocked to the city for WWII jobs, the U.S. Census puts Oakland's population at 384,575. Oakland's African American population soars from 8,462 in 1940 to 47,562 in 1950. The military makes substantial improvement to the Port's facilities.
- 1950 - Present:** World War II brought tremendous changes to Oakland. Huge numbers of workers moved to the Bay Area to work in local shipyards, and many of these people, as well as large numbers of military personnel who mustered out at Treasure Island and the Oakland Army Base, chose to remain in the Bay Area. As a result, the City's population increased by nearly one third between 1940 and 1950.
- Oakland has a rich literary and cultural heritage. Such historical notables as writers Bret Harte, Jack London, Joaquin Miller, Ina Donna Coolbrith, Jessica Mitford, Narman Jayo, Ishmael Reed and Gertrude Stein; architect Julia Morgan; and dancer Isadora Duncan are just a few who have left their cultural mark on the City. It is also the birthplace of the West Coast Blues.

# CITY FACTS

---

## TRANSPORTATION

Located in the geographic center of the Bay Area, Oakland has been recognized as a vital transportation hub for more than 100 years. Oakland is also the headquarters of the Alameda-Contra Costa Transit District (AC Transit), the Bay Area Rapid Transit (BART) system, and the Metropolitan Transportation Commission that oversees transit and transportation for the Bay Area.

The combination of train, bus, marine, aviation, freeway and the Bay Area Rapid Transit (BART) system guarantees ease of travel for local residents and efficient channels of commerce for businesses relying on the City's easy access. Oakland's Port is a primary sea terminal for transporting cargo between the western United States and the Pacific Rim, Latin America and Europe. Access to air cargo services is minutes away at the Oakland International Airport.

**AC Transit.** Local and transbay bus service is offered by Alameda-Contra Costa (AC)Transit, the third largest public bus system in California serving the East Bay since 1960:

- ◆ Serves all 13 cities and adjacent unincorporated communities in 364 square miles along the east shore of San Francisco Bay.
- ◆ Serves approximately 200,000 daily riders with a network of more than 105 bus lines, 148 of which connect with BART.
- ◆ Bus routes serve the Oakland Airport, the Amtrak Station and ferry terminal located at Jack London Square, downtown San Francisco and other major Bay Area attractions. All buses are accessible to people with disabilities.
- ◆ All buses are equipped with bicycle racks.

**BART.** The Bay Area Rapid Transit (BART) is a 95-mile, computer-automated rapid transit system:

- ◆ Serving more than 3 million people in the three BART counties of Alameda, Contra Costa, and San Francisco, as well as northern San Mateo County.
- ◆ Electric-powered trains traveling up to 80 mph connect 44 stations serving 22 cities and countless communities. Travel time between downtown Oakland and downtown San Francisco averages only 11 minutes on BART.
- ◆ BART carries an average of 325,000 passengers each weekday a little less than half of them through the Transbay Tube connecting Oakland and San Francisco.
- ◆ In Oakland, four BART stations – West Oakland, MacArthur, Fruitvale and Coliseum — are catalysts for transit oriented development projects that are in design or construction.
- ◆ In addition, a 3.2 mile extension from the Coliseum station to the Oakland International Airport is in design, and when completed will afford fast, reliable access to the airport from the rapidly growing East Bay population centers.

### Roadways, Bicycles, Car Sharing

- ◆ The Alameda/Oakland Ferry Service that links Oakland with San Francisco.
- ◆ Nine major U.S. and California highways pass through Oakland.
- ◆ Daily service to rail destinations throughout the U.S. is offered at the Oakland Amtrak Station.
- ◆ Greyhound Bus Lines also offers daily bus service to cities throughout the United States.
- ◆ Car-sharing is offered by City CarShare, Flexcar and Zipcar.
- ◆ There are over 90 miles of bike lanes, routes and paths for the public.
- ◆ Oakland was one of the first cities to pilot the “sharrow” lane – shared-lane pavement markings to indicate road lanes shared by cyclists and motorists.

## **EDUCATION**

### **Elementary, Middle, Special, and Secondary Education**

- ◆ More than 105 public, 20 charter and private schools in Oakland.

### **Colleges**

- ◆ Holy Names University – an undergraduate and graduate inter-disciplinary study college.
- ◆ Mills College – a private women’s liberal arts college founded in 1852, also offering co-ed graduate programs.
- ◆ Patten College – a private, co-educational Christian college dedicated to providing a liberal arts education with a strong biblical studies emphasis. Also offers some graduate programs.
- ◆ California College of the Arts, Samuel Merritt College, and Laney College – arts, liberal arts, college preparatory and vocational trade programs.

## **LIBRARY SYSTEM**

- ◆ 1 main library and 16 library branches
- ◆ Second Start Adult Literacy Program
- ◆ Tool lending library
- ◆ African-American Museum and Library

## **MEDICAL FACILITIES**

Oakland’s medical facilities are among the best in the nation. The medical community provides the latest and most sophisticated medical technology for the diagnosis and treatment of disease. There are now four hospitals providing full service in Oakland.

Children’s Hospital & Research Center Oakland delivers high quality pediatric care for all children through regional primary and subspecialty networks, strong education and teaching program, a diverse workforce, state-of-the-art research programs and facilities and nationally recognized child advocacy efforts.

Alta Bates Summit Medical Center offers comprehensive services designed to meet the health care needs of the diverse communities of the greater East Bay.

Highland Hospital provides comprehensive, high-quality medical treatment, health promotion, and health maintenance through an integrated system of hospitals, clinics, and health services staffed by individuals who are responsive to the diverse cultural needs of our community.

Kaiser Permanente organizes and provides or coordinates members’ care, including preventive care such as well-baby and prenatal care, immunizations, and screening diagnostics; hospital and medical services; and pharmacy services. Kaiser Hospital is the flagship of the national system of hospitals headquartered here along with the nation’s first health maintenance organization (HMO), founded by Henry Kaiser.

## **PUBLIC SAFETY**

Oakland’s public safety providers actively engage all segments of the City’s diverse residential and business communities in efforts to increase public safety and quality of life. Current police initiatives partner law enforcement agencies with local community-based social service organizations to create / enhance programs that offer ex-offenders services (training and education) and support (substance abuse recovery and mental health counseling), while maintaining strict accountability and supervision of parolees and those on probation.

# CITY FACTS

---

Oakland's first responders, committed to proactive emergency preparedness, response, and mitigation, continue to develop and enhance their skills, assess local risks, and prepare strategies to ensure the safety and security of the City's residential and commercial sectors in the event of a natural disaster or terrorist attack.

## RECREATION

The Office of Parks and Recreation (OPR) offers recreation programs, sports, cultural and performing arts, boating, community gardening, and other leisure activities for adults, youth, and children. The department's Radical Roving Recreation Team targets truant youth and provides programming that encourages civic participation, personal development, and empowerment.

OPR also operates:

- ◆ 23 recreation centers
- ◆ 155 parks and playgrounds
- ◆ 66 ball fields
- ◆ 5 outdoor swimming pools
- ◆ 44 tennis courts
- ◆ 11 community gardens
- ◆ 3 public golf courses, and a host of other public facilities.

## OTHER ATTRACTIONS

Oakland is home to many world-class and unique attractions for local residents and visitors.

**Chabot Space & Science Center** – The City of Oakland is home to Chabot Space & Science Center (CSSC), an 86,000 square foot, award-winning facility featuring hands-on science and astronomy exhibits, a state-of-the-art planetarium, a large-format domed screen theater, a simulated space mission experience, and the largest telescopes available for public use in California.

**Fox Theater** – The newly renovated Fox Theater in downtown Oakland reopened its doors in February 2009 with a run of performances from entertainment's top acts. The theater's wrap-around building will also be the permanent home for the Oakland School for the Arts, a tuition-free charter school dedicated to artistic and academic excellence.

**Grand Lake Theater** - A mainstay of the community since its construction in 1926, this first-run movie theater is graced with a colorful, lighted marquee and a sweeping staircase in the main hall. Look for the ornately decorated walls, brass chandeliers, and faux opera boxes. Prior to curtain on Friday and Saturday nights, an organist serenades the audience on a Wurlitzer.

**Lake Merritt** – The Lake is the largest lake located within an urban area and is set in Lakeside Park, which is home to the Garden Center, Sailboat House, Rotary Nature Center, Junior Science Center, and a Bonsai Garden. Bordered by a 3.4 mile trail, Lake Merritt is a favorite location for joggers, walkers, and strollers.

**Children's Fairyland** - Young children will enjoy this enchanting, three-dimensional fantasy world where popular nursery rhymes come to life, set in picturesque Lakeside Park.

**Jack London Square** – Located along Oakland's waterfront, Jack London Square is home to Yoshi's Jazz Club, a Cineplex, numerous restaurants, and other local attractions. Local arts venues extend their evening hours on Third Thursdays Oakland Art Nights, to host exhibitions, artists' lectures and demonstrations, receptions and other cultural events.



**USS Potomac** – Affectionately dubbed the Floating White House by the press, Franklin Delano Roosevelt's presidential yacht is one of the few floating museums in the country. The restored 165-foot vessel, a national historic landmark, is a memorial to FDR and his accomplishments.

**Chinatown** – Oakland Chinatown dates back to the arrival of Chinese immigrants in the 1850s, making it one of the oldest Chinatowns in North America. Oakland's Chinatown is bustling with activity. The Asian Branch Library is one of many of Oakland Public Library's branches and is located in Chinatown's Pacific Renaissance Plaza.

**George P. Scotlan Convention Center** - Offering 64,000 square feet of exhibition and meeting space and adjoining the Oakland Marriott City Center, this convention center has an additional 25,000 square feet of flexible meeting space and 483 deluxe guest rooms.

**Old Oakland** – An historic district with beautiful buildings and a thriving commercial strip. A Farmers' Market takes place every Friday.

**Oakland Museum of California** – This is the state's only museum devoted to the arts, history and natural sciences of California. The Museum provides unique collections, rotating exhibitions and educational opportunities designed to generate a broader and deeper understanding of and interest in California's environment, history, art and people.

**Oakland Zoo** – Founded in 1922 by naturalist Henry A. Snow, the Oakland Zoo is an 85 year-old regional treasure. Many of its animals are kept in relatively "natural" habitats, and expanded natural habitats are planned. The Zoo is nationally known for its excellent elephant exhibit and has been praised for allowing its elephants to roam freely.

**Paramount Theater** -This beautiful Art Deco theater opened in 1931 and was authentically restored in 1973. The theater hosts an impressive variety of popular attractions, including the Oakland East Bay Symphony, Broadway shows, R&B concerts, gospel performers, comedy, and special engagements.

**Oakland's Western Aerospace Museum** - Located at the Airport's North Field, showcases aviation history through special exhibits, multimedia presentations, hands-on displays incorporating 13 vintage airplanes, photographs, replicas and other artifacts, and classes for students of all ages.

**Malonga Casquelourd Center for the Arts** - This restored 1920s building is a popular multicultural, multidisciplinary performing-arts complex sponsored by the city. The 400-seat theater and five rehearsal and class spaces showcase drama, ballet, and African and contemporary dance. Several long-standing arts organizations-Axis Dance Company, Bay Area Blues Society, CitiCentre Dance Theater, Dimensions Dance Theater, and Oakland Youth Orchestra-call the center home.

**The Crucible** – Located in West Oakland, this non-profit educational facility fosters a collaboration of Arts, Industry and Community. Through training in the fine and industrial arts, The Crucible promotes creative expression, reuse of materials and innovative design while serving as an accessible arts venue for the general public.

**Professional/Amateur Sports** - Oakland is a magnet for sports fans of all types. Whatever the season, Oakland pro and amateur games frequently garner large crowds and broad national media coverage. In the last three decades, Oakland's professional sports teams have won six world championships in three major sports.

- ◆ **Golden State Warriors** – The Warriors continue to showcase exciting basket-ball. The most recent season was a season of change with new ownership, coaching and players. The Warriors were one of only seven teams to improve their record from the prior year, making the prospects for a playoff berth highly anticipated for the coming seasons.
- ◆ **Oakland Athletics** – The Oakland Athletics have won six American League Championships and four baseball World Series titles.
- ◆ **Oakland Raiders** – From dominance in three Super Bowl victories to improbable come-from-behind victories, the Raiders have been involved in some of professional football's most incredible moments.

# CITY FACTS

---

## Key Facts/Accolades: **Oakland, California**

### *Industrial*

Grubb & Ellis ranked the Oakland area 7th in its U.S. Industrial Market Strength Forecast for 2008-2012. Similarly, Marcus & Millichap Research Services ranked Oakland as the 6th best Industrial market in the country in its Midyear 2008 Report.

### *Residential Rental*

In the 2009 National Apartment Index conducted by Marcus & Millichap Research Services, Oakland ranks as the 6th best market in the nation. Similarly, the National Multi Housing Council named Oakland as the 3rd best city for apartment investing in the United States at its 2008 annual meeting.

### *Retail*

In its 2009 Market Forecast, Marcus & Millichap Research Services ranked Oakland as the 11<sup>th</sup> best retail market in the U.S.

### *Commercial*

In its 2009 Global Real Estate Forecast, Grubb & Ellis lists Oakland among the top 10 best office investment markets in the U.S.

### *Rankings*

Oakland is ranked number one in the U.S. in use of renewable energy.  
Source: SustainLane Government, [www.sustainlane.com](http://www.sustainlane.com), 2006/2007

Oakland is ranked the 9<sup>th</sup> most sustainable city in the U.S.  
Source: Sustainlane Government, [www.sustainlane.com](http://www.sustainlane.com), 2008 US City Sustainability Rankings

Oakland is ranked among the top 15 green economies in the U.S.  
Source: Sustainlane Government, [www.sustainlane.com](http://www.sustainlane.com), 2008 US City Sustainability Rankings

In May 2007, Oakland was named the nation's fourth leading nanotechnology center by the Project on Emerging Nanotechnologies.  
Source: Woodrow Wilson International Center for Scholars

Oakland was selected by Outside Magazine as one of 10 U.S. cities to receive top honors for bright ideas and innovations that make their cities places where one can "live the dream." Depicted on the cover of the national magazine, Oakland was honored for its efforts to make downtown a livable neighborhood, highlighting residential development near public transit, shopping, dining, cultural amenities and nightlife.  
Source: Outside Magazine, August 2008

Children's Hospital & Research Center Oakland is ranked 5<sup>th</sup> in the nation for research grants for children's hospitals from the National Institutes of Health  
Source: Children's Hospital Oakland as published in First Science News, July 10, 2008

Oakland's Holy Names University is ranked #1 in racial diversity in the West.  
Source: American's Best Colleges, 2008 Edition, US News & World Report

**Insert Tab**



## INTRODUCTION TO FINANCIAL SUMMARIES

This section contains tables summarizing revenue and expenditure data for the entire City. Summaries are presented by fund. Tables are also presented on fund balances and fund descriptions.

Programmatic information is also provided for the City's Capital Improvement Program.

### CITY REVENUE AND EXPENDITURE FORECAST METHODOLOGY

The City prepares revenue and expenditure forecasts for its biennial budget. The forecasts are based on agency input, historical budgetary performance and prevailing general economic conditions at the time of the forecast. The goal is to create a reasonable baseline of forecasted values with which to measure and analyze actual financial performance in the future. A detailed forecast is prepared for the General Purpose Fund (GPF), and for other key funds such as the Landscaping and Lighting Assessment District (LLAD) fund, the Self-Insurance Liability fund, internal service funds, and the Oakland Redevelopment Agency (ORA) fund.

To prepare the forecast, a comprehensive analysis of the more important components of the City's revenues and expenditures, i.e. the largest revenue and expenditure categories, is performed. These major components are projected into the two-to-five-year period on the basis of various relevant assumptions. For example, projections for property tax - the single largest source of revenues for the City's General Purpose Fund (GPF) - are done based on the projected growth in the net assessed value of locally assessed property. Similarly, forecast of the GPF expenditures is performed by separately analyzing individual expenditure functions (citywide, and by agency). Projected changes in the individual components of the City's revenues and expenditures are then added up to forecast overall GPF revenues and expenditures, as well as financial performance of other funds such as LLAD and ORA.

#### Forecasting Techniques

Citywide revenues and expenditures are projected using two forecasting techniques: qualitative analysis, and quantitative analysis.

Qualitative analysis projects future revenues and/or expenditures using non-statistical techniques. These techniques rely on human judgment rather than statistical analysis to arrive at revenue projections. Qualitative forecasting is essential for projecting revenue or expenditure components that are unstable, volatile, or for which there is no or limited historical information, e.g. miscellaneous revenues. To facilitate sound qualitative analysis, the City of Oakland seeks input from outside experts in economic forecasting, municipal finance, and other relevant fields. Just two examples of this is the City's reliance on the League of Cities' analysis and recommendations relating to legislative issues impacting cities, and the Legislative Analyst Office for their expertise and analysis of the State of California budgetary issues that may potentially affect the City of Oakland.

Quantitative analysis involves looking at data to understand historical trends and causal relationships. One kind of quantitative analysis is *time series analysis*; it is based on data which have been collected over time and can be shown chronologically on graphs. When using time series techniques, the forecaster is especially interested in the nature of seasonal fluctuations which occur within a year, the nature of multiyear cycles, and the nature of any possible long-run trends. *Causal analysis* is another type of quantitative analysis; it deals with the historical interrelationships between two or more variables. One or more predictors influence, directly or indirectly, the future revenue or expenditure. The causal forecasting techniques are predicated upon selecting the correct independent variables, correctly defining their interrelationship to the dependent variable, i.e. the projected revenue or expenditure item, and, finally, collecting accurate data.

# FINANCIAL SUMMARIES

---

## Revenue Forecast

Citywide revenues are projected along the lines of the *most likely* scenario. The *most likely* scenario is a dynamic forecast which anticipates changes in revenues triggered by new economic development, changes in the levels of service of departments and agencies, (as approved in the case of Master Fee Schedule changes by the City Council), changes in governmental policies at the state or federal level, and various economic and demographic changes. The purpose of this dynamic forecast is to demonstrate the potential impact of various events and actions (current or future) on the selected revenue sources. Under this scenario:

- *Revenues* are projected to grow at rates that are responsive to dynamic forces in the economy. Generally, the assumption is the local economy will be affected by national and state trends, with some deviation expected due to specific characteristics of regional business and labor markets.
- *Fee increases* will likely follow the projected inflation and changes in the local population due to increased service costs and changes in demand.
- Any known or anticipated changes in revenues as a result of potential changes in state revenue streams and/or legislation are reflected in the analysis.

The revenue forecast takes into consideration a number of *economic factors and trends*, including changes in economic growth, income, sales and Consumer Price Index (CPI), among other factors. Additionally, anticipated changes in *State or local policy* are also considered.

### General Purpose Fund Revenues – FY 2011-13 Forecast

Revenue during the FY 2011-12 portion of the two-year biennial budget has been forecasted to decline by 6.3% percent from the FY 2010-11 Midcycle Revised Budget, while positive growth for the second year, FY 2010-11, has been forecasted at 0.7 percent. The revenue forecast is consistent with economists' forecasts of a slow recovery from a severe recession that is currently gripping the nation and creating major financial challenges to government agencies at all levels. The decline in revenue is also consistent with collections and revenue trends observed throughout FY 10-11.

Six revenue categories account for most of the decline projected during FY 2011-12: Business License Tax, Utility Consumption Tax, Real Estate Transfer Tax, Fines & Penalties, Interfund Transfers, and Miscellaneous Revenue. The following is a brief summary of the projection for these six revenue categories.

- Business License Tax is projected to decline by \$1.15 million (roughly 2.3%), due to a struggling local economy resulting in lower gross receipts and numerous business closures. The real estate crisis has adversely affected the rental market causing a larger number of commercial real estate vacancies; local landlords are significant contributors of business tax. Between FY11-12 and FY 12-13 Business License Tax is projected to grow 1%.
- Utility Consumption Tax is projected to decline by \$1.5 million (roughly 3%) largely due to continued erosion of the tax base. Technological innovations such as voice over internet protocol and pre-paid cell phones are not subject to the City's tax. As these products grow in market share they decrease tax collections. Price wars and market consolidation have also decreased the price of telecommunications and thus the tax base. Energy efficiency measures and a sluggish economy also decrease the energy component of the City's utility consumption tax. Revenues are expected to remain constant in FY 12-13.
- Real Estate Transfer Tax is projected to decline by \$5.0 million (roughly 14.9%) in FY 2011-12, due to the absence of the onetime large transaction that took place in FY 2010-11. RETT revenue will continue to be affected by the foreclosure crisis, but is expected to recover in FY 12-13 growing by 4%.
- Fines & Penalties are expected to decline by \$7.0 million or 22%, due principally to lower collections of parking citations.

---

## FINANCIAL SUMMARIES

- Interfund Transfers for FY 2009-10 are projected to decrease by approximately \$10.8 million, which largely due to the termination of the receipt of a pension annuity to the City's General Purpose Fund.
- Miscellaneous Revenues for FY 2011-12 are projected to decrease by approximately \$7.3 million due to the expiration of one-time revenues largely from the sale of properties.

### Non-GPF Revenues – FY 2011-13 Forecast

The primary responsibility for General Purpose Fund revenue budgeting resides within the City's Budget Office. However, responsibility for non-General Purpose Fund revenue budgeting resides with departmental fiscal staff, with the Budget Office performing a review function.

Below are examples of specific non-General Purpose Funds, and general approaches used in their revenue budgeting:

- Kids First! Children's Fund (Fund 1780). This fund was established following the passage of a local ballot measure in 1996. The ballot measure mandated that 2.5% of the City's annual unrestricted General Purpose Fund revenues be set aside for the Kids First! Oakland Children's Fund. The Kids First! Fund is included in the General Fund Group. In the November 2008 election, a new initiative (Measure OO) passed, increasing transfers based on the City's total annual revenues, to an estimated \$15.3 million per year. However, a compromise measure -- which appeared on the July 21, 2009 ballot and was approved by the voters -- decreased the set-aside amount to 3.0% of General Purpose Fund unrestricted revenues, or less than \$12 million per year. Included in the Proposed Budget are \$10.9 million for Kids First for FY 2011-12 and \$11.0 million for FY 2012-13.
- Measure B (Fund 2211). The Measure B Fund is in the Special Revenue Fund Group. For many Special Revenue Funds, the source of funding is a State or Federal grant, or pass-through. Usually, the monies received can only be spent for purposes specified by the grantor.

The source for the Measure B fund is a half-cent, countywide sales tax approved as Measure B by Alameda County voters in 1986. Measure B authorized the Alameda County Transportation Improvement Authority (ACTIA) to use the proceeds from the half-cent sales tax for a specific list of transportation projects and programs in Alameda County.

To budget revenue for Measure B, City staff refer to allocation projections produced by ACTIA. Budgeted revenue for the Measure B (2211) Fund is \$8.6 million for FY 2011-2013.

- Sewer Service Fund (Fund 3100). This is an Enterprise Fund. Enterprise Funds raise revenue for services provided to the public.

Revenue for the Sewer Service Fund comes primarily from a sewer surcharge that is part of the East Bay Municipal Utility District (EBMUD) bill. The Public Works Agency manages the EBMUD contract. Public Works Agency staff calculates the amount of the surcharge based on existing surcharge amounts, customer base, as well as any payments from EBMUD.

Annual sewer service charge increases of sixteen percent are built into both years of the FY 2011-2013 Proposed Budget. Budgeted revenue for the Sewer Service Fund for FY 2011-2012 is \$50.0 million, and is \$53.5 million in FY 2012-13.

- Equipment Fund (Fund 4100). This is an Internal Service Fund. These funds collect revenue from other City departments in return for services provided. The Equipment Fund accounts for the replacement, repair and maintenance of the City's fleet of vehicles, including police cars, fire trucks, street maintenance vehicles and other equipment.

Public Works staff propose the rates to be charged to user departments, and the rates are reviewed and approved by the City Administrator for incorporation into the Proposed Budget. User departments (mainly Police, Fire and Public Works) are often funded with General Purpose Fund money, so rate increases for an internal service fund will cause General Purpose Fund expenditures to increase.

# FINANCIAL SUMMARIES

---

Budgeted revenue for the Equipment Fund for FY 2011-12 is \$18.4 million and \$18.5 million for FY 2012-2013.

Other major Internal Service Funds are Fund 4400 (Facilities), which accounts for maintenance of the City's buildings and facilities, and Fund 4200 (Radio), which accounts for transactions related to maintenance and replacement of Police, Fire and Public Works radios.

- City Administration Building Redemption (Fund 6612). This is a Debt Service Fund. Debt Service Funds are established to account for the various kinds of debt the City enters into. The debt usually originates with a local ballot measure, a general obligation bond, or an assessment district. The City Administration Building (CAB) Fund was established to pay off debt related to the construction of the City's administrative office buildings located at Frank Ogawa Plaza in downtown Oakland.

Budgeted revenue for the CAB Fund is \$9.1 million in FY 2011-2013. This particular debt is fully funded by transfers from the General Purpose Fund. The City has a variety of other types of debt payments, which are chiefly financed via property tax overrides, special assessments and general obligation bonds.

## Expenditure Forecast

Forecasting the City's expenditures involves analyzing, at the Agency level, four primary kinds of expenditures: 1) Personnel, 2) Operations and Maintenance, 3) Capital Outlay, and 4) Debt Service.

The expenditure forecast begins with the *baseline budget*, which represents the cost of maintaining the current level of services, while taking into account all unavoidable costs necessary to continue at that current level. Examples of unavoidable costs are pre-negotiated MOU salary levels, as well as health care and retirement costs that the City pays on behalf of its employees.

The baseline budget is then modified to reflect changes to programs and services that the Mayor and the City Administrator decide to include as part of the Proposed Budget. These modifications could include additions or subtractions in any of categories (1) through (3) above. Changes to debt service are less discretionary, and are made based on changes in the Treasury Division's debt payment schedules.

## BASIS OF BUDGETING

The City of Oakland's basis of budgeting for its major fund groups (General Funds, Special Revenue Funds, Enterprise Funds, Internal Service Funds, Capital Project Funds) are the Generally Accepted Accounting Principals (GAAP), and the modified accrual basis of accounting.

Revenues are budgeted according to when they are both measurable and available. Revenues are considered to be available when they are collected within the current period, or soon enough thereafter to pay liabilities of the current period. The City considers property tax revenues to be available for the year levied if they are collected within 60 days of the end of the current fiscal period. All other revenues are considered to be available if they are collected within 120 days of the end of the current fiscal period. Expenditures are budgeted according to when the liability is incurred, regardless of the timing of related cash flows. The exceptions are debt service, compensated absences, claims and judgments, which are budgeted as expenditures according to when the payments are due.

The City's basis of budgeting is the same as the basis of accounting used in the City's audited financial statement, the Consolidated Annual Financial Report (CAFR).



## PLANNING FOR THE CITY OF OAKLAND'S TWO-YEAR BUDGET

### **Planning for the Two-Year Budget**

The City's budget development process begins over a year in advance of the actual adoption of the two-year budget. During this advance planning process, the Budget Office identifies factors (known or anticipated) that may have a significant effect on future revenues, expenditures or staffing levels, and makes projections for the coming budget cycle.

Staff's budget forecast was presented to the City Council at a budget workshop (held for the FY 2011-13 Budget in April 2011). At the workshop, the Council was provided with information regarding the City's financial situation, and was presented with budget options. For example, faced with an estimated general fund deficit, the Council was given examples of the strategies, for their consideration, that might be taken to remedy the shortfall.

Staff's two-year budget projections are based on long-range planning performed for the Five-Year Financial Plan, as well as for the Capital Improvement Projects Plan. The analysis is based on actual City revenue and expenditure trends, general and relevant economic trends and outlooks, collaborative and consensual input from the City Departments who oversee those specific expenditure and revenue streams, and input from outside economists and revenue experts. The long-range five-year financial plan was vetted with outside experts in the fall of 2011 and was updated and finalized more recently with actual expenditure, revenue and economic data.

**FINANCIAL SUMMARIES**

---

**NOTES**

**SUMMARY TABLES**

**FINANCIAL SUMMARIES**

---

**NOTES**

## SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13

### Assumptions

- 15 imposed furlough days

### Significant Organization Changes

- This budget makes the following organizational changes to reduce expenditures and maintain the effectiveness of individual programs and services by aligning them closely with other related functions:
  - The Department of Contracting and Purchasing has been merged with other departments. The Purchasing function has been moved to the Finance and Management Agency. The Contract Administration function has been absorbed within the Public Works Agency, Department of Engineering and Construction. The Contract Compliance function has been moved to the City Administrator's Office.
  - The Parking Division has been moved to the Finance and Management Agency, Revenue Division. In the second year, the Parking Payment Center will be relocated to the 1<sup>st</sup> Floor of 250 Frank H. Ogawa Plaza, from the 6<sup>th</sup> Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.
  - The Budget Office is reorganized such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency.
  - The Central Stores unit has been eliminated and City agencies/departments will now manage their supplies on a just-in-time basis. Some large, emergency equipment stored at the facility for the Public Works and the Oakland Fire Department will remain.
  - The Department of Human Services, Oakland Public Library, and Office of Parks & Recreation will be reorganized into a Life Enrichment Agency in year two, FY 2012-13, in order to better collaborate on funding streams, programming, facilities, wrap-around services, partnerships with the County, and providing community services. A taskforce will come forward with restructuring details during the 2012-13 Midcycle Budget process.
  - The Office of the Inspector General (OIG) in the Police Department will be managed by a civilian Inspector General, in the first phase of civilian oversight of the Police Department.
- To reduce expenditures and minimize the reduction of service levels, this budget includes the closure and/or consolidation of facilities, as well as the transfer of program operations to other agencies.
  - The operations of the Oakland Museum of California will be performed by the Oakland Museum Foundation through a contractual agreement between the City of Oakland and the Oakland Museum Foundation.
  - The programs for the Brookdale Recreation Center and the Discovery Center will be consolidated and merged under one facility.
  - The Tassafaronga, San Antonio, Campbell Village, and Willie Keyes Recreation Centers will reduce programming and operations will be transferred to other agencies.
  - Live Oak Pool will be closed during the summer.

# FINANCIAL SUMMARIES

---

- The opening of the East Oakland Sports Center will be delayed by 6 months.
- Senior Center services will be reduced to three (3) days per week.
- The Film Office will be eliminated.
- Four (4) fire stations will be closed.
- All branch libraries will be closed, with the exception of 81<sup>st</sup> Avenue, Dimond and Rockridge branches. The Main Library will remain open with full programming.
- KTOP Channel 10 will limit the number of televised public meetings to those required by City Charter: City Council, Redevelopment Agency, and Port Commission meetings. Planning Commission meetings will also be televised.

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS

FY 2011-13

(continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
----------------------------	-----	--	--

### Significant Revenue Changes

#### SERVICE CHARGES

Revenue from increased fire inspections of commercial buildings.		\$0.50	\$0.75
Additional revenue from increased taxi cab fees; Lake Merritt extended parking hours, aquatic fees; additional billboard revenue.		\$1.56	\$1.56
Use of unclaimed cash (one-time).		\$0.30	

#### FUND TRANSFERS

Transfer from Fund 2411 - False Alarm Reduction Program fund balance.		-	\$1.00
Transfer from Fund 1770 - Telecommunications Land Use fund balance.		\$0.20	\$0.20
Transfer from Fund 3200 - Golf Course fund balance.		\$0.40	\$0.40

#### MISCELLANEOUS

Sale of City-owned properties to third parties		\$10.00	\$13.40
--	--	---------	---------

### Significant Expenditure Changes

Mandatory Leave Without Pay Days - 15 days for sworn police and citywide non-sworn		(\$11.88)	(\$11.88)
Reduce City-paid cellphones		(\$0.15)	(\$0.15)
Department of Human Services, Oakland Public Library, and Office of Parks & Recreation reorganized into a Life Enrichment Agency in Midcycle Budget		\$0.00	(\$1.00)
Savings in Internal Service Funds charges to the GPF through the use of one-time revenue applied towards negative fund balances, and the removal of mothballed and other underutilized City-owned facilities from asset pool		-	(\$6.80)
Lower Worker's Compensation Accrual Rates		(\$1.00)	(\$1.00)

#### MAYOR

15% overall GPF Reduction, including 25% pay reduction for Mayor		(\$0.20)	(\$0.21)
--	--	----------	----------

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13 (continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>CITY COUNCIL</b>			
15% overall GPF Reduction		(\$0.38)	(\$0.39)
<b>CITY ADMINISTRATOR</b>			
ADA & CPRB - shift staff to JAG grant and reduce O&M	(0.75)	(\$0.11)	(\$0.12)
Reductions to Equal Access, Public Ethics and other units within the City Administrator's Office	(2.00)	(\$0.32)	(\$0.34)
Budget Office: reduce and reorganize such that the budget policy, revenue and expenditure analysis functions are housed in the City Administrator's Office and fund management, budget development, and day-to-day budgetary transactions operate from the Controller's Office within the Finance and Management Agency	(4.90)	(\$0.69)	(\$0.73)
<b>CITY ATTORNEY</b>			
15% overall GPF Reduction		(\$0.71)	(\$0.74)
<b>CITY AUDITOR</b>			
15% overall GPF Reduction		(\$0.21)	(0.22)
<b>CITY CLERK</b>			
Transfer budget to Oakland Redevelopment Agency (Fund 7780) to reflect the actual level of ORA-related activities performed the Office of the City Clerk	(1.02)	(\$0.13)	(\$0.14)
Realignment of annual election costs	-	(\$0.36)	\$0.02
Elimination of Agenda Duplication for City Staff (Reports available online for print)	-	(\$0.78)	(\$0.78)
Reduction of front desk services and position downgrade	(1.00)	(\$0.12)	(\$0.13)
<b>CONTRACTING AND PURCHASING</b>			
Purchasing function moved to the Finance and Management Agency; Contract Administration function absorbed within the Public Works Agency, Department of Engineering and Construction; Contract Compliance function moved to the City Administrator's Office.	(1.50)	(\$0.25)	(\$0.26)



# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13 (continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>INFORMATION TECHNOLOGY</b>			
Eliminate 7.0 FTEs, duties will be absorbed by remaining staff and/or reduce service level	(7.00)	(\$0.95)	(\$0.97)
Transfer 1.0 FTE Information Systems Supervisor to False Alarm Fund (Fund 2411)	(1.00)	(\$0.18)	(\$0.18)
Transfer 1.0 FTE Systems Programmer II to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	(1.00)	(\$0.12)	(\$0.13)
<b>FINANCE &amp; MANAGEMENT</b>			
Consolidate Parking Division into Revenue Division and reorganize division; in the second year, the Parking Payment Center will be relocated to the 1st Floor of 250 Frank H. Ogawa Plaza, from the 6th Floor. The coordination of on-street and off-street parking will remain under the Parking Division. Parking policy and transportation planning will continue to function under the Public Works Agency, Department of Engineering and Construction.	(13.71)	(\$1.30)	(\$1.43)
Reduce Accounting, Treasury and Administration positions; increased Treasury Recoveries	(5.00)	(\$1.01)	(\$1.08)
<b>HUMAN RESOURCES</b>			
Eliminate 4.5 FTE [2.0 FTE Assistant HR Analysts, 1.0 FTE Sr. HR Analyst, 1.00 FTE Human Resource Analyst (CONF), 0.5 FTE Employee Assistance Svcs Coordinator]; transfer 0.3 FTE to	(4.80)	(\$0.53)	(\$0.65)
<b>POLICE SERVICES</b>			
Eliminate 1.0 FTE Police Records Specialist, 1.0 FTE Payroll Personnel Clerk II (Jan 2012), 1.0 FTE Payroll Personnel Clerk III (Jan 2012), 1.0 FTE Management Assistant	(4.00)	(\$0.28)	(\$0.37)
Ground helicopter program; eliminate take-home vehicles		(\$0.16)	(\$0.16)
Budget Sworn Staff to 640 FTE in FY 11-12 and 600 FTE in FY 12-13 (no layoff, reduce workforce through attrition)		(\$4.77)	(\$12.38)
Civilianize Inspector General		(\$0.11)	(\$0.11)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13 (continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
Eliminate 10.0 FTE Neighborhood Services Coordinators	(10.00)	(\$0.99)	(\$1.01)
Transfer 2.0 FTE Police Communications Supervisors to False Alarm Fund (Fund 2411)	(2.00)	(\$0.29)	(\$0.29)
Reduced Overtime		(\$2.00)	(\$2.00)
Full Police Academy in FY 12-13			\$4.00
<b>FIRE SERVICES</b>			
Change Vegetation Management group to Permanent Part Time (6.0 FTE Fire Suppression District Inspectors reduced to 3.0 FTE); the program will be reduced from year round to 6 months	(3.00)	(\$0.29)	(\$0.30)
Transfer 1.0 FTE Emergency Services Manager to US Dept of Homeland Security (Fund 2123) in FY 12-13	(1.00)		(\$0.25)
Eliminate 1.0 FTE Fire Division Manager and .60 FTE Emergency Planning Coord; Eliminate 2.0 FTE Fire Investigators in FY 12-13; revert 2 Investigators to Firefighters	(3.60)	(\$0.25)	(\$0.66)
Eliminate take-home vehicles and the Fire Boat		(\$0.06)	(\$0.06)
Eliminate Hazardous Material Premium Pay		(\$0.17)	(\$0.17)
Close Four Stations: Close Station 7, Move the engine to Station 5; Close Station 25, Move the engine to Station 17 or Station 16; Move Battalion 4 Headquarters from Station 17 to Station 24 (if Station 25 is moving into Station 17); Close Station 28, Move the engine to Station 23; Close Station 29, Move the engine to Station 27. Merge personnel and equipment with other facilities.		(\$0.31)	(\$0.33)
<b>MUSEUM</b>			
Transfer operations of the Oakland Museum of California to the Oakland Museum Foundation through a contractual agreement between the City of Oakland and the Oakland Museum Foundation. Reduce City Museum positions.	(7.63)	(\$1.00)	(\$1.02)
<b>LIBRARY SERVICES</b>			
Eliminate all Branch Libraries except Main, Rockridge, Dimond and 81st Street	(53.45)	(\$5.80)	(\$5.99)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13 (continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
<b>PARKS &amp; RECREATION</b>			
Reduce funding for Studio One, Cultural Arts programming, Zookeeper	(2.80)	(\$0.16)	(\$0.16)
Transfer Malonga costs and Sports Coordinator position to Self Sustaining Fund (1820)	(2.85)	(\$0.23)	(\$0.23)
Closure of the Live Oak pool in summer months (lost revenue of approximately \$25k)	(1.99)	(\$0.07)	(\$0.07)
Merge Brookdale/Discovery Recreation Center	(1.00)	(\$0.08)	(\$0.80)
Transfer to another agency or reduce programming at Tassfronga, Manzanita, Campbell Village, Poplar, and San Antonio Recreation Centers; and reduce other staffing	(6.77)	(\$1.07)	(\$1.09)
Delay the opening of the East Oakland Sports Complex	(10.26)	(\$0.50)	(\$0.50)
<b>HUMAN SERVICES</b>			
Reduce Youth Commission	(0.50)	(\$0.04)	(\$0.05)
Reduce Senior Centers to three days a week - lunch to be served 5 days a week	(3.36)	(\$0.28)	(\$0.29)
Minor allocation changes to align with grant funding	(0.12)	-	-
<b>PUBLIC WORKS</b>			
Eliminate all General Fund support: Eliminate 5.0 FTE Tree Trimmer, transfer 2.0 FTE to Landscaping and Lighting Assessment District Fund (LLAD); Eliminate 2.0 FTE Tree Worker Driver; Transfer 1.0 FTE Gardener Crew Leader to LLAD; Eliminate 1.0 FTE Gardener II; Transfer Park Attendant (PT), 1.0 FTE Park Supervisor I, 1.0 FTE Park Supervisor II to LLAD	(25.50)	(\$2.16)	(\$2.19)
Eliminate O&M from GPF		(\$0.32)	(\$0.32)

# FINANCIAL SUMMARIES

## SUMMARY OF SIGNIFICANT ADOPTED BUDGET CHANGES AND REVENUE ENHANCEMENTS FY 2011-13 (continued)

GENERAL PURPOSE FUND (GPF)	FTE	FY 2011-12 Savings (in millions)	FY 2012-13 Savings (in millions)
COMMUNITY AND ECONOMIC DEVELOPMENT			
Eliminate Cultural Arts & Marketing from GPF	(1.50)	(\$0.17)	(\$0.17)
Eliminate Film Office	(2.00)	(\$0.21)	(\$0.22)
Reduce Real Estate Operating Costs		(\$0.10)	(\$0.10)
NON-DEPARTMENTAL			
Reduction of 100% in grants and subsidies provided to outside agencies		(\$1.13)	(\$1.13)
Reduction of 100% in arts grants - other funding sources maintained		(0.73)	(0.73)
Transfer City Physician to Workers Compensation Fund (1150)		(\$0.25)	(\$0.25)
Eliminate MOU Negotiation Contract		(\$0.24)	(\$0.24)
Eliminate City/County Collaboration on Children & Youth		(\$0.10)	(\$0.10)
Reduced Transfer to Kids' First Fund		(\$0.59)	(\$0.56)

## FUND SOURCES AND DESCRIPTIONS

Fund	Fund Description	Source of Funds	Uses of Funds
1010	General Purpose Fund	Revenues from most of the City's taxes, fees and service charges.	Discretion of the City Council. Most City departments receive General Purpose Fund support.
1100	Self-Insurance Liability	Transfer of funds from the General Purpose Fund, Sewer Fund, and other miscellaneous funds.	Self-insurance liability claims and settlements, outside legal services and court costs.
1150	Workers' Compensation Insurance Claims	City payroll deductions for Workers' Compensation Insurance.	Workers' Compensation Insurance claims and administration.
1200	Pension Override Tax Revenue	Property tax override	Payment to the Police and Fire Retirement System.
1700	Mandatory Refuse Collection	Assessments on delinquent refuse collection customers.	Collection of delinquent refuse collection bills.
1710	Recycling Program	Special surcharge on refuse collection bills.	City's recycling program and related activities.
1720	Comprehensive Clean-Up	Special surcharge on refuse collection bills.	Illegal dumping enforcement; street sweeping, custodial services and other clean-up related activities.
1730	Henry J. Kaiser Convention Center	Transfers from General Purpose Fund, in accordance with repayment plan.	Reduce negative fund balance, in accordance with repayment plan.
1740	Hazardous Materials Inspection	Fees from inspections by Emergency Service Hazardous Materials Unit.	Hazardous Materials Inspection Program.
1750	Multi-Purpose Reserve	Fees from City-owned off-street parking facilities, other revenues at Council discretion.	Off-street parking facilities revenue is restricted by Council policy to parking facility construction and operation. All other revenue may be spent at Council discretion.
1760	Telecommunications Reserve	Cable television franchise fees.	Operation of the City's cable television station (KTOP) and other telecommunications-related operations.
1770	Telecommunications Land Use	Fee revenue generated from use of public property for telecommunications equipment.	Uses related to real estate.
1780	Kids First Oakland Children's Fund	Transfer from the General Purpose Fund (equal to 3.0% of unrestricted revenues).	Programs for children and youth.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
1790	Contract Administration Fee	Transfers from General Purpose Fund, in accordance with repayment plan.	Reduce negative fund balance, in accordance with repayment plan.
1820	OPRCA Self-Sustaining Revolving Fund	Fees for recreation-related program.	Self-funded recreation programs for Parks & Rec. Dept.
2102	Department of Agriculture	Department of Agriculture.	Year-round lunch program for school children.
2103	Department of Housing and Urban Development (HUD) -- Emergency Shelter Grant (ESG)/ Supportive Housing Program (SHP)/ Housing Opportunities for Persons with AIDS (HOPWA)	U.S. Department of Housing and Urban Development	Emergency shelters, housing for persons with AIDs and transitional housing programs.
2104	Department of Commerce	Economic Development Administration	Traffic and road improvements for the Del Monte Cannery shopping center.
2105	Department of Housing and Urban Development (HUD) -- Economic Development Initiative (EDI) Grants	U.S. Department of Housing and Urban Development	Commercial grants and loans and associated operational costs to promote economic development.
2107	Department of Housing and Urban Development (HUD) -- 108	U.S. Department of Housing and Urban Development.	Loan guarantees for commercial and residential loans.
2108	Department of Housing and Urban Development (HUD) -- Community Development Block Grant (CDBG)	U.S. Department of Housing and Urban Development.	Grants to non-profit organizations for housing and community development in low- and moderate-income areas.
2109	Department of Housing and Urban Development (HUD) -- HOME Investment Partnerships (HOME)	U.S. Department of Housing and Urban Development.	Support for first-time homebuyers, housing rehabilitation and housing development.
2112	Department of Justice	Asset forfeitures, State and Federal grants.	Law enforcement activities, particularly drug law enforcement.
2114	Department of Labor	Federal funds administered by Calif. Employment Development Dept.	Employment training programs.
2116	Department of Transportation	State pass-through of Federal Aid for Urban Systems Act funds.	Construction and improvements of streets and highways.
2120	Federal Action Agency	Federal Government.	Various social services programs.
2123	US Dept. of Homeland Security	FY04 Urban Area Security Initiative Grant funds	Offset the state and city's costs of grant management and administration to support the newly established Homeland Security Unit.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
2124	Federal Emergency Management Agency	Federal Government.	Disaster recovery activities.
2128	Department of Health and Human Services (DHHS)	Federal funds administered by California Department of Economic Opportunity.	Various social services programs for low-income residents.
2132	California Department of Aging	California Department of Aging.	Health and social case management services for frail elderly residents.
2134	California Parks and Recreation	State of California.	Capital projects related to park and recreation acquisition and development.
2138	California Department of Education	State of California.	Library programs.
2140	California Department of Transportation	State of California.	Capital projects related to transportation.
2141	State Traffic Congestion Relief Fund	Alameda County	Transportation-related projects.
2144	California Housing and Community Development	US Dept of Housing and Urban Development (HUD)	Provide grants for Emergency Housing Program and Winter Relief Program.
2146	California State Emergency Service	State of California	Pay for emergency-related services such as seismic retrofitting of buildings.
2148	California Library Services	State Public Library Commission and Foundation.	Library operations.
2159	State of California Other	State of California.	Miscellaneous programs.
2160	County of Alameda Grants	County of Alameda.	Street improvements within the City of Oakland.
2163	Metropolitan Transportation Commission - Transportation Program Grant	Metropolitan Transportation Commission.	Projects that benefit pedestrians and bicyclists.
2165	Prop 1B Nov 2006 CA Trans Bond	State of California	Local street and road repairs.
2172	Alameda County Vehicle Abatement Authority	Vehicle registration surcharge.	Removal of abandoned vehicles from City streets.
2185	Oakland Redevelopment Agency Grants	Oakland Redevelopment Agency.	Loans to qualified businesses within the Central District.
2190	Private Grants	Corporations and private individuals.	Restricted to specific programs.
2195	Workforce Investment Act	U.S. Department of Labor	Employment and training services for Oakland residents; overseen by Oakland Workforce Investment Board and the Mayor.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
2211	Measure B - ACTIA	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002.	Traffic and transportation projects, including street and signal construction, maintenance and repair.
2212	Measure B - Bicycle/Pedestrian Pass-Thru Funds	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002.	Bicycle and pedestrian projects.
2213	Measure B - Paratransit - ACTIA	Alameda County Transportation Improvement Authority (ACTIA) - 1/2 percent Alameda County sales tax re-authorized by Measure B in 2002.	Paratransit projects.
2230	State Gas Tax	State of California - allocation of gasoline tax revenues.	Uses related to local streets and highways. Includes acquisition of real property, construction, improvement, repairs and maintenance of streets and lighting.
2231	State Gas Tax-Prop 42 Replacement Funds	State Proposition 42	For Local street and road rehabilitation
2240	Measure Q - Library Services Retention-Enhancement	Voter-approved special parcel tax authorized by Measure Q.	Maintenance of library operations.
2250	Measure N Fund	Voter-approved special parcel tax authorized by Measure N.	To provide paramedic services on fire trucks.
2251	Public Safety Act / 2004 Measure Y	Special parcel and parking tax	Violence prevention through social-services intervention, long-term crime-prevention programs, police services, fire-safety and paramedic support.
2310	Landscaping & Lighting Assessment District	Landscape & Lighting Assessments (assessed on property tax bills).	Operation, construction, maintenance, repair of street lighting, landscaping, and related activities.
2321	Wildland Fire Prevention Assessment District Fund	Special voter-approved tax	Vegetation management services.
2330	Werner Court Vegetation Management District	Special tax from parcels in a subdivision located in the Oakland Hills	Vegetation management services in that area.
2410	Link Handipark	Surcharge on handicap parking offenses.	Programs for the aged.



# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
2411	False Alarm Reduction Program	Alarm Permit Revenue	For the False Alarm Reduction Program
2412	Alameda County Emergency Dispatch Service Supplemental Assessment	Voter-approved special parcel tax authorized by Measure M.	Emergency-related programs.
2413	Rent Adjustment Program Fund	Measure EE, the Just Cause Eviction Ordinance	The fees are dedicated for the payment of services and costs of the Rent Adjustment Program
2415	Development Service Fund	Licenses, fees, and permits from housing and commercial planning and construction-related activities.	Planning and zoning services; construction inspections, construction permit approvals; building code enforcement; plan checks, engineering services.
2416	Traffic Safety Fund	Fines and forfeitures of bail for violations of the State Vehicle Code.	Traffic safety projects including construction and improvement of streets, signs and signals.
2417	Excess Litter Fee	Fees from Litter Fee pick up program	Litter Fee pick up program.
2419	Transient Occupancy Tax (TOT) Surcharge	Three (3) % Surcharge to the City's Transient Occupancy Tax (Hotel Tax)	To provide funding to the Oakland Convention and Visitors Bureau (OCVB), the Oakland Zoo, Oakland Museum of California, Chabot Space & Science Center and the Cultural Arts Programs and Festivals
2607	Department of Justice-COPS Hiring Recovery Program (ARRA)	Federal stimulus funds administered through the Department of Justice.	Police officers.
2910	Federal Asset Forfeiture - 15% Set-Aside	Federal government	Uses related to law enforcement.
2912	Federal Asset Forfeiture City Share	Federal government	Uses related to law enforcement.
2914	State Asset Forfeiture	State of California	Uses related to law enforcement.
2990	Public Works Grants	Various State and Federal grants.	Public Works projects.
2992	Parks and Recreation Grants	Proceeds of bonds authorized by Measure A and other grants.	Park and open space acquisition, capital improvement projects and programs; Year-Round Lunch Program.
2993	Library Grants	Library Grants	For Library related projects
2994	Social Services Grants	Grant from City of Berkeley	Temporary winter shelter at Oakland Army Base.
2995	Police Grants	Miscellaneous grants or contracts from other government entities.	Various reimbursable police activities.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
2999	Miscellaneous Grants	Various State and Federal grants not specified to other listed sources.	Restricted to specific activities approved by the granting source.
3100	Sewer Service Fund	Sewer service charges (charged on EBMUD bills).	Acquisition, construction, reconstruction, relocation, maintenance, operation and repair of sewer facilities.
3200	Golf Course	City golf course fees and concession charges.	City golf course operations, maintenance and capital improvements.
4100	Equipment Rental	Equipment rental charges to operating departments.	Maintenance and replacement of City vehicles and other motorized equipment.
4200	Radio Fund	Radio rental charges to operating departments.	Maintenance and replacement of City radios and other communications equipment.
4210	Telephone Equipment & Software	Telephone and software charges to operating departments.	Maintenance and replacement of City telephones and computer software.
4300	Reproduction	Reproduction equipment rental charges to operating departments.	Maintenance and replacement of City reproduction equipment.
4400	City Facilities	City facility rental charges to operating departments.	Operation and maintenance of City facilities, including custodial services.
4450	City Facilities Energy Conservation Loan	California Energy Commission	Implement energy conservation capital projects in city facilities.
4500	Central Stores	Reimbursements from departments.	Supplies, materials and equipment for City operations.
4550	Purchasing Fund	Purchasing charges to operating departments	Staffing, operations and maintenance for Purchasing unit of Dept. of Contracting & Purchasing
5130	Rockridge Library Assessment District	Special property tax assessment.	Improvements to the Rockridge Library.
5200	JPA Capital Projects: Series 2005	Proceeds from JPA Series 2005	Seismic retrofit; infrastructure projects, deferred maintenance and improvements to public facilities.
5310	Measure G Cap Imp-Zoo, Museum, Chabot	General obligation bonds	Capital Project: Oakland Zoo, Museum and Chabot Space & Science Center improvements.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
5321	Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Proceeds from General Obligation bonds authorized by Measure DD in 2009B.	Capital projects to improve water quality; provide educational and recreational facilities for children; clean up Lake Merritt; restore Oakland's creeks, waterfront, and Estuary; and renovate parks and open space.
5501	Municipal Capital Improvement - 1989 LGFA Refund	Revenue proceeds from 1989 LGFA Refund.	Construction, purchase, lease, or improvements of City capital assets.
5505	Municipal Improvement Capital - Public Art	1.5% assessment on eligible City's capital projects.	Use for Public Art activities.
5510	Capital Reserves	One-time revenues, mainly from bond refinancing / restructuring and financing deals	Capital projects
6014	CSCD Authority 1992	Fund transfer from Municipal Improvement Capital Fund	Bank and bond expenditure for both principal and interest.
6015	COP - Oakland Museum 2002 Series A	Certificates of Participation-Oakland Museum 2002 Series A	Bank and bond expenditure for both principal and interest.
6016	Civic Improvement Corp. 1985	Funds held by Trustee.	Payment of debt service and bond administration costs of Capital Improvement Construction monies.
6027	JPFA Capital Projects: Series 2005	Proceeds from Revenue Bonds 2005 Series	Payment of debt service and bond administration costs of Capital Improvement projects
6030	Taxable Pension Obligation Bonds 1997 Series A	Transfer from the General Purpose Fund.	Bank and bond expenditure for both principal and interest.
6036	JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt)	Proceeds from Revenue Bonds 2008 Series A (tax exempt)	Lease of Sewer System.
6037	JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable)	Proceeds from Revenue Bonds 2008 Series A-2 (taxable)	Lease of Sewer System.
6063	General Obligation Bond: Series 2005	Proceeds from Revenue Bonds 2005 Series	JPFA-related debt service payments.
6310	Measure G 2002A Debt Srv-Zoo, Museum, Chabot	General obligation bonds	Debt Service: Oakland Zoo, Museum and Chabot Space & Science Center improvements.
6311	Measure G: 2006 Zoo, Museum	General obligation bonds	Educational facilities at the Oakland Museum of CA; the Oakland Zoo and the Chabot Space and Science center.

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
6320	Measure DD 2003A Debt Srv-Clean Water, Safe Parks & Open Space Trust Fund for Oakland	Voter-approved Measure DD bond proceeds	Principal and interest on long-term debt.
6520	Fire Area - Redemption	Special Assessments.	Pay for fire prevention-related services.
6530	Rockridge Area Water District - Redemption	Special Assessments.	Pay for street light undergrounding liability.
6540	Skyline Sewer District - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6554	LaSalle Utility Underground - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6555	Piedmont Pines 2010 Utility Underground Phase I	Special Assessments.	Debt service payments.
6558	Grizzly Peak Utility Underground - Redemption	Repayment agreement with homeowners.	Pay for street light undergrounding liability.
6570	1996 JPFA Pooled Assessment Revenue Bonds - Assessment Fund	Other special assessment districts.	Principal and interest.
6580	1997 JPFA Pooled Assessment Revenue Bonds - Revenue Fund	Other special assessment districts.	Principal and interest.
6585	1999 JPFA Reassessment District Debt Service	Other special assessment districts.	Principal and interest.
6612	JPFA Lease Revenue Refunding Bonds (Admin Building)	Proceeds from lease revenue bonds and other funding sources.	Construction of City Administration Building.
6999	Miscellaneous Debt Services	Revenue from sale of season tickets.	Debt service on the Coliseum and renovation Lease Revenue Bonds.
7100	Police and Fire Retirement System	City Police and Fire Retirement System contributions.	City administrative costs related to the Police and Fire Retirement System.
7120	Oakland Municipal Employees Retirement System (OMERS)	City Municipal Employees Retirement System contributions.	City administrative costs related to the Oakland Municipal Employees Retirement System.
7130	Employee Deferred Compensation	Employee deferred compensation contributions.	Account for employees' deferred compensation contributions and disbursements.
7320	Pension Annuity Fund	Pension Annuity receipts	Transfer to General Purpose Fund to support accrued pension liability payments

# FINANCIAL SUMMARIES

## FUND SOURCES AND DESCRIPTIONS (continued)

Fund	Fund Description	Source of Funds	Uses of Funds
7420	State Asset Trust	Confiscated funds held in the course of Police activities.	Dispensed by order of criminal court.
7440	Unclaimed Cash	Funds from Police asset forfeitures-redistributed from State.	Transfer to General Fund after holding period to fund city services.
7540	Oakland Public Library Trust	Donations, endowments and contributions from individuals and private corporations.	Library Programs
7640	Oakland Public Museum Trust	Donations and proceeds from fund-raising activities.	Museum programs and improvements.
7690	Kerrison Trust for Police Enhancement	Private, individual donation.	Uses related to police service enhancements.
7760	Grant Clearing	Recoveries of departmental burden charges to other subordinate programs within departments.	Administrative costs in departments that are largely supported by grant and other restricted funding sources.
		Capital project funding for personnel expenditures.	Personnel costs that are directly supported by capital projects.
7780	Oakland Redevelopment Agency Projects (ORA)	Oakland Redevelopment Agency.	City staff and other costs related to Oakland Redevelopment Agency projects.
7999	Miscellaneous Trusts	Donations and endowments.	Miscellaneous programs and services.

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>1010 - General Fund: General Purpose</b>	-	<b>395,187,223</b>	<b>395,077,068</b>	<b>1,910.56</b>
Mayor			1,140,905	7.00
City Council			2,144,689	18.70
City Administrator		745,680	6,961,573	38.67
City Attorney		87,030	4,234,458	24.95
City Auditor			1,069,789	10.00
City Clerk		56,870	1,455,511	6.50
Human Resources			4,137,610	33.45
Information Technology		2,388,740	8,121,537	45.65
Finance and Management Agency		363,597,831	19,957,623	151.33
Police Services Agency		5,127,694	164,623,515	805.32
Fire Services Agency		7,881,590	101,541,515	547.50
Museum		194,860	5,728,826	35.32
Library		766,240	3,611,655	22.80
Office of Parks and Recreation		2,040,118	11,673,853	139.85
Department of Human Services		125,830	4,466,500	23.24
Public Works Agency		2,210		
Community and Economic Development Agency		1,152,170	443,114	0.28
Non Departmental and Port		20,360	66,537,395	
Capital Improvement Projects			252,000	
Other Proposed Citywide Reductions		11,000,000	(13,025,000)	
<b>1100 - Self Insurance Liability</b>	<b>(27,668,797)</b>	<b>21,656,497</b>	<b>19,858,605</b>	<b>19.03</b>
City Attorney			3,542,874	19.03
Police Services Agency			7,374,480	
Fire Services Agency			1,491,890	
Office of Parks and Recreation			290,170	
Public Works Agency		1,529,471	2,060,090	
Non Departmental and Port		20,127,026	5,099,101	
<b>1150 - Worker's Compensation Insurance Claims</b>	-		<b>191,419</b>	<b>8.04</b>
City Attorney			250,454	1.04
Finance and Management Agency			1,143,115	7.00
Non Departmental and Port			(1,202,150)	
<b>1200 - Pension Override Tax Revenue</b>	<b>102,796,512</b>	<b>58,571,162</b>	<b>53,378,387</b>	
Non Departmental and Port		58,371,162	53,378,387	
<b>1300 - Fringe Benefits</b>	-		<b>503</b>	
Human Resources			503	
<b>1700 - Mandatory Refuse Program</b>	<b>(7,344,486)</b>	<b>3,610,280</b>	<b>2,255,449</b>	<b>16.56</b>
Finance and Management Agency		3,610,280	2,255,449	16.56
<b>1710 - Recycling Program</b>	<b>5,435,757</b>	<b>9,175,672</b>	<b>9,070,663</b>	<b>14.83</b>
City Attorney			174,154	1.00
Fire Services Agency			48,870	
Public Works Agency		9,175,672	8,639,902	12.83
Community and Economic Development Agency			207,737	1.00

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>1720 - Comprehensive Clean-up</b>	<b>284,789</b>	<b>18,465,819</b>	<b>18,417,740</b>	<b>120.58</b>
Finance and Management Agency			656,139	12.28
Fire Services Agency			184,219	1.00
Public Works Agency		18,465,819	17,577,382	107.30
<b>1740 - Hazardous Materials Inspections</b>	<b>690,805</b>	<b>700,545</b>	<b>699,590</b>	<b>5.10</b>
Fire Services Agency		700,545	699,590	5.10
<b>1750 - Multipurpose Reserve</b>	<b>(4,597,698)</b>	<b>5,160,796</b>	<b>5,146,270</b>	<b>8.60</b>
Finance and Management Agency		(14,737)	2,805,426	0.40
Public Works Agency		5,175,533	2,014,544	8.20
Community and Economic Development Agency			326,300	
<b>1760 - Telecommunications Reserve</b>	<b>(854,509)</b>	<b>1,298,114</b>	<b>1,103,812</b>	<b>6.12</b>
City Administrator		1,298,114	999,522	5.39
Information Technology			104,290	0.73
Library			-	-
<b>1770 - Telecommunications Land Use</b>	<b>661,043</b>	<b>335,630</b>	<b>535,630</b>	<b>1.72</b>
Community and Economic Development Agency		335,630	535,630	1.72
<b>1780 - Kid's First Oakland Children's Fund</b>	<b>2,580,436</b>	<b>10,928,847</b>	<b>10,927,746</b>	<b>7.15</b>
Office of Parks and Recreation			116,068	1.25
Department of Human Services		10,928,847	10,811,678	5.90
<b>1820 - OPRCA Self Sustaining Revolving Fund</b>	<b>920,139</b>	<b>3,760,793</b>	<b>3,804,348</b>	<b>72.23</b>
Office of Parks and Recreation		3,760,793	3,804,348	72.23
<b>2102 - Department of Agriculture</b>	<b>(67,093)</b>	<b>1,095,000</b>	<b>1,095,000</b>	<b>6.50</b>
Department of Human Services		1,095,000	1,095,000	6.50
<b>2103 - HUD-ESG/SHP/HOPWA</b>	<b>(4,522,531)</b>	<b>6,061,580</b>	<b>6,061,580</b>	<b>0.81</b>
Department of Human Services		6,061,580	6,061,580	0.81
<b>2105 - HUD-EDI Grants</b>	<b>(21,235)</b>		-	<b>1.80</b>
Community and Economic Development Agency			-	1.80
<b>2107 - HUD-108</b>	<b>5,321,030</b>	<b>2,032,000</b>	<b>2,032,000</b>	
Community and Economic Development Agency		2,032,000	2,032,000	
<b>2108 - HUD-CDBG</b>	<b>281,769</b>	<b>9,779,837</b>	<b>9,781,100</b>	<b>23.85</b>
City Attorney			45,490	0.19
Finance and Management Agency			158,169	1.00
Department of Human Services			583,626	1.14
Community and Economic Development Agency		9,779,837	8,993,815	21.52
<b>2109 - HUD-Home</b>	<b>2,098,602</b>	<b>4,753,166</b>	<b>4,753,166</b>	<b>2.07</b>
Community and Economic Development Agency		4,753,166	4,753,166	2.07
<b>2112 - Department of Justice</b>	<b>1,534,353</b>	<b>541,527</b>	<b>630,590</b>	<b>3.75</b>
City Administrator			465,259	2.75
Police Services Agency		541,527	165,331	1.00
<b>2114 - Department of Labor</b>	<b>(404,461)</b>	<b>1,294,896</b>	<b>1,287,523</b>	<b>63.10</b>
Department of Human Services		1,294,896	1,287,523	63.10
<b>2116 - Department of Transportation</b>	<b>208,958</b>	<b>3,124,000</b>	<b>3,124,000</b>	
Capital Improvement Projects		3,124,000	3,124,000	
<b>2120 - Federal Action Agency</b>	<b>(97,070)</b>	<b>329,801</b>	<b>329,710</b>	<b>0.78</b>
Department of Human Services		329,801	329,710	0.78

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>2123 - US Dept of Homeland Security</b>	<b>(2,519,603)</b>	<b>188,160</b>	<b>(452)</b>	<b>9.10</b>
Fire Services Agency			(452)	9.10
<b>2124 - Federal Emergency Management Agency (FEMA)</b>	<b>(4,003,695)</b>	<b>928,454</b>	<b>908,580</b>	<b>6.35</b>
Fire Services Agency		928,454	908,580	6.35
<b>2128 - Department of Health and Human Services</b>	<b>(901,586)</b>	<b>17,753,149</b>	<b>17,735,885</b>	<b>145.20</b>
Department of Human Services		17,753,149	17,735,885	145.20
<b>2138 - California Department of Education</b>	<b>677,409</b>	<b>1,174,283</b>	<b>1,174,283</b>	
Department of Human Services		1,174,283	1,174,283	
<b>2140 - California Department of Transportation</b>	<b>160,478</b>	<b>100,000</b>	<b>100,000</b>	
Capital Improvement Projects		100,000	100,000	
<b>2148 - California Library Services</b>	<b>(1,611,539)</b>	-	-	-
Library		-	-	-
<b>2159 - State of California Other</b>	<b>(299,923)</b>	<b>250,000</b>	<b>249,719</b>	<b>1.62</b>
Department of Human Services		250,000	249,719	1.62
<b>2160 - County of Alameda: Grants</b>	<b>3,644,224</b>	<b>1,425,534</b>	<b>1,436,362</b>	<b>2.09</b>
Fire Services Agency		1,008,515	1,012,615	1.00
Department of Human Services		417,019	423,747	1.09
<b>2163 - Metro Transportation Com: Program Grant</b>	<b>(584,736)</b>	<b>3,492,000</b>	<b>3,492,000</b>	-
Library		-	-	-
Capital Improvement Projects		3,492,000	3,492,000	
<b>2172 - Alameda County: Vehicle Abatement Authority</b>	<b>209,442</b>	<b>380,000</b>	<b>367,876</b>	<b>2.00</b>
Police Services Agency		380,000	367,876	2.00
<b>2185 - Oakland Redevelopment Agency Grants</b>	<b>(24,409)</b>	<b>2,500,000</b>	<b>2,500,000</b>	
Community and Economic Development Agency		2,500,000	2,500,000	
<b>2190 - Private Grants</b>	<b>(396,694)</b>	<b>35,280</b>	<b>25,000</b>	<b>0.20</b>
Fire Services Agency		25,000	25,000	0.20
<b>2195 - Workforce Investment Act</b>	<b>106,012</b>	<b>6,494,000</b>	<b>6,393,482</b>	<b>8.66</b>
Finance and Management Agency			117,542	1.00
Department of Human Services			149,833	1.28
Community and Economic Development Agency		6,494,000	6,126,107	6.38
<b>2210 - Measure B: Fund</b>	<b>586,981</b>	<b>326,915</b>	<b>326,915</b>	
Public Works Agency		326,915	326,915	
<b>2211 - Measure B: ACTIA</b>	<b>6,401,701</b>	<b>8,539,872</b>	<b>8,534,712</b>	<b>27.64</b>
City Administrator			101,515	0.70
Public Works Agency		8,489,872	4,983,197	26.94
Capital Improvement Projects			3,450,000	
<b>2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds</b>	<b>2,876,724</b>	<b>1,010,000</b>	<b>1,010,000</b>	
Public Works Agency		1,010,000	10,000	
Capital Improvement Projects			1,000,000	



# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>2213 - Measure B: Paratransit - ACTIA</b>	<b>(70,457)</b>	<b>966,080</b>	<b>965,563</b>	<b>4.41</b>
Department of Human Services		966,080	965,563	4.41
<b>2230 - State Gas Tax</b>	<b>461,211</b>	<b>6,798,635</b>	<b>6,671,939</b>	<b>27.89</b>
Public Works Agency		6,798,635	6,671,939	27.89
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>		<b>4,184,333</b>	<b>3,901,614</b>	<b>15.18</b>
Public Works Agency		4,184,333	1,571,614	15.18
Capital Improvement Projects			2,330,000	
<b>2240 - Library Services Retention-Enhancement</b>			<b>17,934</b>	<b>-</b>
City Administrator			277	
Finance and Management Agency			17,657	
Library			-	-
<b>2250 - Measure N: Fund</b>	<b>2,164,323</b>	<b>1,504,582</b>	<b>1,503,868</b>	<b>6.10</b>
City Administrator			89	
Finance and Management Agency			4,493	
Fire Services Agency		1,504,582	1,499,286	6.10
<b>2251 - Measure Y: Public Safety Act 2004</b>	<b>-</b>	<b>23,103,567</b>	<b>23,103,567</b>	<b>71.45</b>
City Administrator			487,757	2.20
Finance and Management Agency		23,103,567	48,844	
Police Services Agency			12,274,853	63.00
Fire Services Agency			4,000,000	
Department of Human Services			6,292,113	6.25
<b>2310 - Lighting and Landscape Assessment District</b>	<b>(3,765,622)</b>	<b>18,569,645</b>	<b>18,515,477</b>	<b>77.49</b>
Finance and Management Agency		18,385,445	42,451	0.20
Museum			235,069	2.00
Office of Parks and Recreation			3,932,693	7.29
Public Works Agency		184,200	14,305,264	68.00
<b>2321 - Wildland Fire Prevention Assess District</b>	<b>1,183,710</b>	<b>1,847,072</b>	<b>1,846,955</b>	<b>1.00</b>
Fire Services Agency		1,847,072	1,846,955	1.00
<b>2330 - Werner Court Vegetation Mgmt District</b>	<b>13,951</b>	<b>6,200</b>	<b>6,200</b>	
Fire Services Agency		6,200	6,200	
<b>2411 - False Alarm Reduction Program</b>	<b>867,015</b>	<b>2,001,759</b>	<b>1,185,289</b>	<b>6.50</b>
Information Technology			179,772	1.00
Police Services Agency		2,001,759	1,005,517	5.50
<b>2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment</b>	<b>610,588</b>	<b>1,826,860</b>	<b>1,840,780</b>	<b>11.10</b>
Finance and Management Agency			4,542	
Fire Services Agency		1,826,860	1,836,238	11.10
<b>2413 - Rent Adjustment Program Fund</b>		<b>1,800,000</b>	<b>1,799,543</b>	<b>11.90</b>
City Attorney			349,259	1.90
Finance and Management Agency			275,550	3.00
Community and Economic Development Agency		1,800,000	1,174,734	7.00

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>2415 - Development Service Fund</b>	<b>(2,515,854)</b>	<b>22,778,000</b>	<b>22,818,113</b>	<b>118.63</b>
City Attorney			330,435	1.50
Information Technology			40,523	0.33
Public Works Agency			228,858	1.00
Community and Economic Development Agency		22,778,000	22,218,297	115.80
<b>2416 - Traffic Safety Fund</b>	<b>1,631,633</b>	<b>3,146,928</b>	<b>3,145,514</b>	<b>23.37</b>
Police Services Agency		1,620,164	1,923,791	15.65
Public Works Agency		1,526,764	1,221,723	7.72
<b>2417 - Excess Litter Fee Fund</b>	<b>432,836</b>	<b>440,900</b>	<b>440,900</b>	
City Administrator			440,900	
<b>2419 - Transient Occupancy Tax (TOT) Surcharge</b>	<b>548,512</b>	<b>2,604,743</b>	<b>2,468,935</b>	
Museum		325,593	340,309	
Community and Economic Development Agency		325,593	340,308	
Non Departmental and Port		1,953,557	1,788,318	
<b>2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)</b>	<b>62,704</b>	<b>6,646,594</b>	<b>6,631,916</b>	<b>41.00</b>
Police Services Agency		6,646,594	6,631,916	41.00
<b>2609 - Dept of Energy-EECBG Program (ARRA)</b>	<b>23,032</b>		<b>105,112</b>	<b>1.00</b>
City Administrator			105,112	1.00
<b>2990 - Public Works Grants</b>	<b>(1,025,508)</b>	<b>280,000</b>	<b>279,828</b>	<b>1.47</b>
Public Works Agency		280,000	279,828	1.47
<b>2993 - Library Grants</b>	<b>852,568</b>	<b>250,000</b>	<b>250,000</b>	
Library		250,000	250,000	
<b>2994 - Social Services Grants</b>	<b>753,738</b>	<b>56,000</b>	<b>56,000</b>	
Department of Human Services		56,000	56,000	
<b>2995 - Police Grants</b>	<b>36,407</b>	<b>20,000</b>	<b>20,000</b>	
Police Services Agency		20,000	20,000	
<b>2996 - Parks and Recreation Grants 2001</b>	<b>63,967</b>	<b>16,847</b>	<b>16,847</b>	
Office of Parks and Recreation		16,847	16,847	
<b>2999 - Miscellaneous Grants</b>	<b>9,969,976</b>	<b>180,000</b>	<b>980,000</b>	
Police Services Agency			800,000	
Capital Improvement Projects		180,000	180,000	
<b>3100 - Sewer Service Fund</b>	<b>131,240,852</b>	<b>49,957,380</b>	<b>49,937,136</b>	<b>134.16</b>
City Attorney			103,207	0.54
Finance and Management Agency		100,000	1,026,800	
Fire Services Agency			268,769	2.00
Public Works Agency		49,857,380	23,765,430	131.62
Non Departmental and Port			10,157,930	
Capital Improvement Projects			14,615,000	
<b>3200 - Golf Course</b>	<b>4,956,813</b>	<b>357,450</b>	<b>751,342</b>	<b>0.75</b>
Office of Parks and Recreation		357,450	742,892	0.75
Community and Economic Development Agency			8,450	

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>4100 - Equipment*</b>	<b>(12,062,388)</b>	<b>18,325,761</b>	<b>16,219,032</b>	<b>57.00</b>
Finance and Management Agency		(35,000)	5,521	
Public Works Agency		18,360,761	16,213,511	57.00
<b>4200 - Radio / Telecommunications*</b>	<b>766,954</b>	<b>3,766,391</b>	<b>3,394,935</b>	<b>8.95</b>
Information Technology		3,766,391	3,394,935	8.95
<b>4210 - Telephone Equipment and Software*</b>	<b>654,145</b>	<b>513,327</b>	<b>513,327</b>	
Information Technology		513,327	513,327	
<b>4300 - Reproduction*</b>	<b>(347,513)</b>	<b>1,440,745</b>	<b>1,416,082</b>	<b>5.00</b>
Information Technology		1,440,745	1,416,082	5.00
<b>4400 - City Facilities*</b>	<b>(27,272,065)</b>	<b>22,955,697</b>	<b>22,968,156</b>	<b>102.54</b>
Public Works Agency		23,028,297	22,968,156	102.54
<b>4450 - City Facilities Energy Conservation Projects*</b>	<b>2,686,481</b>		<b>8,578</b>	<b>0.50</b>
Community and Economic Development Agency			8,578	0.50
<b>4500 - Central Stores*</b>	<b>(5,369,723)</b>	<b>1,532,250</b>	<b>333,450</b>	<b>2.50</b>
Finance and Management Agency		1,532,250	333,450	2.50
<b>4550 - Purchasing*</b>	<b>(796,055)</b>	<b>754,090</b>	<b>776,987</b>	<b>7.50</b>
Finance and Management Agency		754,090	776,987	7.50
<b>5130 - Rockridge: Library Assessment District</b>	<b>653,792</b>	<b>134,420</b>	<b>3,387</b>	
Finance and Management Agency		134,420	3,387	
<b>5321 - Measure DD: 2009B Clean Water, Safe Parks &amp; Open Space Trust Fund for Oakland</b>	<b>47,581,820</b>		-	<b>4.50</b>
Public Works Agency			-	4.00
Community and Economic Development Agency			-	0.50
<b>5505 - Municipal Capital Improvement: Public Arts</b>	<b>52,146</b>	<b>271,490</b>	<b>271,490</b>	<b>1.25</b>
City Administrator			232	
Community and Economic Development Agency		271,490	271,258	1.25
<b>5510 - Capital Reserves</b>	<b>4,102,000</b>		<b>1,000,000</b>	
Capital Improvement Projects			1,000,000	
<b>6014 - Oakland Convention Center 1992</b>	<b>119,189</b>	<b>14,156,280</b>	<b>14,149,780</b>	
Non Departmental and Port		14,156,280	14,149,780	
<b>6015 - COP-Oakland Museum 2002 Series A</b>	<b>3,052</b>	<b>4,095,610</b>	<b>4,095,610</b>	
Non Departmental and Port		4,095,610	4,095,610	
<b>6027 - JPFA Capital Projects: Series 2005</b>	<b>89,348,921</b>	<b>11,127,760</b>	<b>11,127,760</b>	
Non Departmental and Port		11,127,760	11,127,760	
<b>6032 - Taxable Pension Obligation: Series 2001</b>	<b>33,092</b>	<b>38,379,020</b>	<b>38,379,020</b>	
Non Departmental and Port		38,379,020	38,379,020	
<b>6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)</b>	<b>10,912,409</b>	<b>19,592,310</b>	<b>19,592,310</b>	
Non Departmental and Port		19,592,310	19,592,310	
<b>6037 - JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable Bonds)</b>	<b>2,064,204</b>	<b>5,592,900</b>	<b>5,592,900</b>	
Non Departmental and Port		5,592,900	5,592,900	

\*Cash balance is presented for these Internal Service Fund instead of fund balance.

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>6063 - General Obligation Bonds: Series 2005</b>	<b>1,853,125</b>	<b>11,125,760</b>	<b>11,125,760</b>	
Non Departmental and Port			11,125,760	
<b>6310 - Measure G: 2002A Zoo, Museum, Chabot</b>	<b>505,032</b>	<b>2,551,260</b>	<b>2,551,260</b>	
Non Departmental and Port		2,551,260	2,551,260	
<b>6311 - Measure G: 2006 Zoo, Museum</b>	<b>27,195</b>	<b>1,329,360</b>	<b>1,328,770</b>	
Non Departmental and Port		1,329,360	1,328,770	
<b>6320 - Measure DD: 2003A Clean Water, Safe Parks and Open Space Trust Fund for Oakland</b>	<b>841,201</b>	<b>4,429,390</b>	<b>4,429,390</b>	
Non Departmental and Port		4,429,390	4,429,390	
<b>6321 - Measure DD: 2009B Clean Water, Safe Parks &amp; Open Space Trust Fund for Oakland</b>	<b>1,336,599</b>	<b>4,618,190</b>	<b>4,618,190</b>	
Non Departmental and Port			4,618,190	
<b>6520 - Fire Area - Redemption</b>	<b>1,901,936</b>	<b>546,178</b>	<b>501,284</b>	<b>0.40</b>
Finance and Management Agency			52,863	0.40
Non Departmental and Port		546,178	448,421	
<b>6530 - Rockridge Area Water District - Redemption</b>	<b>403,837</b>	<b>67,845</b>	<b>57,829</b>	
Non Departmental and Port		67,845	57,829	
<b>6540 - Skyline Sewer District - Redemption</b>	<b>45,282</b>	<b>32,266</b>	<b>29,090</b>	
Non Departmental and Port		32,266	29,090	
<b>6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service</b>	<b>10,834</b>	<b>409,397</b>	<b>4,238</b>	
Non Departmental and Port		232,742	4,238	
<b>6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment</b>	<b>(137,878)</b>	<b>23,200</b>	<b>23,200</b>	
Non Departmental and Port		23,200	23,200	
<b>6585 - JPFA Reassessment District: 1999 Debt Service</b>	<b>128,503</b>	<b>482,170</b>	<b>482,170</b>	
Non Departmental and Port		482,170	482,170	
<b>6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B</b>	<b>9,011,388</b>	<b>9,068,080</b>	<b>9,068,080</b>	
Non Departmental and Port		9,068,080	9,068,080	
<b>6999 - Miscellaneous Debt Service</b>	<b>(49,649)</b>	<b>21,500,000</b>	<b>21,500,000</b>	
Non Departmental and Port		21,500,000	21,500,000	
<b>7100 - Police and Fire Retirement System</b>	<b>314,073,853</b>	<b>2,685,006</b>	<b>2,684,517</b>	<b>4.10</b>
City Attorney			95,810	0.40
Human Resources			2,588,707	3.70
<b>7120 - Oakland Municipal Employees' Retirement System OMERS</b>	<b>5,263,120</b>	<b>353,348</b>	<b>352,559</b>	<b>1.45</b>
City Attorney			23,953	0.10
Human Resources			328,606	1.35
<b>7130 - Employee Deferred Compensation</b>	<b>356,908</b>	<b>195,875</b>	<b>199,359</b>	<b>1.00</b>
Human Resources		195,875	199,359	1.00
<b>7320 - Police and Fire Retirement System Refinancing Annuity Trust</b>	<b>119,148,278</b>	<b>10,185,843</b>	<b>10,185,843</b>	
Non Departmental and Port		10,185,843	10,185,843	

# FINANCIAL SUMMARIES

## FY 2011-12 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2010-11 Estimated Ending Fund Balance	FY 2011-12 Proposed Revenues	FY 2011-12 Proposed Expenditures	Proposed Positions (FTEs)
<b>7440 - Unclaimed Cash</b>	<b>1,483,053</b>	<b>300,000</b>	<b>300,000</b>	
Police Services Agency		300,000	300,000	
<b>7540 - Oakland Public Library Trust</b>	<b>1,902,892</b>	<b>111,012</b>	<b>111,012</b>	
Library		111,012	111,012	
<b>7640 - Oakland Public Museum Trust</b>	<b>840,700</b>	<b>32,610</b>	<b>32,610</b>	
Museum		32,610	32,610	
<b>7760 - Grant Clearing</b>	<b>(350,014)</b>		<b>(34,732)</b>	<b>152.26</b>
City Administrator			13,381	0.08
Finance and Management Agency			37,965	0.33
Public Works Agency			(108,700)	136.85
Community and Economic Development Agency			22,622	15.00
<b>7780 - Oakland Redevelopment Agency Projects (ORA)</b>	<b>(647,790)</b>	<b>28,035,703</b>	<b>27,974,115</b>	<b>155.18</b>
Mayor			587,264	2.00
City Council			1,283,404	7.76
City Administrator			1,541,435	10.11
City Attorney			3,004,227	14.35
City Clerk			459,579	3.50
Information Technology			40,536	0.33
Finance and Management Agency			933,528	6.20
Police Services Agency			3,672,833	17.18
Department of Human Services			582,020	3.57
Public Works Agency			802,811	7.00
Community and Economic Development Agency			15,066,478	83.18
<b>7999 - Miscellaneous Trusts</b>	<b>855,553</b>	<b>69,270</b>	<b>69,280</b>	
Police Services Agency			10	
Office of Parks and Recreation		69,270	69,270	
<b>Grand Total</b>	<b>801,987,913</b>	<b>983,392,567</b>	<b>993,578,440</b>	<b>3,553.58</b>

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>1010 - General Fund: General Purpose</b>	<b>402,354,163</b>	<b>402,421,003</b>	<b>1,908.47</b>	<b>43,315</b>
Mayor		1,169,225	7.00	
City Council		2,191,811	18.70	
City Administrator	745,680	7,187,934	38.67	
City Attorney	87,030	4,364,175	24.95	
City Auditor		1,120,618	10.00	
City Clerk	56,870	1,875,292	6.50	
Human Resources		4,134,573	30.45	
Information Technology	2,388,740	8,318,619	45.65	
Finance and Management Agency	366,414,771	20,195,239	150.48	
Police Services Agency	4,827,694	172,043,100	804.32	
Fire Services Agency	8,131,590	110,268,420	547.50	
Museum	194,860	5,916,221	35.32	
Library	766,240	3,712,794	22.80	
Office of Parks and Recreation	2,040,118	12,718,459	142.20	
Department of Human Services	125,830	4,609,756	23.65	
Public Works Agency	2,210			
Community and Economic Development Agency	1,152,170	443,902	0.28	
Non Departmental and Port	20,360	62,723,865		
Capital Improvement Projects		252,000		
Other Proposed Citywide Reductions	15,400,000	(20,825,000)		
<b>1100 - Self Insurance Liability</b>	<b>21,868,592</b>	<b>19,930,488</b>	<b>19.03</b>	<b>(23,932,801)</b>
City Attorney		3,614,757	19.03	
Police Services Agency		7,374,480		
Fire Services Agency		1,491,890		
Office of Parks and Recreation		290,170		
Public Works Agency	1,560,060	2,060,090		
Non Departmental and Port	20,308,532	5,099,101		
<b>1150 - Worker's Compensation Insurance Claims</b>		<b>223,807</b>	<b>8.04</b>	<b>(415,226)</b>
City Attorney		255,436	1.04	
Finance and Management Agency		1,170,521	7.00	
Non Departmental and Port		(1,202,150)		
<b>1200 - Pension Override Tax Revenue</b>	<b>58,571,162</b>	<b>55,185,782</b>		<b>111,374,667</b>
Non Departmental and Port	58,371,162	55,185,782		
<b>1300 - Fringe Benefits</b>		<b>495</b>		<b>(998)</b>
Human Resources		495		
<b>1700 - Mandatory Refuse Program</b>	<b>3,610,280</b>	<b>2,304,138</b>	<b>16.41</b>	<b>(4,683,513)</b>
Finance and Management Agency	3,610,280	2,304,138	16.41	
<b>1710 - Recycling Program</b>	<b>9,316,884</b>	<b>9,204,641</b>	<b>14.83</b>	<b>5,653,009</b>
City Attorney		177,629	1.00	
Fire Services Agency		48,870		
Public Works Agency	9,316,884	8,767,884	12.83	
Community and Economic Development Agency		210,258	1.00	

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>1720 - Comprehensive Clean-up</b>	<b>18,474,544</b>	<b>18,760,258</b>	<b>120.58</b>	<b>47,154</b>
Finance and Management Agency		656,150	12.28	
Fire Services Agency		186,071	1.00	
Public Works Agency	18,474,544	17,918,037	107.30	
<b>1740 - Hazardous Materials Inspections</b>	<b>720,348</b>	<b>719,385</b>	<b>5.10</b>	<b>692,723</b>
Fire Services Agency	720,348	719,385	5.10	
<b>1750 - Multipurpose Reserve</b>	<b>5,360,533</b>	<b>5,286,260</b>	<b>8.60</b>	<b>(4,508,899)</b>
Finance and Management Agency	(25,000)	2,905,936	0.40	
Public Works Agency	5,385,533	2,054,024	8.20	
Community and Economic Development Agency		326,300		
<b>1760 - Telecommunications Reserve</b>	<b>1,329,927</b>	<b>1,134,536</b>	<b>6.12</b>	<b>(464,816)</b>
City Administrator	1,329,927	1,025,972	5.39	
Information Technology		108,564	0.73	
Library		-	-	
<b>1770 - Telecommunications Land Use</b>	<b>335,630</b>	<b>535,630</b>	<b>1.72</b>	<b>261,043</b>
Community and Economic Development Agency	335,630	535,630	1.72	
<b>1780 - Kid's First Oakland Children's Fund</b>	<b>10,954,613</b>	<b>10,953,500</b>	<b>7.15</b>	<b>2,582,650</b>
Office of Parks and Recreation		118,393	1.25	
Department of Human Services	10,954,613	10,835,107	5.90	
<b>1820 - OPRCA Self Sustaining Revolving Fund</b>	<b>3,837,051</b>	<b>3,885,918</b>	<b>72.23</b>	<b>827,717</b>
Office of Parks and Recreation	3,837,051	3,885,918	69.88	
<b>2102 - Department of Agriculture</b>	<b>1,095,000</b>	<b>1,095,000</b>	<b>6.50</b>	<b>(67,093)</b>
Department of Human Services	1,095,000	1,095,000	6.50	
<b>2103 - HUD-ESG/SHP/HOPWA</b>	<b>6,061,580</b>	<b>6,062,436</b>	<b>0.89</b>	<b>(4,523,387)</b>
Department of Human Services	6,061,580	6,062,436	0.89	
<b>2105 - HUD-EDI Grants</b>		<b>(10,000)</b>	<b>1.80</b>	<b>(11,235)</b>
Community and Economic Development Agency		(10,000)	1.80	
<b>2107 - HUD-108</b>	<b>2,122,000</b>	<b>2,122,000</b>		<b>5,321,030</b>
Community and Economic Development Agency	2,122,000	2,122,000		
<b>2108 - HUD-CDBG</b>	<b>9,779,837</b>	<b>9,779,837</b>	<b>23.82</b>	<b>280,506</b>
City Attorney		46,395	0.19	
Finance and Management Agency		160,632	1.00	
Department of Human Services		583,843	1.11	
Community and Economic Development Agency	9,779,837	8,988,967	21.52	
<b>2109 - HUD-Home</b>	<b>4,753,166</b>	<b>4,753,166</b>	<b>2.07</b>	<b>2,098,602</b>
Community and Economic Development Agency	4,753,166	4,753,166	2.07	
<b>2112 - Department of Justice</b>	<b>559,446</b>	<b>642,461</b>	<b>3.75</b>	<b>1,362,275</b>
City Administrator		474,360	2.75	
Police Services Agency	559,446	168,101	1.00	
<b>2114 - Department of Labor</b>	<b>1,294,896</b>	<b>1,287,433</b>	<b>63.15</b>	<b>(389,625)</b>
Department of Human Services	1,294,896	1,287,433	63.15	
<b>2116 - Department of Transportation</b>	<b>1,250,000</b>	<b>1,250,000</b>		<b>208,958</b>
Capital Improvement Projects	1,250,000	1,250,000		
<b>2120 - Federal Action Agency</b>	<b>329,801</b>	<b>276,178</b>	<b>0.37</b>	<b>(43,356)</b>
Department of Human Services	329,801	276,178	0.37	

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>2123 - US Dept of Homeland Security</b>	<b>188,160</b>	<b>188,160</b>	<b>10.10</b>	<b>(2,330,991)</b>
Fire Services Agency		188,160	10.10	
<b>2124 - Federal Emergency Management Agency (FEMA)</b>	<b>900,512</b>	<b>486,211</b>	<b>3.35</b>	<b>(3,569,520)</b>
Fire Services Agency	900,512	486,211	3.35	
<b>2128 - Department of Health and Human Services</b>	<b>17,753,149</b>	<b>17,731,116</b>	<b>145.20</b>	<b>(862,289)</b>
Department of Human Services	17,753,149	17,731,116	145.20	
<b>2138 - California Department of Education</b>	<b>1,174,283</b>	<b>1,174,283</b>		<b>677,409</b>
Department of Human Services	1,174,283	1,174,283		
<b>2140 - California Department of Transportation</b>	<b>100,000</b>	<b>100,000</b>		<b>160,478</b>
Capital Improvement Projects	100,000	100,000		
<b>2148 - California Library Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,611,539)</b>
Library	-	-	-	
<b>2159 - State of California Other</b>	<b>250,000</b>	<b>249,716</b>	<b>1.62</b>	<b>(299,358)</b>
Department of Human Services	250,000	249,716	1.62	
<b>2160 - County of Alameda: Grants</b>	<b>1,427,880</b>	<b>1,437,672</b>	<b>2.09</b>	<b>3,623,604</b>
Fire Services Agency	1,010,861	1,015,394	1.00	
Department of Human Services	417,019	422,278	1.09	
<b>2163 - Metro Transportation Com: Program Grant</b>	<b>1,260,000</b>	<b>1,260,000</b>		<b>(584,736)</b>
Library	-	-	-	
Capital Improvement Projects	1,260,000	1,260,000		
<b>2172 - Alameda County: Vehicle Abatement Authority</b>	<b>380,000</b>	<b>374,210</b>	<b>2.00</b>	<b>227,356</b>
Police Services Agency	380,000	374,210	2.00	
<b>2185 - Oakland Redevelopment Agency Grants</b>	<b>2,500,000</b>	<b>2,500,000</b>		<b>(24,409)</b>
Community and Economic Development Agency	2,500,000	2,500,000		
<b>2190 - Private Grants</b>	<b>35,280</b>	<b>25,000</b>	<b>0.20</b>	<b>(376,134)</b>
Fire Services Agency	25,000	25,000	0.20	
<b>2195 - Workforce Investment Act</b>	<b>6,502,000</b>	<b>6,401,474</b>	<b>8.61</b>	<b>307,056</b>
Finance and Management Agency		119,870	1.00	
Department of Human Services		149,830	1.23	
Community and Economic Development Agency	6,502,000	6,131,774	6.38	
<b>2210 - Measure B: Fund</b>				<b>586,981</b>
Public Works Agency				
<b>2211 - Measure B: ACTIA</b>	<b>8,634,380</b>	<b>8,629,157</b>	<b>27.64</b>	<b>6,412,084</b>
City Administrator		103,508	0.70	
Public Works Agency	8,584,380	5,075,649	26.94	
Capital Improvement Projects		3,450,000		
<b>2212 - Measure B: Bicycle/Pedestrian Pass-Thru Funds</b>	<b>1,010,000</b>	<b>1,010,000</b>		<b>2,876,724</b>
Public Works Agency	1,010,000	10,000		
Capital Improvement Projects		1,000,000		



# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>2213 - Measure B: Paratransit - ACTIA</b>	<b>966,080</b>	<b>965,557</b>	<b>4.41</b>	<b>(69,417)</b>
Department of Human Services	966,080	965,557	4.41	
<b>2230 - State Gas Tax</b>	<b>6,798,635</b>	<b>6,500,753</b>	<b>27.89</b>	<b>885,789</b>
Public Works Agency	6,798,635	6,500,753	27.89	
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>	<b>4,184,333</b>	<b>4,160,516</b>	<b>15.18</b>	
Public Works Agency	4,184,333	1,610,516	15.18	
Capital Improvement Projects		2,550,000		
<b>2240 - Library Services Retention-Enhancement</b>		<b>17,930</b>	<b>-</b>	
City Administrator		273		
Finance and Management Agency		17,657		
Library		-	-	
<b>2250 - Measure N: Fund</b>	<b>1,476,550</b>	<b>1,455,418</b>	<b>6.10</b>	<b>2,186,169</b>
City Administrator		87		
Finance and Management Agency		4,493		
Fire Services Agency	1,476,550	1,450,838	6.10	
<b>2251 - Measure Y: Public Safety Act 2004</b>	<b>23,588,005</b>	<b>23,588,005</b>	<b>71.45</b>	<b>-</b>
City Administrator		491,653	2.20	
Finance and Management Agency	23,588,005	48,830		
Police Services Agency		12,704,788	63.00	
Fire Services Agency		4,000,000		
Department of Human Services		6,342,734	6.25	
<b>2310 - Lighting and Landscape Assessment District</b>	<b>18,569,645</b>	<b>18,554,486</b>	<b>77.49</b>	<b>(3,696,295)</b>
Finance and Management Agency	18,385,445	43,610	0.20	
Museum		238,520	2.00	
Office of Parks and Recreation		4,120,679	7.29	
Public Works Agency	184,200	14,151,677	68.00	
<b>2321 - Wildland Fire Prevention Assess District</b>	<b>1,847,072</b>	<b>2,098,704</b>	<b>1.00</b>	<b>932,195</b>
Fire Services Agency	1,847,072	2,098,704	1.00	
<b>2330 - Werner Court Vegetation Mgmt District</b>	<b>6,200</b>	<b>6,200</b>		<b>13,951</b>
Fire Services Agency	6,200	6,200		
<b>2411 - False Alarm Reduction Program</b>	<b>2,518,997</b>	<b>1,207,185</b>	<b>6.50</b>	<b>2,995,297</b>
Information Technology		183,376	1.00	
Police Services Agency	2,518,997	1,023,809	5.50	
<b>2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment</b>	<b>1,826,860</b>	<b>1,840,762</b>	<b>11.10</b>	<b>582,766</b>
Finance and Management Agency		4,540		
Fire Services Agency	1,826,860	1,836,222	11.10	
<b>2413 - Rent Adjustment Program Fund</b>	<b>1,800,000</b>	<b>1,799,538</b>	<b>11.90</b>	
City Attorney		356,167	1.90	
Finance and Management Agency		282,675	3.00	
Community and Economic Development Agency	1,800,000	1,160,696	7.00	

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>2415 - Development Service Fund</b>	<b>23,233,000</b>	<b>23,276,104</b>	<b>118.63</b>	<b>(2,599,071)</b>
City Attorney		336,981	1.50	
Information Technology		43,518	0.33	
Public Works Agency		232,406	1.00	
Community and Economic Development Agency	23,233,000	22,663,199	115.80	
<b>2416 - Traffic Safety Fund</b>	<b>3,182,418</b>	<b>3,180,991</b>	<b>23.37</b>	<b>1,634,474</b>
Police Services Agency	1,655,654	1,936,088	15.65	
Public Works Agency	1,526,764	1,244,903	7.72	
<b>2417 - Excess Litter Fee Fund</b>	<b>440,900</b>	<b>440,900</b>		<b>432,836</b>
City Administrator		440,900		
<b>2419 - Transient Occupancy Tax (TOT) Surcharge</b>	<b>2,604,743</b>	<b>2,468,935</b>		<b>820,128</b>
Museum	325,593	340,309		
Community and Economic Development Agency	325,593	340,308		
Non Departmental and Port	1,953,557	1,788,318		
<b>2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)</b>				<b>77,382</b>
Police Services Agency				
<b>2609 - Dept of Energy-EECBG Program (ARRA)</b>		<b>107,219</b>	<b>1.00</b>	<b>(189,299)</b>
City Administrator		107,219	1.00	
<b>2990 - Public Works Grants</b>	<b>280,000</b>	<b>279,826</b>	<b>1.47</b>	<b>(1,025,162)</b>
Public Works Agency	280,000	279,826	1.47	
<b>2993 - Library Grants</b>	<b>250,000</b>	<b>250,000</b>		<b>852,568</b>
Library	250,000	250,000		
<b>2994 - Social Services Grants</b>	<b>56,000</b>	<b>56,000</b>		<b>753,738</b>
Department of Human Services	56,000	56,000		
<b>2995 - Police Grants</b>	<b>20,000</b>	<b>20,000</b>		<b>36,407</b>
Police Services Agency	20,000	20,000		
<b>2996 - Parks and Recreation Grants 2001</b>	<b>16,847</b>	<b>16,847</b>		<b>63,967</b>
Office of Parks and Recreation	16,847	16,847		
<b>2999 - Miscellaneous Grants</b>		<b>1,300,000</b>		<b>7,869,976</b>
Police Services Agency		1,300,000		
Capital Improvement Projects				
<b>3100 - Sewer Service Fund</b>	<b>53,501,800</b>	<b>50,186,429</b>	<b>134.16</b>	<b>134,576,467</b>
City Attorney		105,254	0.54	
Finance and Management Agency	100,000	1,078,022		
Fire Services Agency		273,291	2.00	
Public Works Agency	53,401,800	23,418,532	131.62	
Non Departmental and Port		10,161,330		
Capital Improvement Projects		15,150,000		
<b>3200 - Golf Course</b>	<b>495,950</b>	<b>889,841</b>	<b>0.75</b>	<b>4,169,030</b>
Office of Parks and Recreation	495,950	881,391	0.75	
Community and Economic Development Agency		8,450		

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>4100 - Equipment*</b>	<b>18,511,386</b>	<b>16,436,208</b>	<b>57.00</b>	<b>(7,880,481)</b>
Finance and Management Agency	(35,000)	5,521		
Public Works Agency	18,546,386	16,430,687	57.00	
<b>4200 - Radio / Telecommunications*</b>	<b>3,804,617</b>	<b>3,434,636</b>	<b>8.95</b>	<b>1,508,391</b>
Information Technology	3,804,617	3,434,636	8.95	
<b>4210 - Telephone Equipment and Software*</b>	<b>308,530</b>	<b>87,376</b>		<b>875,299</b>
Information Technology	308,530	87,376		
<b>4300 - Reproduction*</b>	<b>1,440,745</b>	<b>1,439,976</b>	<b>5.00</b>	<b>(322,081)</b>
Information Technology	1,440,745	1,439,976	5.00	
<b>4400 - City Facilities*</b>	<b>24,415,859</b>	<b>23,335,277</b>	<b>102.54</b>	<b>(26,203,942)</b>
Public Works Agency	24,488,459	23,335,277	102.54	
<b>4450 - City Facilities Energy Conservation Projects*</b>		<b>8,578</b>	<b>0.50</b>	<b>2,669,325</b>
Community and Economic Development Agency		8,578	0.50	
<b>4500 - Central Stores*</b>	<b>1,532,250</b>	<b>341,370</b>	<b>2.50</b>	<b>(2,980,043)</b>
Finance and Management Agency	1,532,250	341,370	2.50	
<b>4550 - Purchasing*</b>	<b>775,132</b>	<b>802,227</b>	<b>7.50</b>	<b>(846,047)</b>
Finance and Management Agency	775,132	802,227	7.50	
<b>5130 - Rockridge: Library Assessment District</b>	<b>134,420</b>	<b>3,386</b>		<b>915,859</b>
Finance and Management Agency	134,420	3,386		
<b>5321 - Measure DD: 2009B Clean Water, Safe Parks &amp; Open Space Trust Fund for Oakland</b>		-	<b>4.50</b>	<b>47,581,820</b>
Public Works Agency		-	4.00	
Community and Economic Development Agency		-	0.50	
<b>5505 - Municipal Capital Improvement: Public Arts</b>	<b>275,155</b>	<b>275,155</b>	<b>1.25</b>	<b>52,146</b>
City Administrator		229		
Community and Economic Development Agency	275,155	274,926	1.25	
<b>5510 - Capital Reserves</b>		<b>1,000,000</b>		<b>2,102,000</b>
Capital Improvement Projects		1,000,000		
<b>6014 - Oakland Convention Center 1992</b>	<b>14,133,110</b>	<b>14,126,610</b>		<b>132,189</b>
Non Departmental and Port	14,133,110	14,126,610		
<b>6015 - COP-Oakland Museum 2002 Series A</b>				<b>3,052</b>
Non Departmental and Port				
<b>6027 - JPFA Capital Projects: Series 2005</b>	<b>11,164,010</b>	<b>11,164,010</b>		<b>89,348,921</b>
Non Departmental and Port	11,164,010	11,164,010		
<b>6032 - Taxable Pension Obligation: Series 2001</b>	<b>39,555,020</b>	<b>39,559,020</b>		<b>29,092</b>
Non Departmental and Port	39,555,020	39,559,020		
<b>6036 - JPFA Refunding Revenue Bonds: 2008 Series A-1 (Tax-Exempt Bonds)</b>	<b>19,718,760</b>	<b>19,718,760</b>		<b>10,912,409</b>
Non Departmental and Port	19,718,760	19,718,760		
<b>6037 - JPFA Refunding Revenue Bonds: 2008 Series A-2 (Taxable Bonds)</b>	<b>5,532,260</b>	<b>5,532,260</b>		<b>2,064,204</b>
Non Departmental and Port	5,532,260	5,532,260		

\*Cash balance is presented for these Internal Service Fund instead of fund balance.

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>6063 - General Obligation Bonds: Series 2005</b>	<b>11,162,090</b>	<b>11,162,090</b>		<b>1,853,125</b>
Non Departmental and Port		11,162,090		
<b>6310 - Measure G: 2002A Zoo, Museum, Chabot</b>	<b>2,555,010</b>	<b>2,555,010</b>		<b>505,032</b>
Non Departmental and Port	2,555,010	2,555,010		
<b>6311 - Measure G: 2006 Zoo, Museum</b>	<b>1,329,360</b>	<b>1,326,370</b>		<b>30,775</b>
Non Departmental and Port	1,329,360	1,326,370		
<b>6320 - Measure DD: 2003A Clean Water, Safe Parks and Open Space Trust Fund for Oakland</b>	<b>4,430,300</b>	<b>4,430,300</b>		<b>841,201</b>
Non Departmental and Port	4,430,300	4,430,300		
<b>6321 - Measure DD: 2009B Clean Water, Safe Parks &amp; Open Space Trust Fund for Oakland</b>	<b>4,615,490</b>	<b>4,615,490</b>		<b>1,336,599</b>
Non Departmental and Port		4,615,490		
<b>6520 - Fire Area - Redemption</b>	<b>566,610</b>	<b>500,003</b>	<b>0.40</b>	<b>2,013,437</b>
Finance and Management Agency		53,923	0.40	
Non Departmental and Port	566,610	446,080		
<b>6530 - Rockridge Area Water District - Redemption</b>	<b>69,552</b>	<b>58,039</b>		<b>425,366</b>
Non Departmental and Port	69,552	58,039		
<b>6540 - Skyline Sewer District - Redemption</b>	<b>29,821</b>	<b>24,300</b>		<b>53,979</b>
Non Departmental and Port	29,821	24,300		
<b>6555 - Piedmont Pines 2010 Utility Underground Phase I - Debt Service</b>	<b>408,724</b>	<b>4,238</b>		<b>820,479</b>
Non Departmental and Port	232,069	4,238		
<b>6570 - JPFA Pooled Assessment: 1996 Revenue Bonds - Assessment</b>	<b>22,400</b>	<b>22,400</b>		<b>(137,878)</b>
Non Departmental and Port	22,400	22,400		
<b>6585 - JPFA Reassessment District: 1999 Debt Service</b>	<b>484,080</b>	<b>484,080</b>		<b>128,503</b>
Non Departmental and Port	484,080	484,080		
<b>6612 - JPFA Lease Revenue Refunding Bonds (Admin Building): 2008 Series B</b>	<b>9,068,180</b>	<b>9,068,180</b>		<b>9,011,388</b>
Non Departmental and Port	9,068,180	9,068,180		
<b>6999 - Miscellaneous Debt Service</b>	<b>21,500,000</b>	<b>21,500,000</b>		<b>(49,649)</b>
Non Departmental and Port	21,500,000	21,500,000		
<b>7100 - Police and Fire Retirement System</b>	<b>2,700,817</b>	<b>2,700,322</b>	<b>4.10</b>	<b>314,074,837</b>
City Attorney		97,717	0.40	
Human Resources		2,602,605	3.70	
<b>7120 - Oakland Municipal Employees' Retirement System OMERS</b>	<b>359,673</b>	<b>358,882</b>	<b>1.45</b>	<b>5,264,700</b>
City Attorney		24,429	0.10	
Human Resources		334,453	1.35	
<b>7130 - Employee Deferred Compensation</b>	<b>197,499</b>	<b>205,617</b>	<b>1.00</b>	<b>345,306</b>
Human Resources	197,499	205,617	1.00	
<b>7320 - Police and Fire Retirement System Refinancing Annuity Trust</b>	<b>9,624,258</b>	<b>9,624,258</b>		<b>119,148,278</b>
Non Departmental and Port	9,624,258	9,624,258		

# FINANCIAL SUMMARIES

## FY 2012-13 PROPOSED BUDGET SUMMARY BY FUND (Cont'd)

Fund Description	FY 2012-13 Proposed Revenues	FY 2012-13 Proposed Expenditures	Proposed Positions (FTEs)	FY 2012-13 Estimated Ending Fund Balance
<b>7440 - Unclaimed Cash</b>				<b>1,483,053</b>
Police Services Agency				
<b>7540 - Oakland Public Library Trust</b>	<b>110,879</b>	<b>110,879</b>		<b>1,902,892</b>
Library	110,879	110,879		
<b>7640 - Oakland Public Museum Trust</b>	<b>32,610</b>	<b>32,610</b>		<b>840,700</b>
Museum	32,610	32,610		
<b>7760 - Grant Clearing</b>		<b>58,096</b>	<b>152.26</b>	<b>(373,378)</b>
City Administrator		13,642	0.08	
Finance and Management Agency		38,698	0.33	
Public Works Agency		(16,503)	136.85	
Community and Economic Development Agency		22,259	15.00	
<b>7780 - Oakland Redevelopment Agency Projects (ORA)</b>	<b>28,696,870</b>	<b>28,635,517</b>	<b>155.13</b>	<b>(524,849)</b>
Mayor		595,443	2.00	
City Council		1,300,646	7.76	
City Administrator		1,609,477	10.11	
City Attorney		3,077,654	14.35	
City Clerk		474,459	3.50	
Information Technology		43,530	0.33	
Finance and Management Agency		966,046	6.20	
Police Services Agency		3,775,248	17.18	
Department of Human Services		589,293	3.52	
Public Works Agency		821,304	7.00	
Community and Economic Development Agency		15,382,417	83.18	
<b>7999 - Miscellaneous Trusts</b>	<b>69,270</b>	<b>69,280</b>		<b>855,533</b>
Police Services Agency		10		
Office of Parks and Recreation	69,270	69,270		
<b>Grand Total</b>	<b>979,494,184</b>	<b>999,711,703</b>	<b>3,507.93</b>	<b>828,040,855</b>



**REVENUE TABLES**

**NOTES**



## FINANCIAL SUMMARIES

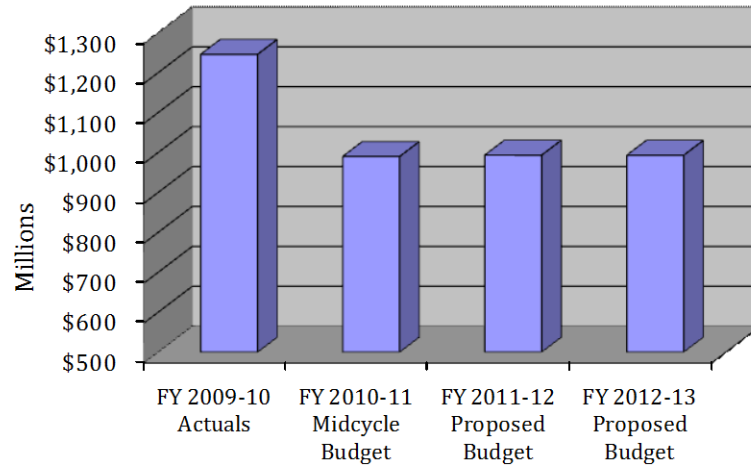
<b>ALL FUNDS REVENUE</b>				
<b>Revenue Type</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Property Tax	\$131,825,198	\$125,347,860	\$125,354,813	\$125,354,813
Sales Tax	45,502,628	45,769,550	46,563,978	47,294,055
Vehicle License Fee	1,250,869	1,111,310	1,133,536	1,156,207
Gasoline Tax	7,123,936	6,637,540	6,637,535	6,637,535
Business License Tax	54,140,218	50,813,310	49,663,846	50,160,484
Utility Consumption Tax	51,106,503	50,800,000	49,298,075	49,298,075
Real Estate Transfer Tax	36,971,710	33,490,000	28,490,000	28,774,900
Transient Occupancy Tax	9,978,273	8,641,950	11,333,113	11,507,680
Parking Tax	13,885,221	7,518,970	14,168,797	14,452,173
Other Local Taxes	137,951,078	121,123,750	118,992,286	119,030,576
Licenses & Permits	13,564,441	14,034,460	13,189,090	13,189,090
Fines & Penalties	31,689,717	36,538,610	29,717,594	29,717,594
Interest Income	12,353,189	8,158,740	6,007,213	5,646,950
Service Charges	578,547,894	134,610,920	147,592,712	155,907,670
Internal Service Charges	49,664,321	48,815,330	47,289,564	48,793,692
Grants & Subsidies	151,028,208	85,505,630	96,488,368	86,194,632
Miscellaneous	(254,282,342)	49,882,750	40,908,542	40,100,845
Interfund Tranfers	173,478,076	161,085,920	149,453,223	144,316,101
<b>Subtotal Revenue</b>	<b>\$1,245,779,139</b>	<b>\$989,886,600</b>	<b>\$982,282,285</b>	<b>\$977,533,072</b>
Other Proposed Revenue *	-	-	11,000,000	15,400,000
<b>Grand Total</b>	<b>\$1,245,779,139</b>	<b>\$989,886,600</b>	<b>\$993,282,285</b>	<b>\$992,933,072</b>

\* including sale of Kaiser Convention Center, additional billboard agreements, and increased False Alarm revenue

# FINANCIAL SUMMARIES

---

## HISTORICAL CHANGES IN ALL FUNDS REVENUE



## FINANCIAL SUMMARIES

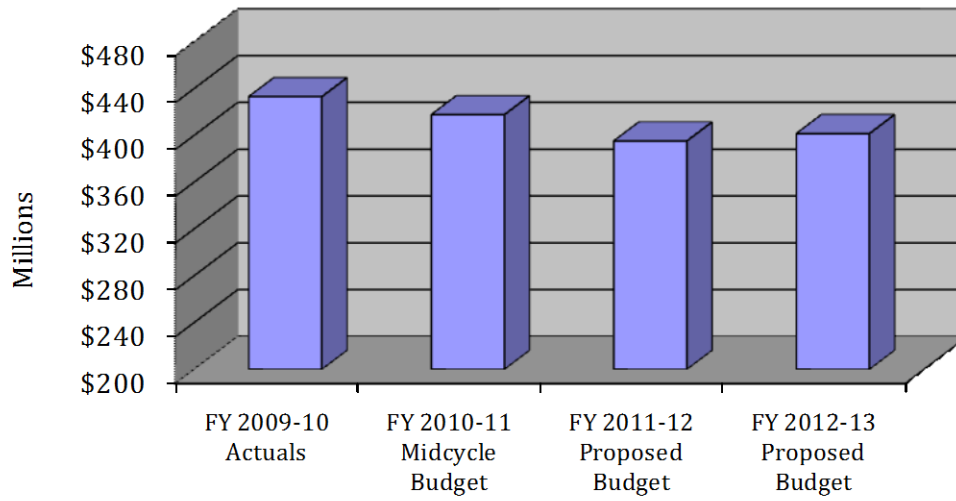
<b>GENERAL PURPOSE FUND REVENUE</b>				
<b>Revenue Type</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Property Tax	\$131,781,702	\$125,154,720	\$125,166,501	\$125,166,501
Sales Tax	35,876,786	36,142,420	36,503,844	37,233,921
Vehicle License Fee	1,250,869	1,111,310	1,133,536	1,156,207
Business License Tax	54,137,582	50,813,310	49,663,846	50,160,484
Utility Consumption Tax	51,106,503	50,800,000	49,298,075	49,298,075
Real Estate Transfer Tax	36,971,710	33,490,000	28,490,000	28,774,900
Transient Occupancy Tax	8,471,713	8,641,950	8,728,370	8,902,937
Parking Tax	7,522,988	7,518,970	7,669,349	7,822,736
Licenses & Permits	720,436	685,030	939,660	939,660
Fines & Penalties	27,352,869	31,956,210	24,997,000	24,997,000
Interest Income	1,100,078	1,640,000	800,000	800,000
Service Charges	45,030,416	47,979,070	47,168,502	47,418,502
Internal Service Charges	9,550	-	-	-
Grants & Subsidies	1,950,469	152,000	-	-
Miscellaneous	7,886,296	8,958,770	1,828,540	1,528,540
Interfund Transfers	21,855,950	12,610,620	1,800,000	1,900,000
<b>Subtotal Revenue</b>	<b>\$433,025,920</b>	<b>\$417,654,380</b>	<b>\$384,187,223</b>	<b>\$386,099,463</b>
Other Proposed Revenue *	-	-	11,000,000	15,400,000
<b>Grand Total</b>	<b>\$433,025,920</b>	<b>\$417,654,380</b>	<b>\$395,187,223</b>	<b>\$401,499,463</b>

\* including sale of Kaiser Convention Center, additional billboard agreements, and increased False Alarm revenue

# FINANCIAL SUMMARIES

---

## HISTORICAL CHANGES IN GPF REVENUE



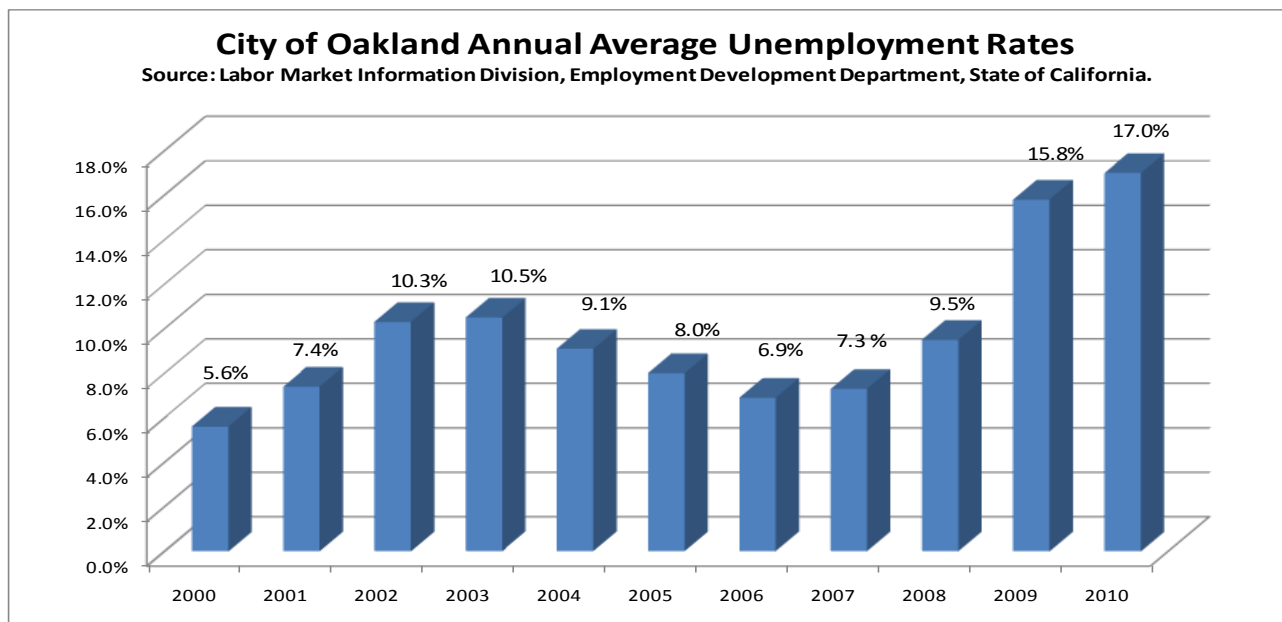
## GENERAL ECONOMIC OVERVIEW

The Bureau of Economic Analysis fourth quarter 2010 report of real gross domestic product (GDP) indicated a 3.1 percent growth rate, after growing at 2.6 percent in the third quarter. Overall, annual growth in 2010 was 2.9 percent in 2010, in contrast to a decrease of 2.6 percent in 2009. The increase in real GDP in the fourth quarter primarily reflected positive contributions from personal consumption expenditures (PCE), exports, and nonresidential fixed investment that were partly offset by negative contributions from private inventory investment and state and local government spending. Imports, which are a subtraction in the calculation of GDP, decreased.

**Consumer Spending** - Consumer spending increased 4.0 percent in the fourth quarter, compared with an increase of 2.4 percent in the third quarter. Durable goods increased 21.1 percent, compared with an increase of 7.6 percent, in the third and fourth quarters respectively. Nondurable goods increased 4.1 percent, compared with an increase of 2.5 percent. Services increased 1.5 percent, compared with an increase of 1.6 percent.

**Employment** - The U.S. Department of Labor's Bureau of Labor Statistics reported nationwide unemployment held steady at 8.8 percent recorded in March 2011. Job gains occurred in professional and business services, health care, leisure and hospitality, and mining. Employment in manufacturing continued to trend up. Employment in local government continued to trend down over the month. Local government has lost 416,000 jobs nationwide since an employment peak in September 2008.

The California Employment Development Department reported California's unemployment rate decrease slightly to 12.0 percent in March 2011. The state's unemployment rate remains only slightly below the record-high rate reached in spring 2010. The Governor's most recent economic forecast reflects the general consensus among economists that recovery from the Great Recession will be long and slow. Relatively weak national economic growth means that the job market - nationally, in California, and in Oakland - will rebound very gradually. The Governor's forecast projects the state unemployment rate to remain high at 11.3 percent in 2012. The forecast anticipates that it will take until the third quarter of 2016 for California to regain all of the nonfarm jobs it lost during the recession. Locally, the unemployment outlook is even bleaker. The unemployment rate stood at 10.8% for Alameda County in March 2011. In Oakland, the unemployment rate stood at 16.2 percent in March, more than twice as high as it was in 2007. Beacon Economics predicts a slow recovery in the East Bay labor market. In January 2011, they forecasted local unemployment rates to remain well above 11 percent until well into 2012-13.



**Housing** - The housing sector remains weak, placing a further drag on the economy. The San Francisco Federal Reserve Bank reported in January 2011 that 4.5 million homes nationally remain in distress and are at risk of foreclosure; of those, over 650,000, or 15%, are located in California. In Oakland, many neighborhoods have the highest rates of foreclosure or bank-owned property in the Bay Area, with as much as eight percent of the total loans in distress.

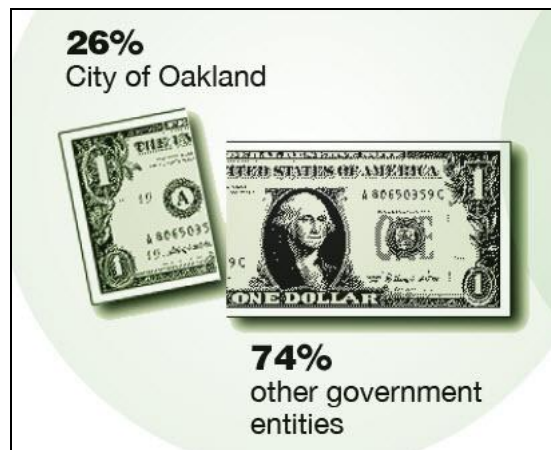
## SUMMARY OF THE GENERAL PURPOSE FUND REVENUES

Below is a detailed discussion of the individual categories that comprise General Purpose Fund (GPF) revenues. For each category, a brief description is provided, followed by historical data, relevant analysis, key forecast assumptions and then the forecast itself.

### Property Tax

Property tax is the largest single source of revenue for the GPF. The property tax is ad valorem, which means that the tax paid on a property is proportional to the property's value. However, Proposition 13, which passed in 1978, introduced two significant caveats: 1) the annual tax owed is a maximum of 1 percent of a property's assessed value, and 2) the assessed value can only increase a maximum 2 percent each year, unless ownership changes, in which case the prevailing market value assessment is used as the basis for taxation.

The one percent assessment is collected by the County and is distributed to various public entities in accordance with a complex formula. The County's computation results in the City receiving about 26 percent of total collections.



Over the last 10 years, property tax revenue has grown on average, year-over-year, at a steady pace of 9.8 percent, due primarily to robust increases in local housing values. The growth for that period was accelerated by a rapid run-up of housing demand, new construction, and developments that began in FY 2004-05. The rise in FY 2004-05 property tax revenues was also due to a Vehicle License Fee (VLF) "backfill" payment from the State (the difference between the old VLF of 2.0% and new fee of 0.65%) in the form of property tax. The value of rising property tax, which increased more quickly than VLF revenues, brought Oakland additional revenues.

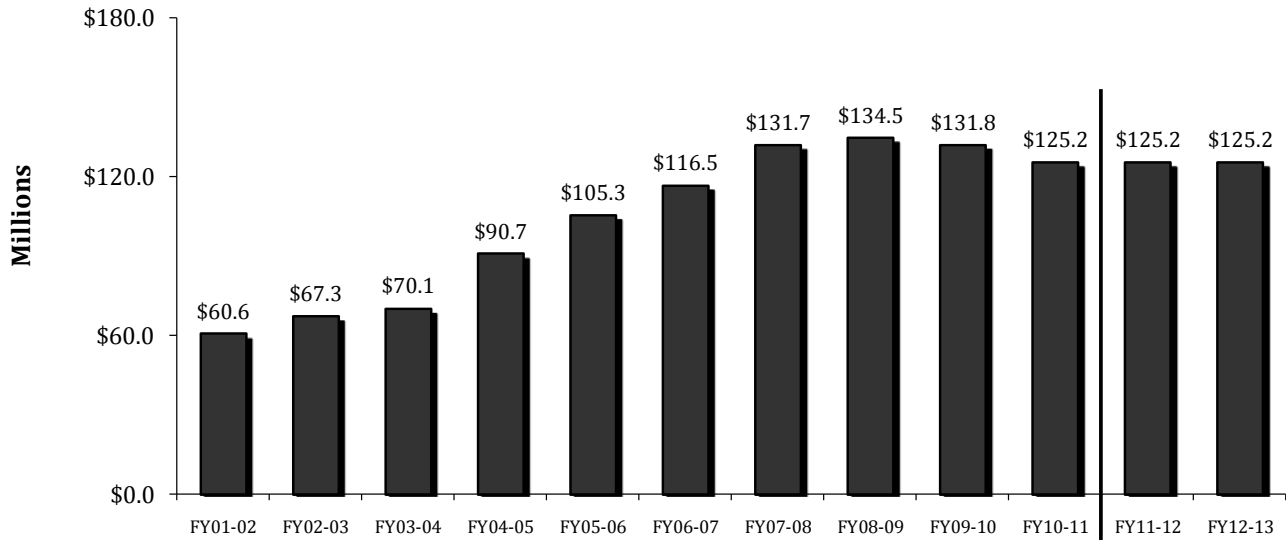
Since FY 2004-05, property assessments rose quickly, propelled by high home sales volume and high home prices. Driven by loose lending practices, the housing market accelerated and finally peaked in 2007. After this peak, housing demand and prices eventually declined due to over-supply, lack of affordability, tightened credit, and increased foreclosures. The resulting decrease in home sales volume for new and existing homes drove down home prices, which in turn continues to slow Property Tax revenue growth.

Taking into consideration the uncertainties brought on by the continuing sluggishness of the housing market, home foreclosures, tightened lending policies, the assumption is that the growth rate for Property Tax revenue will be below the historical trend for the forecast period. The budget assumes a 1% percent decrease in FY 2011-12 and in FY 2012-13. The decrease in FY 2011-12 reflects Alameda County's estimate of the FY 2011-12 assessment rolls as a result of aggressive property revaluations by the County.

# FINANCIAL SUMMARIES

Property Tax is budgeted at \$125 million for FY 2011-12 and FY 2012-13. The chart below illustrates the trend.

## Property Tax



## Sales & Use Tax

Sales and Use Tax applies to the retail sale or use of “tangible personal property.” The recent passage of a temporary three-year State Sales Tax increase of 1%, which took effect on April 1, 2009, brings the local sales tax percentage to 9.75 percent; however, this increase is set to expire on June 30, 2011.

Part of the Sales and Use Tax the City receives is the “Triple Flip” property tax revenue. The Triple Flip was a three-way fund transfer method the State used to take away the Bradley-Burns portion of sales tax (0.25 percent) from the City, for the purpose of repaying Proposition 57 budget deficit bonds authorized by the voters in March 2004. The second transfer involved replacing the 0.25 percent tax taken from the City with property tax revenues the State took away from the Educational Revenue Augmentation Funds (ERAF) used by schools. The final transfer was the State replacing the ERAF funds taken from schools with the State’s General Fund revenues.

The table on the next page details the general allocation of sales and use tax allocations, as well as the specific allocation of 0.99 percent to the City of Oakland.



# FINANCIAL SUMMARIES

## SALES TAX ALLOCATION TABLE

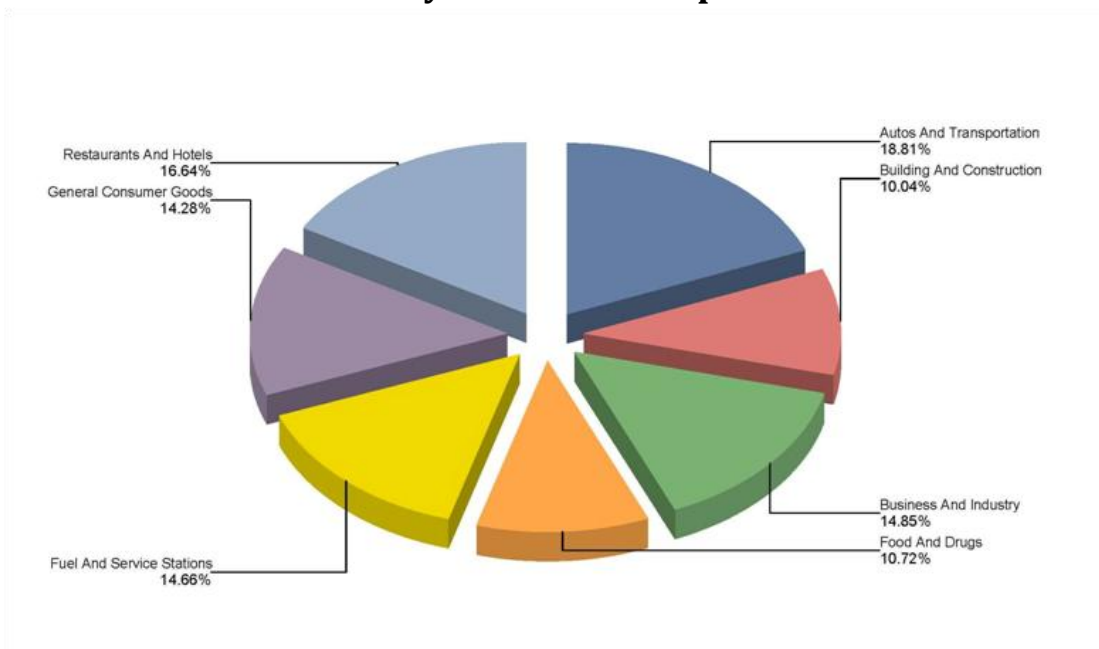
Sales Tax Component	Rate	Alameda		City of
		State	County	Oakland
State General Fund	5.25%	5.25%		
Temporary 1% Sales Tax Increase	1.00%	1.00%		
Local city allocation	0.75%	0.01%	0.05%	0.69%
County Mental Health/Welfare obligations	0.50%	0.00%	0.50%	
Public Safety Fund (Prop 172)	0.50%	0.00%	0.45%	0.05%
Local County Transportation (Bradley-Burns)	0.25%		0.25%	
<b>Total Statewide Base</b>	<b>8.25%</b>			
Alameda Cnty. Transport. Improvem. Authority (ACTIA)	0.50%		0.50%	
Alameda County Medical (Measure A)	0.50%		0.50%	
Alameda County (BART)	0.50%		0.50%	
<b>Total Sales Tax Rate</b>	<b>9.75%</b>	<b>6.26%</b>	<b>2.75%</b>	<b>0.74%</b>
"Triple Flip" Property Tax to Oakland				0.25%
<b>Total to City of Oakland</b>				<b>0.99%</b>

Sales tax revenue is fairly volatile, varying to a large extent with the overall strength of the local and national economy. During previous recessions, sales tax revenue growth declined significantly. Sales tax fluctuations over the last four years have ranged from a positive 14 percent to a negative 22 percent.

The current recession applied downward pressure on Sales Tax revenues similar to what the City experienced during the last two recessions. This downside risk has been taken into consideration in the projection of Sales Tax revenue for FY 2011-13.

One of the strengths of the Oakland sales tax base is its diversity; it comes from seven major business groups. No single group accounts for more than 20 percent of the total or less than 10 percent (see chart below).

## Sales Tax by Business Group - 2010



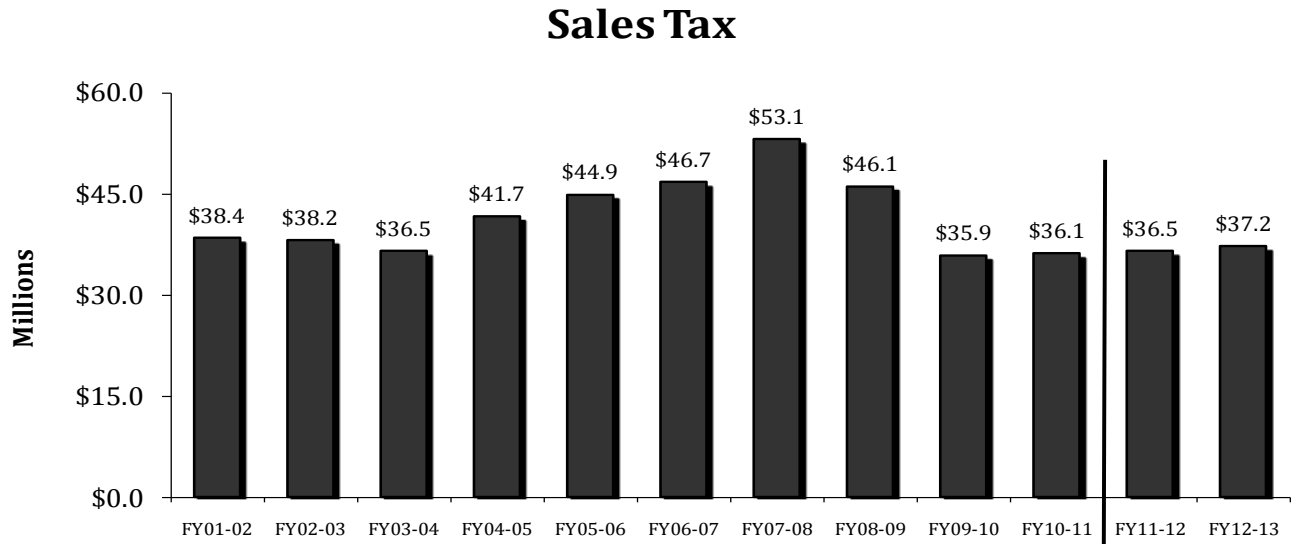
# FINANCIAL SUMMARIES

---

Sales Tax revenue in FY 2011-13 is projected to remain flat due to the slow economic recovery from the recession that is reducing consumer spending. FY 2012-13 sales revenues are projected to increase by 2.0 percent as the economy slowly recovers.

The Sales Tax revenue is budgeted at \$36.5 million for FY 2011-12, and \$37.2 million for FY 2012-13.

The chart below illustrates historical sales tax revenue, as well as the projected sales tax amounts for the next two years.



## Vehicle License Fee (VLF)

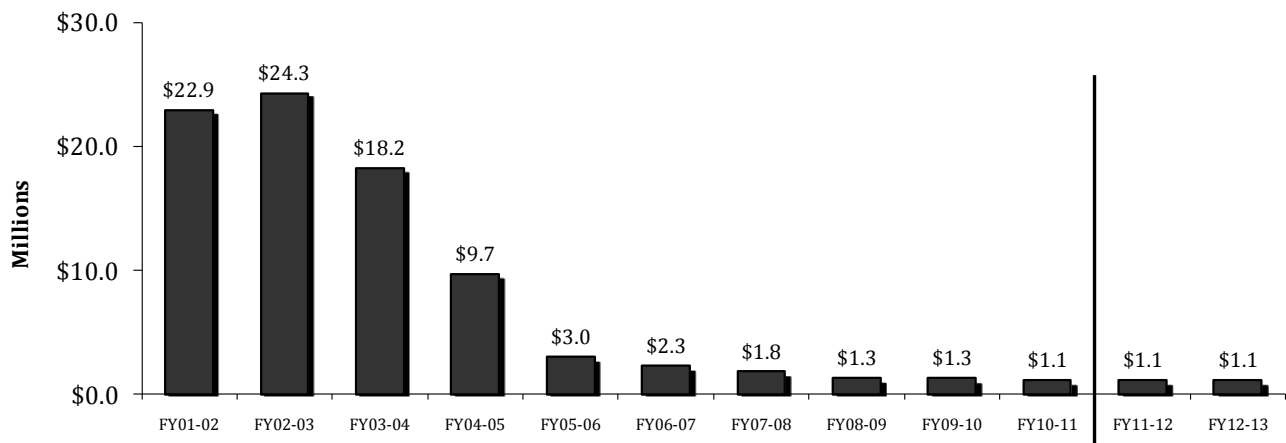
The VLF is an ad valorem tax on vehicle ownership. A vehicle's taxable base is reduced each year according to standard depreciation schedules. The tax is assessed annually and collected by the State, and a portion of the collections is remitted to local governments. The statewide revenue pool is increased by new auto sales across all of California. The formula for allocating from this pool is complex, but for cities is generally based on population.

In 1998 the Legislature began a series of reductions in the VLF tax rate, from 2 percent to an effective rate of 0.65 percent over a period of years. However, the State held local governments harmless by providing them with "backfill" payments, which made up the difference between 2 percent and 0.65 percent.

As part of the State's 2004-05 Budget, the State entered into an agreement with local governments to swap the VLF "backfill" payments for the same amount of property taxes. As the chart below will show, this swap reduced VLF revenue to Oakland in 2004-05 by \$21.28 million to \$3.05 million, but a comparable amount of property tax replaced the lost VLF. In the Spring of 2009, the newly adopted state budget increased the VLF rate from 0.65% to 1.15% for the purpose of funding public safety programs, such as Community Oriented Policing Services (COPS). The VLF rate increase had no impact on the City's current VLF revenue. This temporary increase is set to expire June 30, 2011.

The budget assumes that VLF revenue will be flat in FY 2011-13. The VLF revenue budget is \$1.1 million for FY 2011-12 and \$1.1 million in FY 2012-13.

## Vehicle License Fees



# FINANCIAL SUMMARIES

## Business License Tax

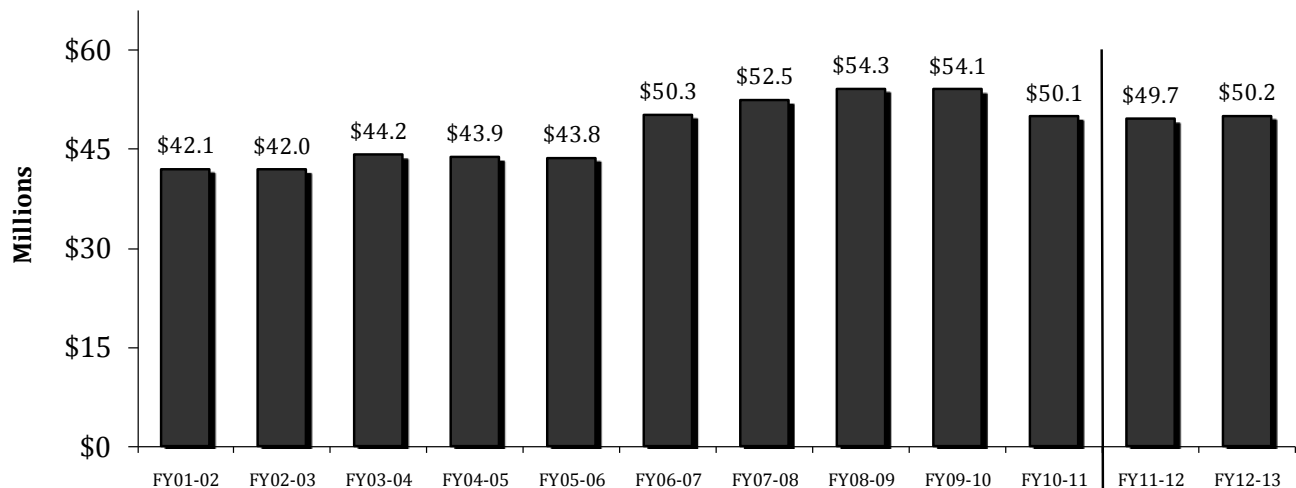
The Business License Tax (BLT) is charged annually to businesses based in the City and is primarily applied to either gross receipts (62 percent) or rental income (38 percent). The rate on gross receipts varies by type of business, ranging from a low of sixty cents per \$1,000 of receipts for grocers to six dollars per \$1,000 of receipts for public utilities. The rate on rental income is \$13.95 per \$1,000.

Business License Tax has been a relatively steady and reliable revenue source as shown in the chart below. However, BLT is impacted by the condition of the economy. Recessions slow down business activity, which in turn slow down the number of businesses paying business license taxes.

It is assumed that the current economic recession will continue to adversely impact Business License Tax revenue for FY 2011-12. Factors impacting BLT revenue budget include business closures, commercial real estate vacancies, and declines in gross receipts. This revenue category is assumed to decrease by about 1% in FY 2011-12 but to increase by 1.0% in FY 2012-13.

Based on these assumptions, Business License Tax is budgeted at \$49.7 million for FY 2011-12 and \$50.2 million in FY 2012-13.

### Business License Tax

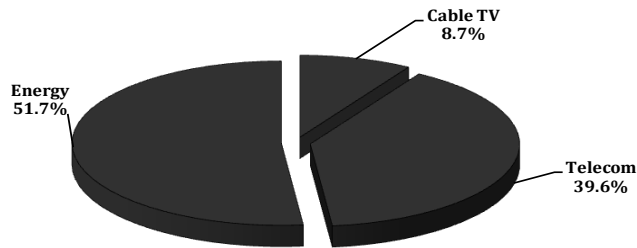


## Utility Consumption Tax

The Utility Consumption Tax (UCT) is imposed on the use of utilities, primarily electricity, natural gas, cable television, and telephone. The UCT applies to both residential and commercial users. It is collected by utility companies and remitted to the City each month. The tax rate in Oakland has been 7.5 percent since 1993, although there are two significant exceptions: annual payments by manufacturers are capped at \$350,000, and low-income residents pay just 5.5 percent on energy use (gas and electricity).

The composition of FY 2009-10 UCT revenue totaled \$37 million and is shown below. The graph illustrates that in FY 2009-10, energy and telecommunications accounted for a major portion of UCT, at 51 percent and 40 percent, respectively. Cable television accounted for the remaining 9 percent.

**UCT Composition in FY 2009-10**



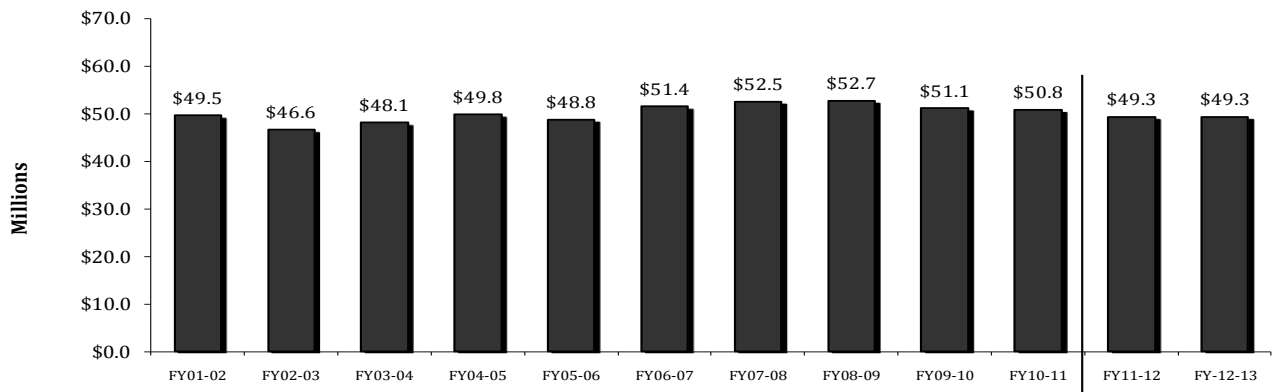
Historical growth in UCT revenue has been due in large part to increases in the tax rate and the prices of energy and services billed to customers. This tax has high variability due to industry restructuring, technological change, weather, dynamics of energy markets, price volatility, consumption patterns and energy conservation.

Energy consumption has been negatively impacted by the recession and by local conservation efforts. Additionally the recent spike in oil prices may continue to depress consumption; however, global demand in developing countries, state renewable energy requirements, and limited supply of energy resources will put upward pressure on energy prices and support positive growth of UCT in the longer term.

Telecommunications accounts for 40 percent of UCT and innovations in technology have begun to erode the base of the this share. Services like pre-paid cell phones and voice over internet protocol, combined with decreasing data costs and industry price wars are placing downward pressure on the consumption of taxable telecommunications services.

Utility Consumption Tax is budgeted at \$49.3 million for FY 2009-10 and \$49.3 million for FY 2010-11, a 2.9% decrease from FY 2010-11.

**Utility Consumption Tax**



# FINANCIAL SUMMARIES

## Real Estate Transfer Tax (RETT)

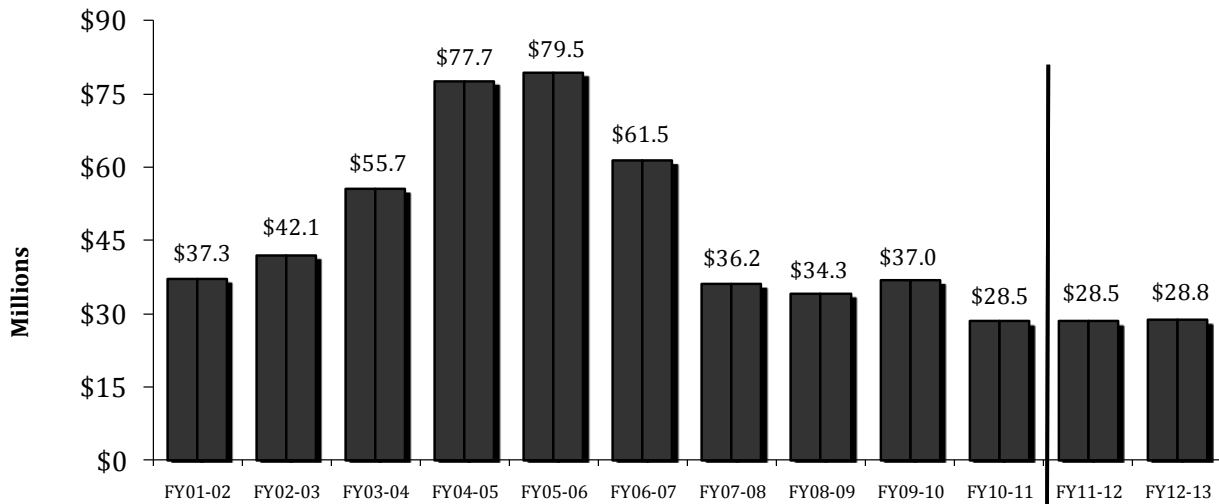
The RETT rate is 1.61 percent charged to real estate transactions. Oakland's share is 1.5 percent - Alameda County gets the remainder. The tax is triggered by the transfer of property ownership and both the buyer and seller are responsible for ensuring the tax is paid.

Up until 2006, RETT revenue had been one of the fastest growing major revenue categories, following the significant real estate market growth. As the real estate market cooled in 2007, sales volume significantly declined, and home prices decreased. This has resulted in rising new and existing home inventories, and escalating home foreclosures due to falling home prices and growing number of adjustable rate mortgages and subprime loan defaults. Additionally, new and more stringent lending standards plus reluctance on the part of lenders have applied further downward pressure on a sagging housing market. As demand for housing and sales transactions plummeted, RETT revenue has taken a major hit.

The grim state of the housing market is not without any positive recovery potential building up at this time. The rising foreclosure sales, steeply falling home prices, and reduction in home loans and credit all have another effect, though longer term, of increasing housing affordability, reducing excess home inventories, and increasing the savings rate to potentially fund future home purchases.

In FY 2011-12 the RETT revenue is projected to remain flat at \$28.5 million and forecasted to slowly increase in future years.

### Real Estate Transfer Tax



## Transient Occupancy Tax (TOT)

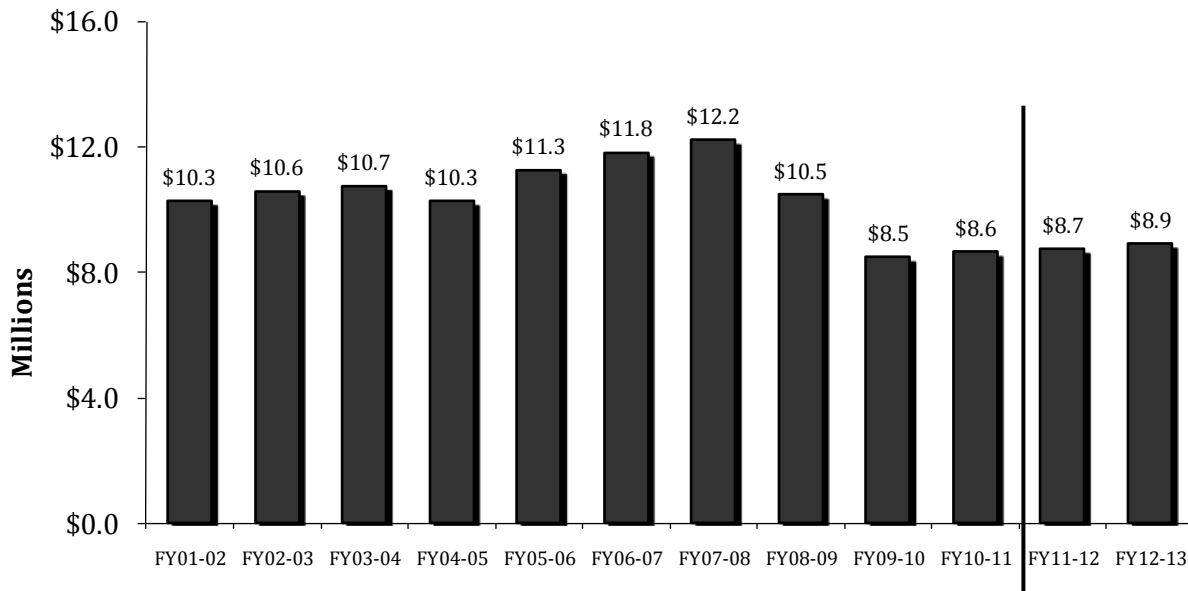
The Transient Occupancy Tax (TOT) rate is 14 percent and is paid by lodgers at the City's hotels who stay thirty days or less; the tax is collected and remitted by hotel operators. The rate was increased from 11 to 14 percent in FY 2009.

TOT's long term historical growth record ranges from 4 to 5 percent; however FY 2008-09 and FY 2009-10 averaged a 17% decline. The softening was due to the recession that adversely affected tourism and travel. This is consistent with the last two recessions, for example, from FY 1995-96 through FY 2000-01, the period prior to the September 11, 2001 terrorist attacks, revenue growth had been increasing at a double-digit rate. After the attack coupled with the start of an economic slowdown, TOT took a dive and stayed flat for the next four years through FY 2004-05. In FY 2005-06, TOT rebounded by a hefty 9.7 percent, and continued positive growth two years afterward, culminating in a near-record high of \$12.2 million in FY 2007-08. In FY 2008-09, TOT was again affected by an unprecedented economic recession that is still continuing.

The budget assumes that TOT will have 1 percent growth in FY 2011-12, then slowly improve as the economy recovers and expands in the later years. In FY 2012-13, TOT is projected to grow by 2 percent.

TOT is budgeted at \$8.73 million in FY 2011-12, and \$8.9 million in FY 2012-13; the chart below reflects the trend.

## Transient Occupancy Tax



# FINANCIAL SUMMARIES

## Parking Tax

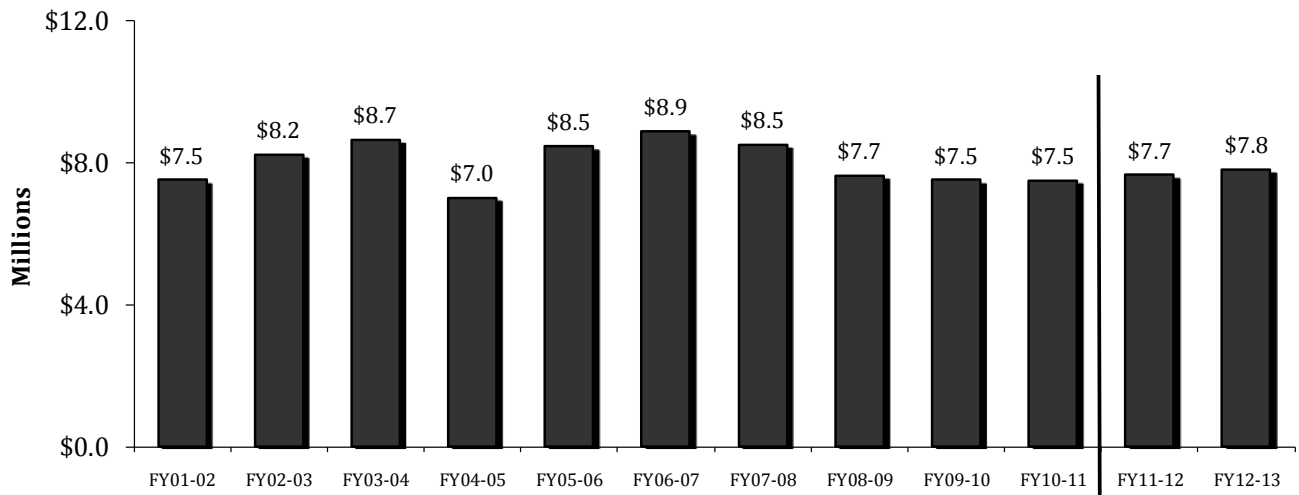
The Parking Tax is a tax imposed on the occupant of an off-street parking space for rental of that space on City-owned property. The tax rate is 18.5 percent (8.5 percent supports Measure Y activities), and is collected by parking operators. Approximately half of the City's Parking Tax revenue is generated from parking at the Oakland International Airport.

The long term average growth for Parking Tax has been between 6 and 7 percent. Prior to FY 2001-02, Parking Tax saw several years of double-digit growth, as the number of passengers traveling through the Oakland International Airport increased. However, revenue growth declined sharply in FY 2004-05, due to aggressive price competition from off-site parking lots. This off-site competition seems to have reduced parking rates at airport lots and consequently, City parking tax revenue on a permanent basis.

Parking Tax revenue reached a peak of revenue collections at \$8.8 million in FY 2006-07, with a 5 percent growth consistent with historical long term average. After the peak, there has been a decline with subsequent leveling out. The recession, which has slowed business activity and tourism, is a major factor reducing parking activities and related revenue.

Parking Tax in FY 2008-09 and FY 2009-10 was down over a million dollars from previous years due to the decline in travel, and loss of airlines at the Oakland International Airport. The forecast assumes 2% growth in FY 2011-12 and 2% in FY 2012-13 as the economy and tourism and business travel is expected to improve. Parking Tax is budgeted at \$7.7 million for FY 2011-12, and \$7.82 million for FY 2012-13.

### Parking Tax





## Licenses & Permits

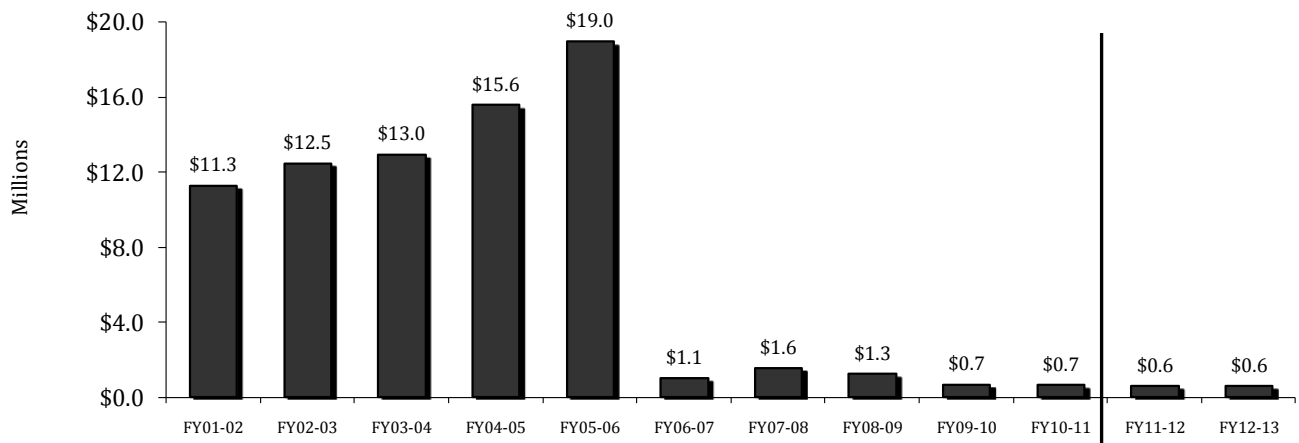
Licenses and Permit revenue primarily includes special Police and Fire permits, traffic, medical cannabis, bingo permits, residential parking permits, and animal licenses. This revenue could be broken down into Police and Fire permits, Construction permits (e.g., sidewalks/driveways, and encroachment and obstruction permits), and residential parking permits.

In FY 2006-07, 93 percent of License & Permit revenue related to development and building code enforcement activities were taken out of the General Purpose Fund (GPF) and moved to the new Development Services Fund (2415). Those revenues were specifically associated with a variety of development and enforcement activities, such as land use, permit, and inspection and abatement services. This separation was intended to allow clearer monitoring of these revenues and their related expenditures, as required by state law.

As a result of the separation, Licenses and Permits revenue after FY 2006-07 dropped to a new baseline of only 7 percent of the previous amounts.

Licenses and Permits are assumed to remain flat and are budgeted at \$0.64 million in FY 2011-12 and FY 2012-13.

## Licenses & Permits



# FINANCIAL SUMMARIES

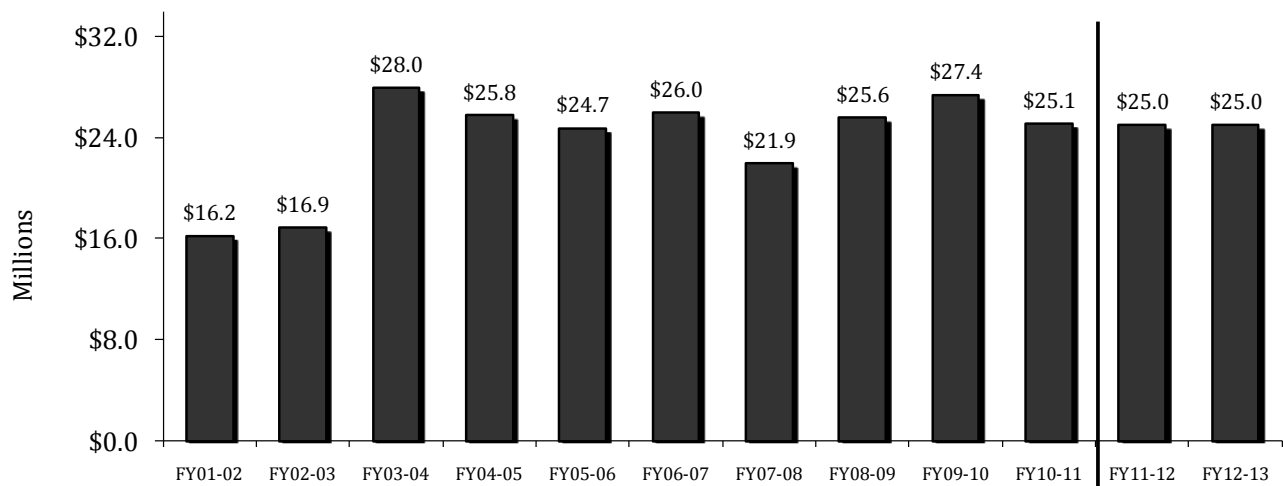
## Fines & Penalties

Fines & Penalties consist primarily of parking enforcement fines (averaging 90 percent of the total over the last three years), and penalties and interest for late tax payments.

Parking citation revenue collected for the current fiscal year is projected to be roughly 17% below FY 2009-10 actuals. The decline is primarily due to lower parking citation revenue from decreased citation issuance. In FY 2011-12, citations are estimated to decline by 12%, from a budget of \$29 million in FY 2010-11 to \$22 million in FY 2011-12 and FY 2012-13. The balance of Fines and Penalties revenues projected to be collected by other departments is assumed to be \$3.0 million, which is stable with minimal growth.

To Fines and Penalties revenue, citation plus other revenue collected, is budgeted at \$25 million for FY 2011-12 and \$25 million FY 2012-13. The table below shows historical collection and forecast by category.

### Fines & Penalties

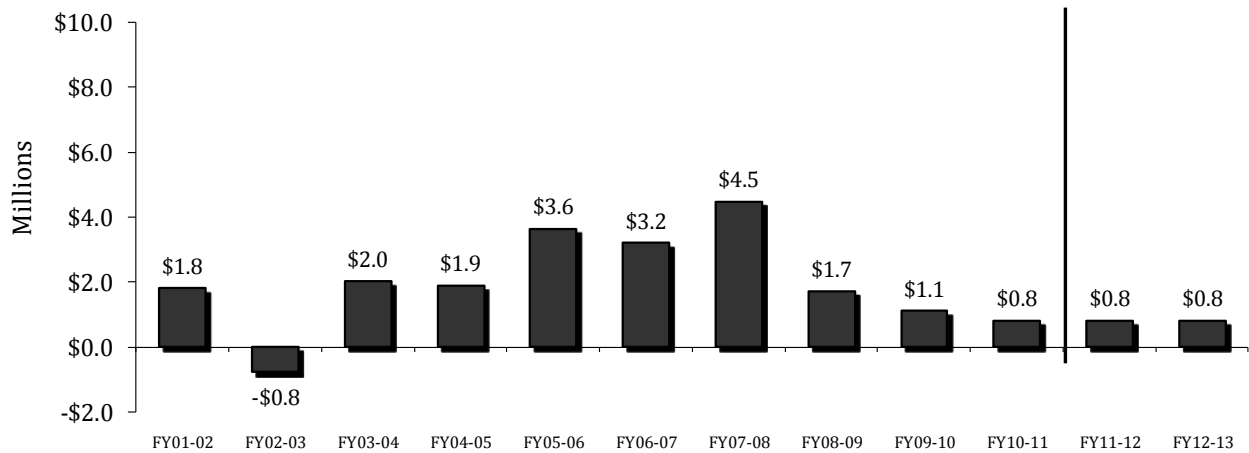


## Interest Income

This revenue category nets interest income from investments against the cost of advances made from the City's General Purpose Fund to other funds.

Interest income is volatile, fluctuating along with short-term interest rate movements. Interest income is estimated at \$0.8 million in each of FY 2011-12 and FY 2012-13. The amount reflects the interest income projected to be received from pooled investments.

### Interest Income

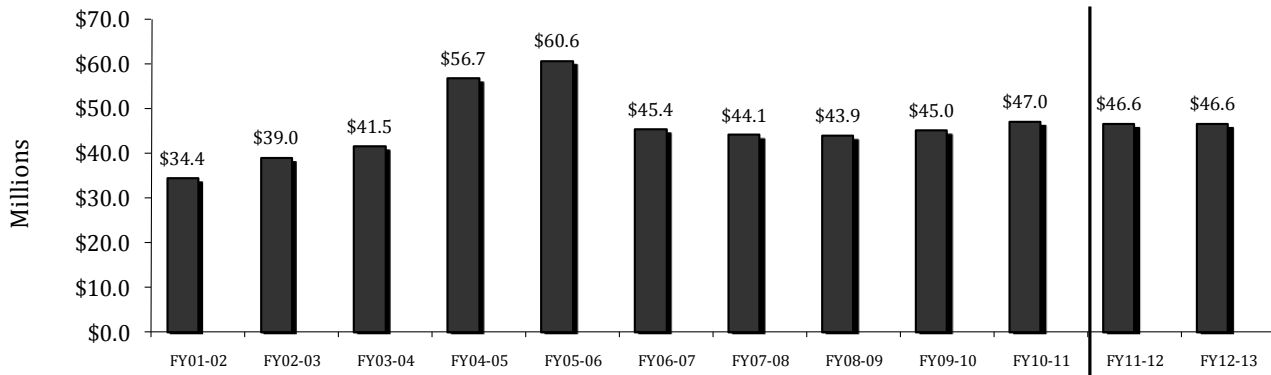


# FINANCIAL SUMMARIES

## Service Charges

Service charges are imposed on the user of a service provided by the City. The charge, or fee, may recover all or part of the cost of providing the service. In FY 2006-07, the composition of this revenue changed significantly, explaining the steep drop in revenue that year. A major change in that year saw \$11 million in revenues related to building and construction being permanently moved into the Development Services Fund (2415).

### Service Charges



Background and budgetary information concerning each service charge component is provided below, followed by a summary table.

- **Port Revenue** consists of payments for general services, Fire, and other services the City provides to the Port. The City invoices semi-annually, based on actual costs of services. The budget for Port Revenue anticipates reimbursements in FY 2011-12 and FY 2012-13.
- **Franchise Fees** apply to four utilities: PG&E for gas and electric; Waste Management of Alameda County for garbage collection; East Bay Municipal Utility District for water; and Comcast for cable television. The budget for this component is stable and assumes no growth in FY 2011-12 and FY 2012-13.
- **Parking Meter Revenue** consists of charges for parking in metered street stalls. Revenue is assumed to be flat in anticipation of new parking meter payment technology implementation.
- **Public Works Fees and Permits** primarily represent street and sidewalk work done in conjunction with other building activity. Revenue is anticipated as being consistent with prior year.
- **Rental Concessions represent** rental fees for the City's facilities and lands, as well as concessions at various locations. Revenue is anticipated to be consistent with prior year.
- **Personnel Services** are reimbursements to the City for police protection at a variety of special events or activities such as A's games, Raider games, concerts, street fairs or festivals, or for production of legal documentation in response to subpoenas. The demand for these services is variable and difficult to forecast. Personnel Services revenue has been negatively affected by the cancellation of the Oakland Unified School District annual contract for police services effective August 2009, reflecting a \$1 million drop in FY 2009-10, and the continuing economic slowdown that affects requests for police services.
- **Miscellaneous Service** Charges include a variety of fees such as Deemed Approved Program - Alcohol and Tobacco Retailers' Inspection Fee, Rent Arbitration Fee, Fire Prevention Charges, and Tow Services contract.

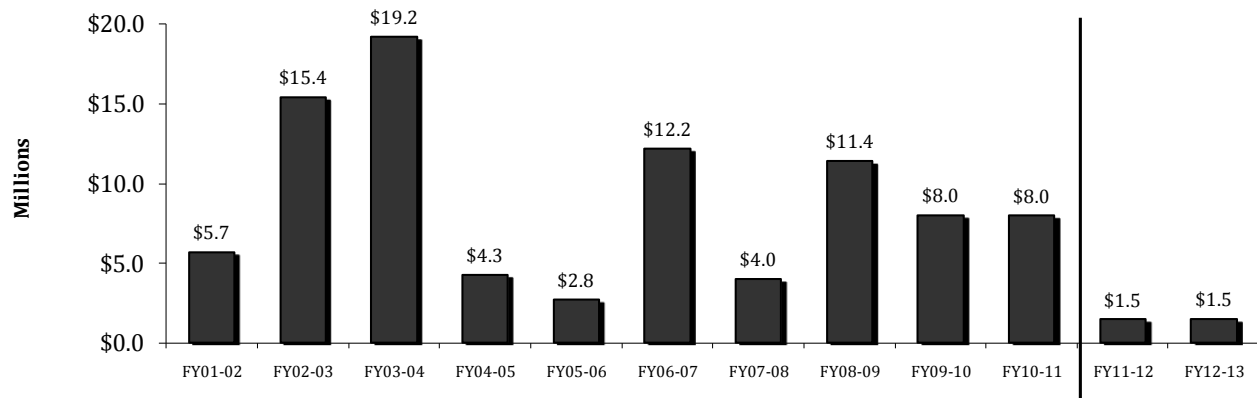
Service Charges revenue is budgeted at \$46.6 million in FY 2011-12, \$46.6 million in FY 2012-13.

## Miscellaneous

The Miscellaneous category consists largely of one-time items that do not fit well into other categories, such as billboard revenue agreements. The Miscellaneous category has experienced substantial variation from year to year, due to its one-time and unpredictable nature. The peaks in FY 2002-03, FY 2003-04, FY 2006-07 and FY 2008-09 occurred as a result of a large number of land and facility sales in those years.

The table below shows miscellaneous revenue by category. Miscellaneous Revenue is projected at \$1.5 million in FY 2011-12 and FY 2012-13.

### Miscellaneous Revenue



# FINANCIAL SUMMARIES

---

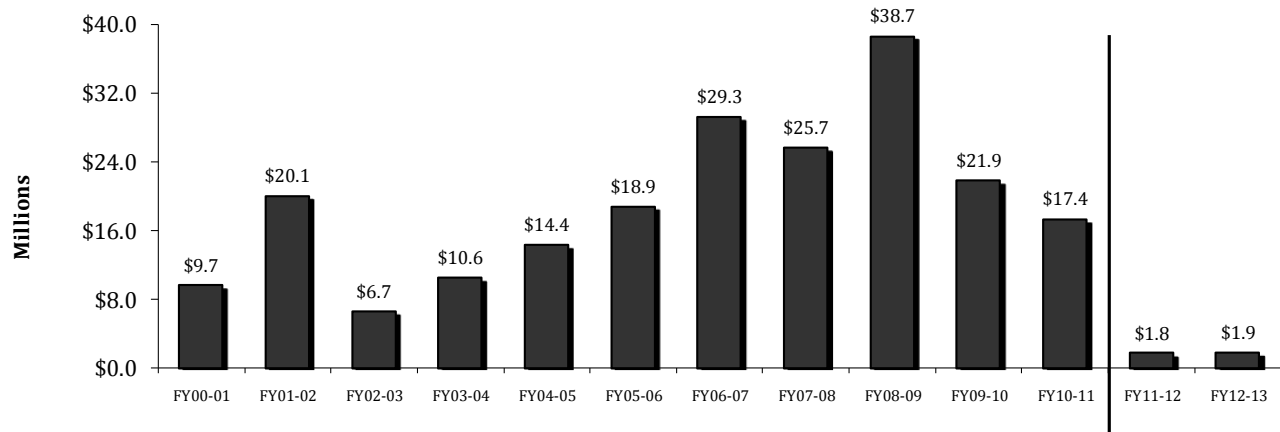
## Interfund Transfers

Interfund Transfers are transfers into the GPF from other funds. They can be made for a variety of reasons and have various objectives. These transfers are usually one time payments or scheduled payments for a limited time.

For example, the Sewer Service Fund (3100) has been making fund transfers into GPF to cover the cost of the office space taken up by Sewer Service employees in the City Administration Complex. In FY 2009-10, the GPF received over \$10 million of transfers from the pension annuity fund that will no longer be received as of FY 2011-12.

There are only six Interfund Transfers at this time; three from the Multipurpose Fund, one from the Sewer Service Fund, one from the golf fund and one from the telecommunications land use fund. Interfund Transfers are projected to be \$1.8 million for FY 2011-12, and \$1.9 million for FY 2012-13.

### Interfund Transfers



**EXPENDITURE TABLES**

**FINANCIAL SUMMARIES**

---

**NOTES**



## FINANCIAL SUMMARIES

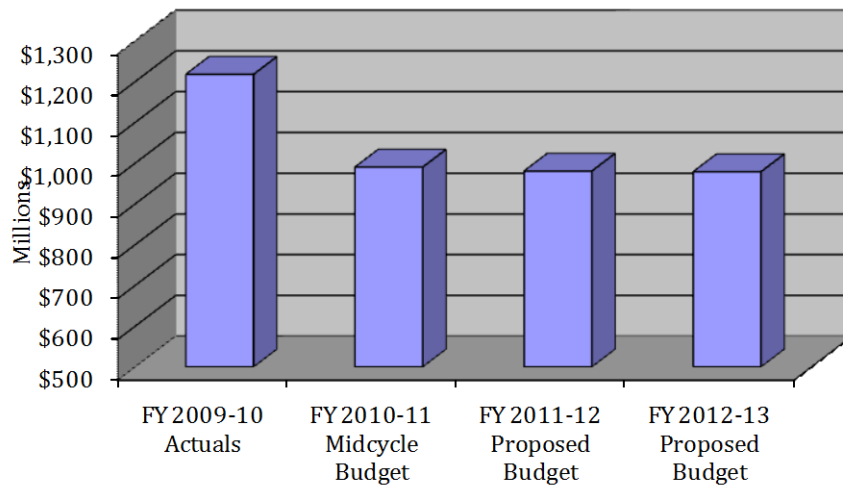
<b>ALL FUNDS EXPENDITURES</b>				
<b>Agency / Department</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Mayor	\$2,278,355	\$1,765,160	\$1,728,169	\$1,764,668
City Council	4,571,228	3,553,070	3,428,093	3,492,457
City Administrator	11,113,448	9,634,590	11,117,052	11,455,254
City Attorney	13,515,503	12,366,060	12,154,321	12,456,594
City Auditor	1,452,224	1,217,900	1,069,789	1,120,618
City Clerk	2,663,960	3,181,390	1,915,090	2,349,751
Contracting and Purchasing	2,699,774	2,652,420	-	-
Information Technology	13,515,880	13,065,330	13,811,002	13,659,595
Finance and Management	33,552,177	28,182,230	30,657,501	31,203,484
Human Resources	77,603,522	6,973,960	7,254,785	7,277,743
Police Services	225,483,009	198,153,380	199,160,122	200,719,834
Fire Services	113,524,011	110,732,840	115,369,275	124,094,656
Museum	6,681,598	6,917,820	6,336,814	6,527,660
Library	20,867,197	23,617,450	4,012,846	4,110,069
Parks and Recreation	21,242,799	19,754,850	20,646,141	22,101,127
Human Services	59,600,797	52,940,770	52,264,780	52,430,560
Public Works	97,350,261	121,355,190	123,532,464	123,895,062
Community & Economic Development	90,544,109	61,601,620	65,028,594	65,862,830
Non-Departmental	347,132,676	282,973,750	294,548,602	289,177,741
<b>Subtotal Expenditures</b>	<b>\$1,145,392,527</b>	<b>\$960,639,780</b>	<b>\$964,035,440</b>	<b>\$973,699,703</b>
Capital Improvement Projects	72,455,651	29,553,290	29,543,000	26,012,000
Other Proposed Citywide Reductions *	-	-	(13,025,000)	(20,825,000)
<b>Grand Total</b>	<b>\$1,217,848,179</b>	<b>\$990,193,070</b>	<b>\$980,553,440</b>	<b>\$978,886,703</b>

\* including mandatory leave without pay, lower ISF charges, and other reorganizations

# FINANCIAL SUMMARIES

---

## HISTORICAL CHANGES IN ALL FUNDS



## FINANCIAL SUMMARIES

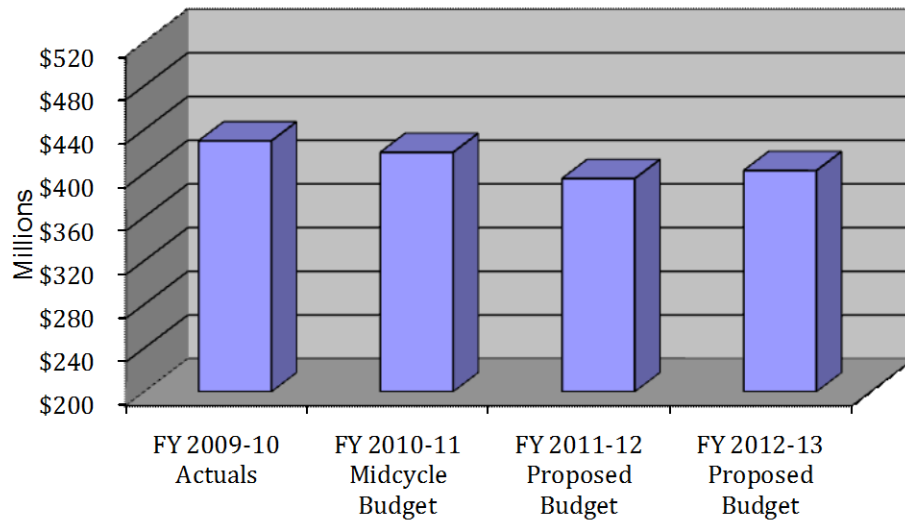
<b>GENERAL PURPOSE FUND EXPENDITURES</b>				
<b>Agency / Department</b>	<b>FY 2009-10 Actuals</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Mayor	\$1,760,397	\$1,232,760	\$1,140,905	\$1,169,225
City Council	2,997,219	2,316,670	2,144,689	2,191,811
City Administrator	5,930,615	6,215,250	6,961,573	7,187,934
City Attorney	3,706,734	3,469,760	4,234,458	4,364,175
City Auditor	1,312,137	1,217,720	1,069,789	1,120,618
City Clerk	2,421,075	2,911,590	1,455,511	1,875,292
Contracting & Purchasing	2,033,352	1,811,830		
Information Technology	7,904,348	8,016,580	8,121,537	8,318,619
Finance & Management	20,833,702	17,535,630	19,957,623	20,195,239
Human Resources	4,245,340	3,879,700	4,137,610	4,134,573
Police Services	190,270,581	173,879,520	164,623,515	172,043,100
Fire Services	97,448,879	98,144,770	101,541,515	110,268,420
Museum	6,216,043	6,234,960	5,728,826	5,916,221
Library	8,925,466	9,148,100	3,611,655	3,712,794
Parks & Recreation	12,597,758	11,967,500	11,673,853	12,718,459
Human Services	5,396,724	4,882,690	4,466,500	4,609,756
Public Works	3,871,726	3,803,590		
Community & Economic Development	2,058,147	2,333,980	443,114	443,902
Non-Departmental	49,192,576	59,686,060	66,537,395	62,723,865
<b>Subtotal Expenditures</b>	<b>\$429,122,821</b>	<b>\$418,688,660</b>	<b>\$407,850,068</b>	<b>\$422,994,003</b>
Capital Improvement Projects	488,803	420,490	252,000	252,000
Other Proposed Citywide Reductions *			(13,025,000)	(20,825,000)
<b>Grand Total</b>	<b>\$429,611,624</b>	<b>\$419,109,150</b>	<b>\$395,077,068</b>	<b>\$402,421,003</b>

\* Including mandatory leave without pay, lower ISF charges, and other reorganizations

# FINANCIAL SUMMARIES

---

## HISTORICAL CHANGES IN GENERAL PURPOSE FUNDS



### NEGATIVE FUNDS

Many non-GPF City funds have negative balances. The poor financial standing of the funds is a result of historical overspending and/or under-recovery, as well as operational shortfalls (cost increases outpacing revenue growth).

*Funds with significant negatives* include: Self-Insurance Liability Fund (\$24.4 million projected by the end of FY 2011-13), Mandatory Refuse Program (\$7.4 million), Municipal Capital Improvement (\$5 million), Kaiser Convention Center Fund (\$2.9 million), Landscaping & Lighting Assessment District Fund (\$3.7 million), Equipment Fund (\$7.9 million), and Facilities Fund (\$26.2 million). These negative balances harm the overall health of the City's assets by borrowing from the available positive funds, such as the General Purpose Fund, internal pension assets, deferred leave balances, etc. Except for the GPF, these other positive funds are mostly restricted, and funds borrowed from them will require repayment.

# FINANCIAL SUMMARIES

## SUMMARY OF NEGATIVE FUNDS

<b>Fund</b>	<b>Fund Description</b>	<b>Assigned Agency/ Department</b>	<b>Estimated FY 2010-11 Projected Fund Balance</b>
1100	Self Insurance Liability	Budget Office	(27,668,797)
1600	Underground District Revolving Fund	PWA	(2,485,239)
1700	Mandatory Refuse Program	FMA	(7,344,486)
1730	Henry J Kaiser Convention Center	Budget Office	(4,084,481)
1750	Multipurpose Reserve	FMA	(4,597,698)
1760	Telecommunications Reserve	CAO	(854,509)
<b>General Government Fund Group Subtotal</b>			<b>(\$47,035,210)</b>
1790	Contract Administration Fee	DCP	(3,506,920)
2061	2006 FEMA: 1628 Winter Storms	PWA	(235,293)
2062	2006 FEMA: 1646 Spring Storm	PWA	(547,954)
2102	Department of Agriculture	DHS	(67,093)
2103	HUD-ESG/SHP/HOPWA	DHS	(4,522,531)
2105	HUD-EDI Grants	CEDA	(21,235)
2114	Department of Labor	DHS	(404,461)
2118	National Foundation of the Arts and Humanities	OPR	(83,919)
2120	Federal Action Agency	DHS	(97,070)
2123	US Dept of Homeland Security	Fire	(2,519,603)
2124	Federal Emergency Management Agency (FEMA)	Fire	(4,003,695)
2126	Department of Education	PWA	(155,284)
2128	Department of Health and Human Services	DHS	(901,586)
2132	California Department of Aging	DHS	(65,007)
2134	California Parks and Recreation	CIP/PWA DEC	(538,348)
2144	California Housing and Community Development	CEDA	(938,290)
2148	California Library Services	CIP/PWA DEC	(1,611,539)
2152	California Board of Corrections	OPD	(31,754)
2154	California Integrated Waste Management Board	PWA	(168,886)
2159	State of California Other	CIP/PWA DEC	(299,923)
2163	Metro Transportation Com: Program Grant	CIP/PWA DEC	(584,736)
2164	Congestion Mitigation & Air Quality (CMAQ)	CEDA	(218,606)
2166	Bay Area Air Quality Management District	CEDA	(280,894)
2185	Oakland Redevelopment Agency Grants	CEDA	(24,409)
2190	Private Grants	Various	(396,694)

## SUMMARY OF NEGATIVE FUNDS

Fund	Fund Description	Assigned Agency/ Department	Estimated FY 2010-11 Projected Fund Balance
2213	Measure B: Paratransit - ACTIA	DHS	(70,457)
2214	ACTIA Reimbursable Grants	CIP/CEDA	(111,758)
2260	Measure WW: East Bay Regional Parks District	CIP/PWA DEC	(575,332)
2310	Lighting and Landscape Assessment District	PWA	(3,765,622)
2415	Development Service Fund	CEDA	(2,515,854)
2511	Local Law Enforce Block Grant	OPD	(17,132)
2513	Local Law Enforce Block Grant	OPD	(239,786)
2822	Title I Loans: Revolving	CEDA	(30,511)
2824	FHA 203k Loan: Revolving	CEDA	(17,856)
2990	Public Works Grants	PWA	(1,025,508)
2992	Parks and Recreation Grants	OPR	(2,594,421)
7752	Rehabilitation Trust: City Funded	FMA	(1,042,752)
<b>Special Revenue Fund Group Subtotal</b>			<b>(\$34,232,716)</b>
6570	JPFA Pooled Assessment: 1996	Non-Departmental	(137,878)
6999	Miscellaneous Debt Service	Non-Departmental	(49,649)
<b>Debt Service Fund Group Subtotal</b>			<b>(\$187,526)</b>
5008	Emergency Response: GOB Series 1992	CIP/PWA DEC	(185,489)
5012	JPFA Admin Building: Series 1996	CIP/PWA DEC	(1,606,582)
5500	Municipal Capital Improvement	Budget Office	(4,918,136)
5550	Municipal Capital Improvement: Revenue Bonds	CIP/PWA DEC	(14,445)
5999	Miscellaneous Capital Projects	PWA	(3,979,799)
<b>Capital Projects Fund Group Subtotal</b>			<b>(\$10,704,450)</b>
4100	Equipment	PWA	(12,062,388)
4300	Reproduction	DIT	(347,513)
4400	City Facilities	PWA	(27,272,065)
4500	Central Stores	FMA	(5,369,723)
4550	Purchasing	FMA	(796,055)
<b>Internal Service Fund Group Subtotal</b>			<b>(\$45,847,744)</b>
7660	Museum Preservation Trust	Museum	(140,921)
7760	Grant Clearing	CEDA	(350,014)
7780	Oakland Redevelopment Agency Projects (ORA)	CEDA	(647,790)
<b>Expendable Trust Fund Group Subtotal</b>			<b>(\$1,138,726)</b>
<b>TOTAL NEGATIVE FUNDS</b>			<b>(\$139,146,373)</b>





**Insert Tab**



**MAYOR**

**DUTIES AND RESPONSIBILITIES**

The Mayor’s Office supports the Mayor in working the City Administrator and City staff to achieve the Mayor’s priorities: providing hope and opportunity for Oakland’s youth; strengthening public safety and reducing crime and violence; fostering sustainable economic growth and development of Oakland and Oakland residents; providing Oakland residents the opportunity to lead a healthy life; and providing city services in an effective and efficient manner.

The Mayor’s Office also works to create public/private partnerships, develop inter-governmental relationships with the County and surrounding jurisdictions; collaborate with the state and federal government on legislative and inter-governmental matters, promote a positive image of Oakland and establish partnerships with non-profit and philanthropic groups for the benefit of Oakland and Oakland’s residents.

**PRIORITIES**

- The Mayor shall be responsible for the submission of an annual budget to the Council which shall be prepared by the City Administrator under the direction of the Mayor and Council. The Mayor shall, at the time of the submission of the budget, submit a general statement of the conditions of the affairs of the City, the goals of the administration and recommendations of such measures as she may deem expedient and proper to accomplish such goals.
- The Mayor shall recommend to the Council measures and legislation as she deems necessary and to make such other recommendations to the Council concerning the affairs of the City as she finds desirable.

**SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND**

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,232,760	\$1,140,905	\$1,169,225
1720 Comprehensive Clean-up	120	-	-
2251 Measure Y: Public Safety Act	56,650	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	475,630	587,264	595,443
<b>TOTAL</b>	<b>\$1,765,160</b>	<b>\$1,728,169</b>	<b>\$1,764,668</b>
GPF Percent to Total Department	69.8%	66.0%	66.3%
GPF Percent to Citywide GPF Expenditures	0.3%	0.3%	0.3%

**AUTHORIZED POSITIONS BY PROGRAM**

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Mayor's Support</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	7.35	7.00	7.00
7780 - Oakland Redevelopment Agency Projects (ORA)	1.65	2.00	2.00
<b>Measure Y</b>	<b>1.00</b>	<b>-</b>	<b>-</b>
2251 - Measure Y: Public Safety Act 2004	1.00	-	-
<b>TOTAL</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>

**SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM**

<b>Revenue</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Mayor's Support	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditure</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Mayor's Support	\$1,708,510	\$1,728,169	\$1,764,668
Measure Y	56,650	-	-
<b>TOTAL</b>	<b>\$1,765,160</b>	<b>\$1,728,169</b>	<b>\$1,764,668</b>

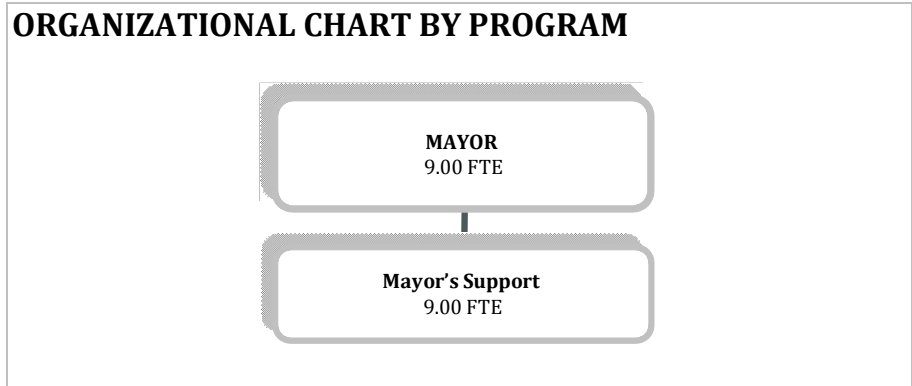
# MAYOR

## PRIORITIES (CONT'D)

- The Mayor shall encourage programs for the physical, economic, social and cultural development of the City.
- The Mayor shall actively promote economic development to broaden and strengthen the commercial and employment base of the City.
- The Mayor shall appoint the City Administrator, subject to confirmation by the City Council, remove the City Administrator and give direction to the City Administrator. The Mayor shall advise the council before removing the City Administrator.
- The Mayor shall serve as ceremonial head of the City.
- The Mayor shall represent the City in inter-governmental relations as directed by the Council.
- The Mayor shall provide community leadership.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
15% reduction	-	(\$201,481)	(\$206,480)

## ORGANIZATIONAL CHART BY PROGRAM



## PRIOR REDUCTIONS

- Elimination of General Fund Pay Go in FY09-10 has resulted in less capital improvement programs around Oakland.
- Staffing in the Mayor's Office has reduced substantially over the past several years, from 18 FTE's in FY07-08 (excludes Oaklander's Assistance Centre) to 10 FTE's in FY10-11. One of the positions managed federal, state and local government relations that coordinated special projects. Other positions were administrative in nature and also assisted with special projects.

## PROGRAM DESCRIPTIONS

### MAYOR'S SUPPORT

This program works directly with the Mayor in implementing her goals and responding to queries and concerns of Oakland citizens, businesses, and elected officials.

# CITY COUNCIL

## DUTIES AND RESPONSIBILITIES

The Oakland City Council consists of eight Councilmembers, with seven nominated and elected from districts and one Citywide (At-Large). All Councilmembers are elected to a term of four years.

The City Council is the governing body of the City. It exercises the corporate powers of the City and, subject to the expressed limitations of the City Charter, is vested with all powers of legislation in municipal affairs adequate to provide a complete system of local government consistent with the Constitution of the State of California. The Council has no administrative powers.

## BUSINESS GOALS

- Improve efficiency and responsiveness to our residents.
- Improve the infrastructure.
- Reduce crime and ensure public safety for every Oakland neighborhood.
- Develop a sustainable city.
- Ensure that all Oakland children through seniors have an opportunity to be successful.
- Expand economic development.

## PRIOR REDUCTIONS

- Elimination of General Fund Pay-Go in FY09-10 has resulted in less capital improvement programs in various districts.
- Elimination of 6 FTE Legislative Analyst's in FY09-10 resulted in n dedicated personnel to staff Committees, which reduced the policy analysis and legislative expertise required by Council.
- Reduction of 15% in City Council budget in FY10-11 led to the reduction in staff hours, additional voluntary furloughs, reductions in O&M and position eliminations.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND			
Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,316,670	\$2,144,689	\$2,191,811
7780 Oakland Redevelopment Agency Projects (ORA)	\$1,236,400	\$1,283,404	1,300,646
<b>TOTAL</b>	<b>\$3,553,070</b>	<b>\$3,428,093</b>	<b>\$3,492,457</b>
GPF Percent to Total Department	65.2%	62.6%	62.8%
GPF Percent to Citywide GPF Expenditures	0.6%	0.5%	0.5%

AUTHORIZED POSITIONS BY PROGRAM			
Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Constituent Affairs</b>	<b>4.47</b>	<b>4.47</b>	<b>4.47</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.47	4.47	4.47
<b>Policy Analysis</b>	<b>21.99</b>	<b>21.99</b>	<b>21.99</b>
1010 - General Fund: General Purpose	18.70	18.70	18.70
7780 - Oakland Redevelopment Agency Projects (ORA)	3.29	3.29	3.29
<b>TOTAL</b>	<b>26.46</b>	<b>26.46</b>	<b>26.46</b>

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM			
Revenue			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Policy Analysis	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditure			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Constituent Affairs	\$653,580	\$655,541	\$664,732
Policy Analysis	2,899,490	2,772,552	2,827,725
<b>TOTAL</b>	<b>\$3,553,070</b>	<b>\$3,428,093</b>	<b>\$3,492,457</b>

# CITY COUNCIL

## PROGRAM DESCRIPTIONS

### CONSTITUENT AFFAIRS

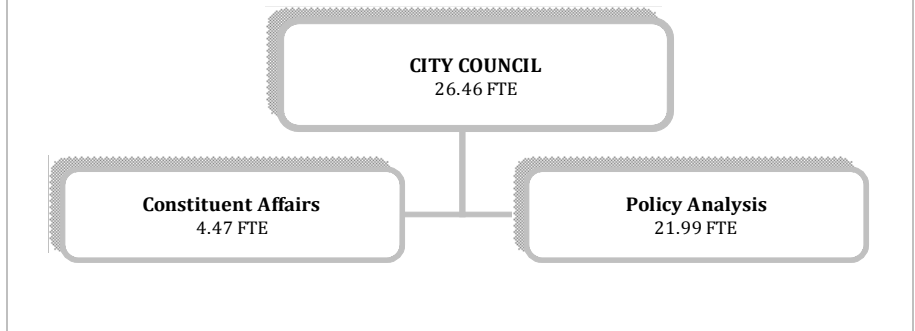
This program organizes and addresses constituent concerns to the City of Oakland City Council. This program helps to reduce crime by implementing a comprehensive crime prevention/reduction strategy. Also facilitates the development of housing for people of all incomes, reduction of blight and nuisance and provides for clean, well-maintained and accessible streets, sidewalks, facilities, amenities, parks recreational facilities and trees.

### POLICY ANALYSIS

This program analyzes new public policy initiatives and ensures that City of Oakland policy objectives are being met. Also, encourages and supports social equity for all Oakland residents and maximizes socially and environmentally sustainable economic growth, including conservation of natural resources.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
15% Reduction	-	(\$378,856)	(\$387,176)

## ORGANIZATIONAL CHART BY PROGRAM



## CITY ADMINISTRATOR

### MISSION STATEMENT

The Office of the City Administrator provides strategic leadership that supports the Mayor and City Council and motivates and challenges the organization to deliver efficient and effective services to the community.

### BUSINESS GOALS

- Administer the affairs of the City in an efficient and effective manner.
- Conduct necessary reviews of City operations to improve efficiency and accountability of City government.
- Manage and coordinate citywide service delivery.
- Enforce all laws, ordinances and policies of the City.
- Advance the City's vision and goals and build organizational capacity.
- Provide professional expertise and support to the Mayor and City Council in the formulation, interpretation, and application of public policy.
- Advance the Mayor's and City Council's priorities.

### PRIOR REDUCTIONS

- In the past several years, Equal Employment Opportunity Programs staffing has been reduced by 50%. The unit's ability to meet required deadlines for discrimination complaint investigations, and the number of reasonable accommodation requests have taken longer to process.
- The Citizens Police Review Board budget has been reduced by 60% and staffing by 38% over four years. The time to investigate complaints has doubled for some cases and they are unable to

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$6,215,250	\$6,961,573	\$7,187,934
1760 Telecommunications Reserve	1,044,540	999,522	1,025,972
2108 HUD-CDBG	23,660	-	-
2609 Dept of Energy EECBG Program (ARRA)	-	105,112	107,219
2112 Department of Justice	147,700	465,259	474,360
2211 Measure B: ACTIA	98,350	101,515	103,508
2240 Library Services Retention-Enhancement	15,720	277	273
2250 Measure N: Fund	4,190	89	87
2251 Measure Y: Public Safety Act *	125,990	487,757	491,653
2310 Lighting and Landscape Assessment	21,060	-	-
2412 Measure M: Emergency Dispatch Service	4,190	-	-
2415 Development Service Fund	220	-	-
2417 Excess Litter Fee Fund	440,900	440,900	440,900
5130 Rockridge: Library Assessment	3,140	-	-
5321 Measure DD: 2009B Clean Water	(240,460)	-	-
5505 Municipal Captial Improvement	-	232	229
7760 Grant Clearing	12,960	13,381	13,642
7780 Oakland Redevelopment Agency Projects (ORA)	1,717,180	1,541,435	1,609,477
<b>**TOTAL</b>	<b>\$9,634,590</b>	<b>\$11,117,052</b>	<b>\$11,455,254</b>
GPF Percent to Total Department	64.5%	62.6%	62.7%
GPF Percent to Citywide GPF Expenditures	1.5%	1.6%	1.6%

\*Measure Y Midcycle FY10-11 budget is the 6 month budget set prior to the passing of Measure BB

\*\*Includes transfer of Budget staff out of CAO to FMA and transfer of Department of Contracting and Purchasing (Administration, Contract Compliance and Employment Services and Contract Administration) to CAO (Administration)

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Administration ***</b>	<b>15.90</b>	<b>33.50</b>	<b>33.50</b>
1010 - General Fund: General Purpose	9.45	25.45	25.45
2108 - HUD-CDBG	0.15	-	-
2112 - Department of Justice	0.75	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	5.55	6.55	6.55
1760 - Telecommunications Reserve	-	0.50	0.50
2609 - Dept of Energy - EECBG Program (ARRA)	-	1.00	1.00
<b>Americans with Disabilities Act</b>	<b>3.05</b>	<b>2.75</b>	<b>2.75</b>
1010 - General Fund: General Purpose	1.97	1.72	1.72
2108 - HUD-CDBG	0.30	-	-
2211 - Measure B: ACTIA	0.70	0.70	0.70
7760 - Grant Clearing	0.08	0.08	0.08
2112 - Department of Justice	-	0.25	0.25
<b>Budget, Analysis, and Operations Support *</b>	<b>13.50</b>	<b>-</b>	<b>-</b>
1010 - General Fund: General Purpose	11.92	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	1.58	-	-
<b>Citizens Police Review Board</b>	<b>3.00</b>	<b>5.00</b>	<b>5.00</b>
1010 - General Fund: General Purpose	3.00	2.50	2.50
2112 - Department of Justice	-	2.50	2.50
<b>Equal Access Office</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	3.00	2.00	2.00
<b>Equal Employment Opportunity</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Fund: General Purpose	3.00	3.00	3.00

# CITY ADMINISTRATOR

## PRIOR REDUCTIONS (CONT'D)

perform mediations and there has been a reduction in the number of cases brought to evidentiary hearing.

- Staffing in the Budget Office has reduced over the past several years. The unit has lost essential analytical positions necessary for the preparation, analysis and monitoring of department budgets.
- The position that handled the administration of cabaret, massage parlor and other City wide permits and the Director position in the Neighborhood Services Division were eliminated from CAO Administration. Duties of these positions are now handled by existing staff in the unit.

## PROGRAM DESCRIPTIONS

### ADMINISTRATION

This program directs and coordinates all City agencies and departments to ensure the goals and policy directives of the City Council and Mayor are implemented and services are delivered to the community in an efficient and cost effective manner.

### AMERICANS WITH DISABILITIES ACT

This program coordinates citywide compliance with the ADA, excluding employment; serves the disability, business and non-profit communities as well as City agencies and departments; investigates complaints of disability discrimination (except employee or applicant complaints), creates disability policies and implements access compliance programs, administers ADA capital improvement programs, reviews other City capital projects for ADA compliance, provides technical assistance and training, staffs the Commission on Persons with Disabilities; and coordinates public events and programs that promote the advancement of youth with disabilities and celebrate disability art and culture.

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>KTOP Operations</b>	<b>11.85</b>	<b>7.95</b>	<b>7.95</b>
1760 - Telecommunications Reserve	6.89	4.89	4.89
7780 - Oakland Redevelopment Agency Projects (ORA)	4.96	3.06	3.06
<b>Measure Y</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>
2251 - Measure Y: Public Safety Act 2004	2.20	2.20	2.20
<b>Oaklanders' Assistance Center</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Fund: General Purpose	3.50	2.50	2.50
7780 - Oakland Redevelopment Agency Projects (ORA)	0.50	0.50	0.50
<b>Public Ethics Commission</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>
1010 - General Fund: General Purpose	2.00	1.50	1.50
<b>TOTAL</b>	<b>61.50</b>	<b>60.90</b>	<b>60.90</b>

\*Budget Office - transfer of 4 FTE's in the Budget Office to FMA and 4.5 FTE's to CAO (Administration)

\*\*Transfer of 14 FTE's from Department of Contracting and Purchasing to CAO (Administration)

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Administration *	\$327,760	\$745,680	\$745,680
KTOP Operations	1,143,720	1,298,114	1,329,927
<b>TOTAL</b>	<b>\$1,471,480</b>	<b>\$2,043,794</b>	<b>\$2,075,607</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Administration *	\$3,766,640	\$7,040,763	\$7,282,446
Americans with Disabilities Act	450,490	440,624	447,311
Budget, Analysis, and Operations Support **	1,976,590	0	0
Citizens Police Review Board	476,490	746,293	762,538
Equal Access	332,620	243,716	247,907
Equal Employment Opportunity	427,720	455,899	464,709
KTOP Operations	1,454,000	1,193,628	1,224,140
Measure Y	125,990	487,757	491,653
Oaklanders' Assistance Center	363,790	295,108	315,875
Public Ethics Commission	260,260	213,264	218,675
<b>TOTAL</b>	<b>\$9,634,590</b>	<b>\$11,117,052</b>	<b>\$11,455,254</b>

\*Administration includes Budget Office and Department of Contracting and Purchasing transfer to CAO

\*\*Budget Office transferred to FMA and CAO (Administration)



## PROGRAM DESCRIPTIONS

(CONT'D)

### BUDGET, ANALYSIS, AND OPERATIONS SUPPORT

This program develops a fiscally responsible budget; develops a budget that meets community priorities; produces accurate and timely analysis of program revenues and expenditures; provides consultative services to ensure programs are efficient and effective; provides thorough legislative analysis to the City Administrator and elected officials to ensure the City remains proactive in its legislative agenda.

### CITIZENS POLICE REVIEW BOARD

This program is the civilian police oversight agency for the City of Oakland, established to review complaints of conduct by police officers and park rangers, conduct fact-finding investigations of these complaints, and thereafter make advisory reports to the City Administrator.

### EQUAL ACCESS

This program monitors and facilitates City Agencies' compliance with the Equal Access to Services Ordinance; develops translation quality control guidelines; coordinates with Agencies' to provide vital documents and recorded telephonic main messages

in language shared with substantial number of limited English speaking persons group; and recommends the number of bilingual personnel needed in Agencies' public contact areas.

### EQUAL EMPLOYMENT OPPORTUNITY

This program mandated by federal, state, and local laws and regulations, performs the following functions: investigates Equal Employment Opportunity (EEO) claims of discrimination and harassment via a neutral fact finding process; receives and responds to informal EEO mediation and dispute resolution requests from employees; provides and administers an ADA/FEHA workplace accommodations process for City

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
ADA & CPRB - shift staff to JAG grant and reduce O&M	(0.75)	(\$114,332)	(\$116,123)
Downgrade Asst to the City Administrator (Equal Access) to City Administrator Analyst and eliminate 1.00 FTE Program Analyst I	(1.00)	(\$145,862)	(\$157,785)
Reduce Analyst and Accounting positions in Budget Office, 4.70 FTE	(4.70)	(\$541,427)	(\$566,965)
Transfer 0.20 FTE to Fund 7780 (Budget Director)	(0.20)	(\$55,982)	(\$59,895)
Transfer 0.50 FTE Assistant to the City Administrator to Fund 1760	(0.50)	(\$96,953)	(\$99,768)
Increase Taxi Cab Inspection Fees	-	\$300,000	\$300,000
Budget Public Ethics Director at Step 1	-	(\$28,048)	(\$28,610)
Reduce Public Ethics Executive Assistant to 0.50 FTE	(0.50)	(\$51,240)	(\$53,609)
State & Federal Lobbyist Contracts Transferred from Non-Departmental	-	\$280,000	\$280,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
ADA & CPRB - shift staff and O&M to JAG grant (Fund 2112)	0.75	\$114,332	\$116,123
Eliminate 0.30 FTE Accountant II in Budget Office in ORA (Fund 7780)	(0.30)	(\$33,785)	(\$34,463)
Eliminate 3.90 FTE Cable TV Production positions in Telecommunications Reserve (Fund 1760) and ORA (Fund 7780)	(3.90)	(\$389,609)	(\$397,420)
Transfer 0.20 FTE to Fund 7780 (Budget Director)	0.20	\$55,982	\$59,895
Transfer Assistant to the City Administrator from GPF (1010) to Fund 1760	0.50	\$96,953	\$99,768
Organizational Changes	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Budget Office Analysts and O&M to Finance & Management Agency - All Funds	(4.00)	(\$683,936)	(\$694,906)
Transfer Budget Office Analysts and O&M to CAO (Administration) - All Funds	4.50	\$764,066	\$790,550
Transfer of DCP (Administration, Contract Compliance & Employment Services, and Contract Administration) to CAO Administration - All Funds	14.00	\$1,812,896	\$1,870,615

employees and job applicants; develops and submits EEO statistical reports; conducts sexual harassment education and EEO training programs; monitors hiring practices for EEO compliance and conducts outreach to the Oakland community.

### KTOP OPERATIONS

This program provides coverage of City Council, Council Committee, and other City Agency meetings, and broadcasting original and acquired programming that connects and engages viewers with their city government, fellow citizens and the world at large.

### MEASURE Y

This program provides approximately \$20 million annually for violence prevention and public safety programs managed by the Department of Human Services and the Police Services Agency. Currently, the City Administrator's Office manages the evaluation portion of the program. In addition, the Department of Human Services contracts with Neighborhood Services to manage the City/County Neighborhood Initiative Program.

### OAKLANDERS' ASSISTANCE CENTER

This program provides constituent service center for information and troubleshooting various concerns and problems for all Oakland citizens.

# CITY ADMINISTRATOR

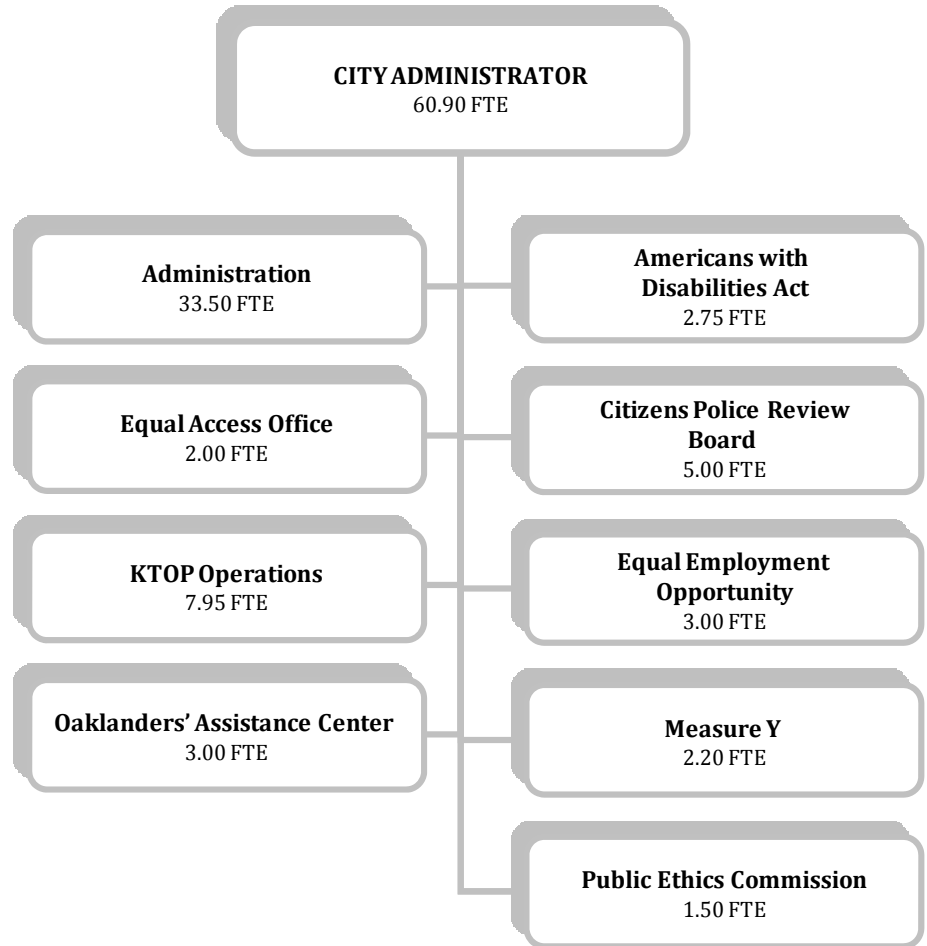
---

## PROGRAM DESCRIPTIONS

(CONT'D)

### PUBLIC ETHICS COMMISSION

This program was created with the goal of ensuring "fairness, openness, honesty and integrity" in city government. It is responsible for reviewing, administering and enforcing Oakland's Campaign Reform Act (OCRA), Sunshine Ordinance, Limited Public Financing Act, False Endorsement in Campaign Literature Act and the Lobbyist Registration Act, and reviews and adjusts the salaries for the Oakland City Council each year per City Charter.



CITY ATTORNEY

MISSION STATEMENT

The Office of the City Attorney is committed to providing the highest quality legal services to the City of Oakland, its employees, officers, agencies, departments, boards and commissions; and to promoting open government and accountability to the residents of Oakland in accordance with the letter and spirit of the law.

BUSINESS GOALS

- Assist the Mayor, City Council, and City Administrator in achieving their goals for the City.
- Minimize public liability exposure and reduce claims through effective advocacy, successful risk policies and useful training programs.
- Respond efficiently to the needs of City Agencies and Departments.
- Continue with the momentum of the Neighborhood Law Corps program to be responsive to residents and proactive in solving chronic neighborhood problems that degrade the quality of life.
- Promote open government and accountability to the residents of Oakland in accordance with the letter and spirit of the law.
- Continue with the momentum of the Special Prosecution team to develop law enforcement partnerships and aggressively prosecute chronic low-level crimes that impact the quality of life in Oakland neighborhoods.

PRIOR REDUCTIONS

- The Office of the City Attorney has incurred reductions totaling -\$3.42 million (-21.7%), resulting in staff reductions of -12.35 FTEs (-15.6%) since July 2008.
- Reductions have resulted in greater reliance on outside counsel for legal advice, litigation support, and transactional work.

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$3,469,760	\$4,234,458	\$4,364,175
1100 Self Insurance Liability	3,569,100	3,542,874	3,614,757
1150 Worker's Compensation Insurance	345,030	250,454	255,436
1710 Recycling Program	239,770	174,154	177,629
1720 Comprehensive Clean-up	40		
1750 Multipurpose Reserve	60		
2108 HUD-CDBG	61,530	45,490	46,395
2190 Private Grants	(7,760)		
2310 Lighting and Landscape Assessment	190		
2413 Rent Adjustment Program Fund		349,259	356,167
2415 Development Service Fund	457,630	330,435	336,981
3100 Sewer Service Fund	141,820	103,207	105,254
7100 Police and Fire Retirement System	91,850	95,810	97,717
7120 Oakland Municipal Employees' Retirement System	22,960	23,953	24,429
7780 Oakland Redevelopment Agency Projects (ORA)	3,974,080	3,004,227	3,077,654
<b>TOTAL</b>	<b>\$12,366,060</b>	<b>\$12,154,321</b>	<b>\$12,456,594</b>
GPF Percent to Total Department	28.1%	34.8%	35.0%
GPF Percent to Citywide GPF Expenditures	0.8%	1.0%	1.0%

\* Technical adjustments related to departmental overhead expenditures/recoveries reflected in FY 2011-13 baseline budgets.

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Advisory</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>
1010 - General Fund: General Purpose	8.22	6.32	6.32
1100 - Self Insurance Liability	4.69	4.69	4.69
1150 - Worker's Compensation Insurance Claims	0.05	0.05	0.05
1710 - Recycling Program	0.50	0.50	0.50
2108 - HUD-CDBG	0.19	0.19	0.19
2413 - Rent Adjustment Program Fund	-	0.90	0.90
2415 - Development Service Fund	1.15	1.15	1.15
3100 - Sewer Service Fund	0.25	0.25	0.25
7100 - Police and Fire Retirement System	0.40	0.40	0.40
7120 - Oakland Municipal Employees' Retirement System	0.10	0.10	0.10
7780 - Oakland Redevelopment Agency Projects (ORA)	9.45	9.45	9.45
<b>City Attorney: Administration</b>	<b>30.00</b>	<b>28.00</b>	<b>28.00</b>
1010 - General Fund: General Purpose	16.63	15.63	15.63
1100 - Self Insurance Liability	8.78	7.07	7.07
1710 - Recycling Program	0.50	0.50	0.50
2413 - Rent Adjustment Program Fund	-	1.00	1.00
3100 - Sewer Service Fund	0.29	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	3.80	3.80	3.80
<b>Litigation</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>
1010 - General Fund: General Purpose	3.00	3.00	3.00
1100 - Self Insurance Liability	6.56	7.27	7.27
1150 - Worker's Compensation Insurance Claims	0.99	0.99	0.99
2415 - Development Service Fund	0.35	0.35	0.35
3100 - Sewer Service Fund	-	0.29	0.29
7780 - Oakland Redevelopment Agency Projects (ORA)	1.10	1.10	1.10
<b>TOTAL</b>	<b>67.00</b>	<b>65.00</b>	<b>65.00</b>

# CITY ATTORNEY

## PRIOR REDUCTIONS (CONT'D)

- Other functions such as document reviews, legal opinion responses, and legislation preparations have incurred significant delays.

## DIVISION DESCRIPTIONS

### ADVISORY SERVICES DIVISION

Provide legal advice and counsel to the City in a wide range of legal issues that challenge a modern American city.

### LEGAL SUPPORT & OPERATIONS DIVISION

Direct, set policy and manage the operations of the City Attorney's Office.

### LITIGATION SERVICES DIVISION

Advocate the City's interest in claims and lawsuits filed against and on behalf of the City, its officers, employees and agencies.

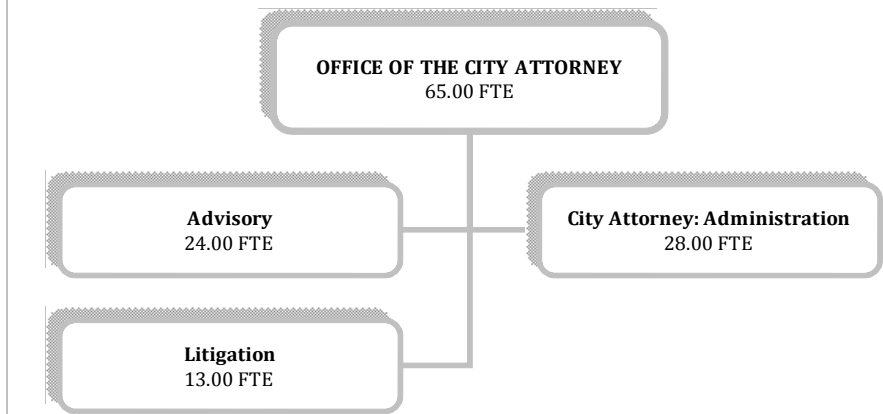
SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY DIVISION			
Revenue			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Advisory	\$10,280	\$10,280	\$10,280
Litigation	87,030	87,030	87,030
<b>TOTAL</b>	<b>\$97,310</b>	<b>\$97,310</b>	<b>\$97,310</b>
Expenditure			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Advisory	\$6,701,710	\$5,480,631	\$5,606,539
City Attorney: Administration	3,150,040	4,218,475	4,330,571
Litigation	2,514,310	2,455,215	2,519,484
<b>TOTAL</b>	<b>\$12,366,060</b>	<b>\$12,154,321</b>	<b>\$12,456,594</b>

\* Technical adjustments related to departmental overhead expenditures/recoveries reflected in FY 2011-13 baseline budgets.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
15% Reduction Target	-	(\$713,326)	(\$735,539)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Reduction of 1.00 FTE Claims Investigator III from Self Insurance Liability Fund (Fund 1100)	(1.00)	(\$126,356)	(\$128,888)

## ORGANIZATIONAL CHART BY DIVISION



CITY AUDITOR

MISSION STATEMENT

The mission of the Office of the City Auditor is to create a model performance auditing organization that returns in-depth and meaningful results to the citizens of Oakland by utilizing a risk-based audit approach to identify and audit the areas of government most vulnerable to fraud, waste, abuse and mismanagement.

BUSINESS GOALS

- Identify \$4 of monetary benefit for every \$1 in audit cost.
- Conduct performance audits to improve the economy, efficiency, effectiveness and accountability of City Government.
- Conduct mandated audits of City expenditures.
- Establish an effective whistleblower program to combat fraud, waste, and abuse.
- Follow-up on audit recommendations in accordance with the City Charter.
- Provide a professional, supportive, and effective environment for staff to excel.

PRIOR REDUCTIONS

- Reductions in the Whistleblower Program have resulted in the elimination of all special investigations. The City Auditor's Office has very limited flexibility within the program for any follow up or investigative work.
- Trainings reduced to only those necessary for annual professional requirements.

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND			
Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,217,720	\$1,069,789	\$1,120,618
1750 Multipurpose Reserve	180		
<b>TOTAL</b>	<b>\$1,217,900</b>	<b>\$1,069,789</b>	<b>\$1,120,618</b>
GPF Percent to Total Department	100.0%	100.0%	100.0%
GPF Percent to Citywide GPF Expenditures	0.3%	0.2%	0.2%

AUTHORIZED POSITIONS BY PROGRAM			
Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Auditing</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
1010 - General Fund: General Purpose	8.50	10.00	10.00
1750 - Multipurpose Reserve	0.93	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	0.57	-	-
<b>TOTAL</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM			
Revenue			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Auditing	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Expenditure			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Auditing	\$1,217,900	\$1,069,789	\$1,120,618
<b>TOTAL</b>	<b>\$1,217,900</b>	<b>\$1,069,789</b>	<b>\$1,120,618</b>

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
15% Reduction Target	-	(\$208,997)	(\$215,474)

# CITY AUDITOR

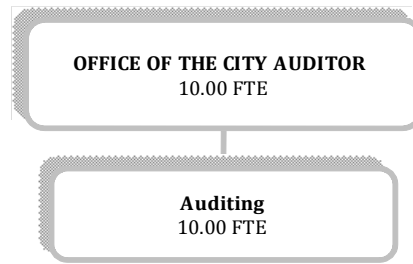
---

## PROGRAM DESCRIPTIONS

### AUDITING

This program conducts audits of all departments and agencies of the City in accordance with applicable government auditing standards and in conformity with Section 403 of the Oakland City Charter. Audit services will identify ways to increase the economy, efficiency, effectiveness, and accountability of City government.

## ORGANIZATIONAL CHART BY PROGRAM



**CITY CLERK**

**MISSION STATEMENT**

The mission of the Office of the City Clerk is to enable the public to fully participate in the governmental process, by providing accurate information and services in a professional manner, and to assist residents in making informed decisions affecting the quality of their lives.

**BUSINESS GOALS**

- Support the Mayor, City Council, City Administrator, and Agency Directors in achieving their goals for the City through accurate recording of legislative activities and retention / retrieval of City records.
- Enhancement of City-Wide Records Management program to promote accessibility, retention, and timely destruction.
- Continue outreach to encourage citizen participation in government affairs and increase voter participation.

**PRIOR REDUCTIONS**

- Since July 2008, excluding special election costs, the Office of the City Clerk has incurred reductions totaling 11.5%, resulting in staff reductions of 2.00 FTEs.
- The reductions have increased processing workloads for remaining staff and decreased customer service support to the public.

**PROGRAM DESCRIPTIONS**

**AGENDA MANAGEMENT**

This program coordinates, prepares, and distributes legislative agendas. It ensures posting of agendas as mandated by law. Attends Council committee and Council meetings and Oakland Redevelopment Agency meetings, and prepares minutes. It processes, tracks, and archives legislation and contracts. This program

**SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND**

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF) *	\$2,911,590	\$1,455,511	\$1,875,292
7780 Oakland Redevelopment Agency Projects (ORA)	269,800	459,579	474,459
<b>TOTAL</b>	<b>\$3,181,390</b>	<b>\$1,915,090</b>	<b>\$2,349,751</b>
GPF Percent to Total Department	91.5%	76.0%	79.8%
GPF Percent to Citywide GPF Expenditures	0.7%	0.3%	0.4%

\* Technical adjustments related to ranked choice voting implementation costs reflected in FY 2011-13 baseline budget

**AUTHORIZED POSITIONS BY PROGRAM**

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Agenda Management</b>	<b>3.67</b>	<b>3.90</b>	<b>3.90</b>
1010 - General Fund: General Purpose	2.68	2.40	2.40
7780 - Oakland Redevelopment Agency Projects (ORA)	0.99	1.50	1.50
<b>Customer Services/Public Relations</b>	<b>3.33</b>	<b>2.50</b>	<b>2.50</b>
1010 - General Fund: General Purpose	3.00	2.00	2.00
7780 - Oakland Redevelopment Agency Projects (ORA)	0.33	0.50	0.50
<b>Elections &amp; Political Compliance</b>	<b>2.00</b>	<b>1.20</b>	<b>1.20</b>
1010 - General Fund: General Purpose	1.67	0.70	0.70
7780 - Oakland Redevelopment Agency Projects (ORA)	0.33	0.50	0.50
<b>Records Management</b>	<b>2.00</b>	<b>2.40</b>	<b>2.40</b>
1010 - General Fund: General Purpose	1.34	1.40	1.40
7780 - Oakland Redevelopment Agency Projects (ORA)	0.66	1.00	1.00
<b>TOTAL</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

**SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM**

<b>Revenue</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Agenda Management	\$30,420	\$30,420	\$30,420
Customer Services/Public Relations	26,450	26,450	26,450
<b>TOTAL</b>	<b>\$56,870</b>	<b>\$56,870</b>	<b>\$56,870</b>
<b>Expenditure</b>			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Agenda Management	\$1,028,700	\$1,031,027	\$1,060,820
Customer Services/Public Relations	355,720	357,702	367,509
Elections & Political Compliance *	1,479,560	145,579	527,362
Records Management	317,410	380,782	394,060
<b>TOTAL</b>	<b>\$3,181,390</b>	<b>\$1,915,090</b>	<b>\$2,349,751</b>

\* Technical adjustments related to ranked choice voting implementation costs reflected in FY 2011-13 baseline budget

# CITY CLERK

## PROGRAM DESCRIPTIONS

### AGENDA MANAGEMENT (CONT'D)

includes filing and tracking of the City's Boards and Commission appointments. (Legally Mandated)

### CUSTOMER SERVICE AND PUBLIC RELATIONS

This program conducts the City's voluntary Domestic Partnership Registration Program. Processes U.S. Passport applications, and provides passport photo service onsite. In addition, this unit is also responsible for scheduling Hearing Room reservations.

### ELECTIONS & POLITICAL COMPLIANCE

This program facilitates the Municipal Election process within the City of Oakland to ensure that elections are conducted properly and ethically in accordance with Federal, State, and local laws. In addition, this unit is also responsible for overseeing the filing of Campaign Disclosure Statements and Statements of Economic Interest (Form 700) as required by the Fair Political Practices Commission (FPPC).

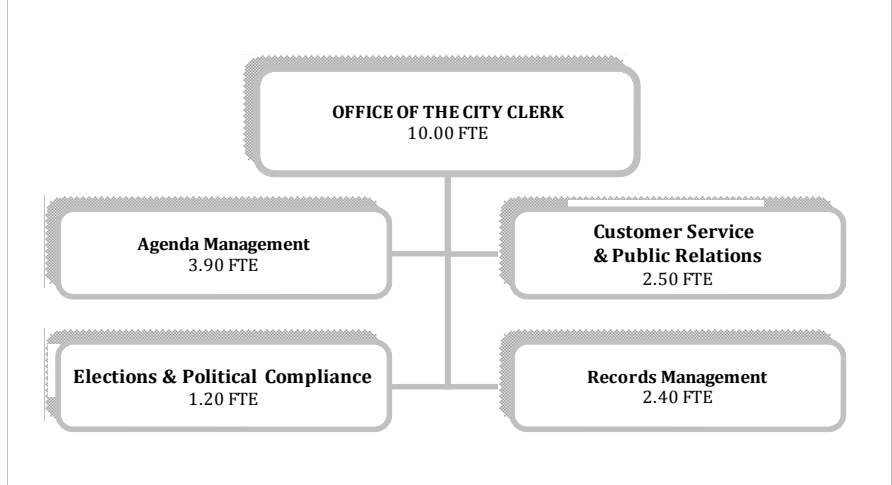
### RECORDS MANAGEMENT

This program maintains and indexes the agendas, minutes, ordinances, resolutions, and contracts adopted by the legislative body. It provides ready access to these records pursuant to Government Code section 34090 and City of Oakland Ordinance number 12643 C.M.S. Set policies, procedures, and guides City government's care, maintenance, retention, and disposition of all City records and information systems according to Ordinance 11370 C.M.S., Resolution 77659 C.M.S., and City of Oakland's Administrative Instruction 114.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Realignment of Annual Election Costs	-	(\$364,080)	\$15,420
Elimination of Agenda Packet Duplication for City Staff (Reports Available Online for Print)	-	(\$78,190)	(\$78,190)
Reduction of Front Desk Services including Elimination of Passport Processing (Elimination of 1.00 FTE Public Service Representative)	(1.00)	(\$81,437)	(\$83,047)
Downgrade Assistant City Clerk to Deputy City Clerk (0.50 FTE Fund 1010)	-	(\$42,152)	(\$48,459)
Transfer 0.17 FTE to Oakland Redevelopment Agency Projects Fund (Fund 7780) for 0.67 FTE Administrative Analyst I; 0.67 FTE City Clerk; 0.67 FTE Citywide Records Manager; 2.01 FTEs Legislative Recorder	(1.02)	(\$131,976)	(\$136,631)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Downgrade Assistant City Clerk to Deputy City Clerk (0.50 FTE Fund 7780)	-	\$9,479	\$6,978
Transfer 0.17 FTE from General Purpose Fund (Fund 1010) to Oakland Redevelopment Agency Projects Fund (Fund 7780) for 0.33 FTE Administrative Analyst; 0.33 FTE City Clerk; 0.33 FTE Citywide Records Manager; 0.99 FTE Legislative Recorder	1.02	\$131,976	\$136,631

## ORGANIZATIONAL CHART BY PROGRAM





## CONTRACTING & PURCHASING

### MISSION STATEMENT

The mission of the Department of Contracting and Purchasing is to support the procurement of materials, equipment and services essential to providing governmental services for the citizens of Oakland. The Department of Contracting and Purchasing supports the purchasing operations of City agencies and monitors and enforces City Council policies designed to stimulate the fair and equitable involvement of Oakland residents and businesses in the very economic market that their taxes help to create. In serving the City's needs, staff is dedicated to providing efficient and responsive service, in full compliance with the City's legal and social equity requirements while upholding the highest ethical and professional standards.

### BUSINESS GOALS

- To assist agencies in meeting their contracting and procurement needs.
- To implement standard procurement and contracting processes and (in conjunction with Information Technology) mount a city-wide centralized automated contracting system known as Procure to Pay.
- To support the implementation of a city wide automated contracting program.
- To apply transparent strategies that will reduce staff's time and effort to procure quality deliverables.
- To ensure that social equity policies for Oakland businesses and residents are adhered to.
- To create and maintain new sustainable strategies that will allow business to more fully engage in the City's contracting process.

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$1,811,830	\$1,707,784	\$1,763,396
2609 Dept of Energy-EECBG Program (ARRA)	117,590	105,112	107,219
4550 Purchasing	723,000	776,987	802,227
<b>TOTAL</b>	<b>\$2,652,420</b>	<b>\$2,589,883</b>	<b>\$2,672,842</b>
GPF Percent to Total Department	68.3%	65.9%	66.0%
GPF Percent to Citywide GPF Expenditures	0.4%	0.4%	0.4%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Administration</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	2.00	2.00	2.00
<b>Contract Compliance &amp; Employment Svcs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	8.50	8.00	8.00
2609 - Dept of Energy-EECBG Program (ARRA)	-	1.00	1.00
4550 - Purchasing	0.50	-	-
<b>Purchasing &amp; Contract Administration</b>	<b>11.50</b>	<b>10.50</b>	<b>10.50</b>
1010 - General Fund: General Purpose	4.00	3.00	3.00
1710 - Recycling Program	1.00	-	-
4550 - Purchasing	6.50	7.50	7.50
<b>TOTAL</b>	<b>22.50</b>	<b>21.50</b>	<b>21.50</b>

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

Revenue			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Purchasing & Contract Administration	\$1,133,610	\$902,010	\$923,052
<b>TOTAL</b>	<b>\$1,133,610</b>	<b>\$902,010</b>	<b>\$923,052</b>
Expenditure			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Administration	\$517,930	\$999,378	\$1,032,493
Contract Compliance & Employment Svcs	896,980	1,065,451	1,100,679
Purchasing & Contract Administration	1,237,510	525,054	539,670
<b>TOTAL</b>	<b>\$2,652,420</b>	<b>\$2,589,883</b>	<b>\$2,672,842</b>

# CONTRACTING & PURCHASING

## PRIOR REDUCTIONS

Since FY 07-09 Contracting and Purchasing has reduced 5.50 FTEs in Contract Administration and Contract Compliance & Employment Services. This has included:

- 50 percent reduction in Prompt Payment monitoring and enforcement (mitigated by other staff)
- 50 percent reduction in project site monitoring (mitigated by other staff)
- 20 percent reduction in citywide contract administration, which results in delays in approval of city compliance in public contracting and maximizes employment opportunities on City construction projects
- 50 percent reduction in support services to compliance staff, which has resulted in loss of front desk presence, records management and clerical support
- 45 percent reductions in compliance analysis activities, resulting in a reduction in L/SLBE certifications, significant reduction in project monitoring and enforcement of local employment objectives

## PROGRAM DESCRIPTIONS

### ADMINISTRATION

This program provides department-wide administrative functions, including: executive leadership, fiscal services, personnel services, and information technology.

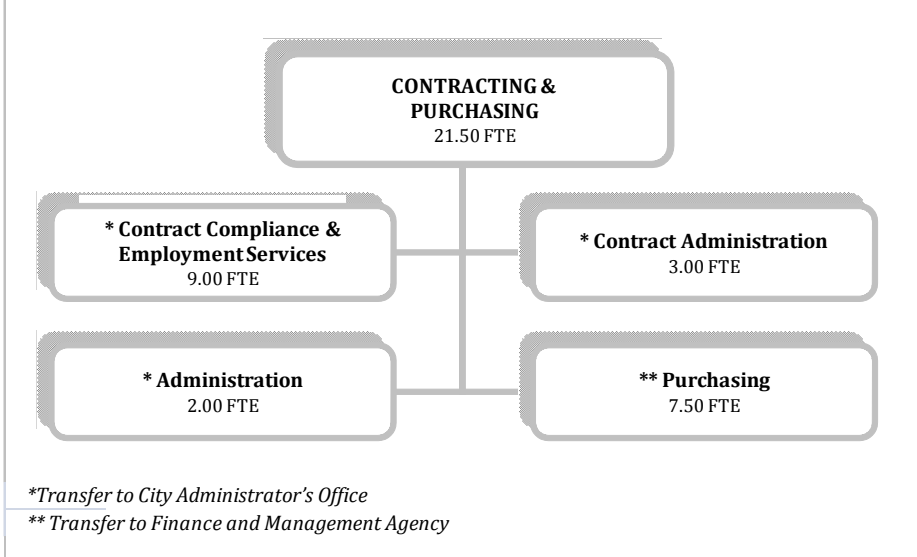
### CONTRACT COMPLIANCE & EMPLOYMENT SERVICES

This program supports all compliance policies that ensure social equity in public contracting and maximizes employment opportunities on City construction projects for Oakland residents; maximizes the economic stability of Oakland's diverse community via contracting, procurement and construction employment opportunities.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Compliance and Contract Administration to City Administrator's Office (CAO)	-		
Transfer Contract Compliance Assistant position to ARRA Funding from GPF	(1.00)	(\$105,112)	(\$107,219)
Transfer Contract Compliance Assistant to GPF from Purchasing Fund	0.50	\$46,241	\$49,653
Eliminate Administrative Analyst II, PPT	(0.50)	(\$51,475)	(\$52,507)
Eliminate Office Assistant II, PPT	(0.50)	(\$29,619)	(\$30,214)
Eliminate Support Services Supervisor	(1.00)	(\$163,056)	(\$166,325)
Add Office Assistant II	1.00	\$48,938	\$49,920
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Contract Compliance Assistant to ARRA from GPF Funding	1.00	\$105,112	\$107,219
Transfer Contract Compliance Assistant from Purchasing Fund to GPF	(0.50)	(\$46,241)	(\$49,653)
Organizational Changes	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Contract Compliance & Employment Services Unit to CAO	(9.00)	(\$894,266)	(\$925,274)
Transfer Contract Administration Unit to CAO	(5.00)	(\$813,518)	(\$838,122)
Transfer Purchasing to Finance and Management Agency (FMA)	(7.50)	(\$782,306)	(\$807,547)

## ORGANIZATIONAL CHART BY PROGRAM



### PURCHASING & CONTRACT ADMINISTRATION

This program procures materials, supplies and services for City

departments. Functions also include bidding, noticing, evaluating bids, maintaining a vendor list, and contracting.

## INFORMATION TECHNOLOGY

### MISSION STATEMENT

The Department of Information Technology is committed to providing the timely delivery of strategic, responsive, cost-effective technology solutions and quality services to meet the goals defined by the Mayor, City Council and Oakland's citizens. We are dedicated to maintaining the highest standards of excellence in our technical skills by providing total quality workmanship and expertise; by understanding the needs of the customer to facilitate the accomplishment of common objectives; and by always treating customers and staff with respect and dignity.

### BUSINESS GOALS

- Improve customer service for internal clients, businesses and the community by providing an overall Information Technology (IT) vision and strategic plan that includes the re-engineering and re-architecting of the City's existing IT environment and associated services.
- Provide a pro-active, stable and highly reliable intra/internet environment that supports and enhances E-Commerce, E-Oakland, Citywide GIS, Crime Watch and migration of City applications to the Web.
- Enable and publish City Data for the use of City Agencies and Departments and provide access to this resource to Residents and Businesses.
- Provide avenues for Interoperable communications to the City's Public Safety Agencies and to surrounding jurisdictions.
- Improve the availability, reliability and speed of the City's fixed and wireless network connectivity.

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$8,016,580	\$8,121,537	\$8,318,619
1700 Mandatory Refuse Program	(70)	-	-
1760 Telecommunications Reserve	90	104,290	108,564
2240 Library Services Retention-Enhancement	-	-	-
2411 False Alarm Reduction Program	-	179,772	183,376
2415 Development Service Fund	720	40,523	43,518
4100 Equipment	120	-	-
4200 Radio / Telecommunications	3,125,600	3,394,935	3,434,636
4210 Telephone Equipment and Software	511,440	513,327	87,376
4300 Reproduction	1,410,730	1,416,082	1,439,976
4400 City Facilities	120	-	-
7780 Oakland Redevelopment Agency Projects (ORA)	-	40,536	43,530
<b>TOTAL</b>	<b>\$13,065,330</b>	<b>\$13,811,002</b>	<b>\$13,659,595</b>
GPF Percent to Total Department	61.4%	58.8%	60.9%
GPF Percent to Citywide GPF Expenditures	1.9%	1.9%	1.8%

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Administration &amp; Customer Service Division</b>	<b>33.00</b>	<b>26.00</b>	<b>26.00</b>
1010 - General Fund: General Purpose	25.05	19.05	19.05
2240 - Library Services Retention/Enhancement	-	-	-
4200 - Radio / Telecommunications	1.55	1.95	1.95
4300 - Reproduction	6.40	5.00	5.00
<b>Enterprise Application Services</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
1010 - General Fund: General Purpose	18.00	17.00	17.00
1760 - Telecommunications Reserve	-	0.33	0.33
2415 - Development Service Fund	-	0.33	0.33
7780 - Oakland Redevelopment Agency Projects (ORA)	-	0.33	0.33
<b>Enterprise Network &amp; Computing Services</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
1010 - General Fund: General Purpose	5.00	4.60	4.60
1760 - Telecommunications Reserve	-	0.40	0.40
4200 - Radio / Telecommunications	1.00	1.00	1.00
<b>Public Safety Systems Services</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>
1010 - General Fund: General Purpose	7.00	5.00	5.00
2411 - False Alarm Fund	-	1.00	1.00
4200 - Radio / Telecommunications	6.00	6.00	6.00
<b>TOTAL</b>	<b>70.00</b>	<b>62.00</b>	<b>62.00</b>

# INFORMATION TECHNOLOGY

## PRIOR REDUCTIONS

- Since FY 2007-08 DIT has lost 30.0 FTE (30%).
- Desktop computer installations, system upgrades, and user problem resolution response times have increased from 3-7 work days to 7-10 work weeks in most cases.
- Help Desk requests for service have grown to an all-time high backlog of 400.
- Cuts in administration services have jeopardized department recordkeeping, development and maintenance of policies and procedures; public records request and litigation hold document discovery, and process controls.

## DIVISION DESCRIPTIONS

### ADMINISTRATION & CUSTOMER SERVICE DIVISION

This division provides general administrative support for the Department of Information Technology as well as: telephone and radio billing, cable television complaints and printing / duplicating services for all City departments.

### ENTERPRISE APPLICATION SERVICES

This division maintains and supports enterprise applications and databases, to include Oracle's Public Sector Budgeting (PSB), Internet Recruitment, Internet Procurement, Internet Supplier, Financials, Payroll, Contract Management, and Internet Sourcing; designs, develops and implements program solutions for enterprise applications; provides support for performance monitoring of enterprise resources and performance capacity planning. It also provides GIS information to users; researches GIS database accuracy and completeness; develops web applications to access various resources; maintains intranet applications including web content management.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY DIVISION

<b>Revenue</b>			
<b>Division</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Administration & Customer Service Division	\$7,626,910	\$8,104,453	\$7,937,882
Public Safety Systems Services	-	4,750	4,750
<b>TOTAL</b>	<b>\$7,626,910</b>	<b>\$8,109,203</b>	<b>\$7,942,632</b>
<b>Expenditure</b>			
<b>Division</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Administration & Customer Service Division	\$7,154,980	\$7,541,542	\$7,226,302
Enterprise Application Services	3,157,170	3,443,789	3,534,293
Enterprise Network & Computing Services	870,060	1,109,093	1,137,291
Public Safety Systems Services	1,883,120	1,716,578	1,761,709
<b>TOTAL</b>	<b>\$13,065,330</b>	<b>\$13,811,002</b>	<b>\$13,659,595</b>

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Eliminate 7.0 FTEs, duties will be absorbed by remaining staff and/or reduce service level	(7.00)	(\$946,438)	(\$967,431)
Transfer 1.0 FTE Information Systems Supervisor to False Alarm Fund (Fund 2411)	(1.00)	(\$179,772)	(\$183,376)
Transfer 1.0 FTE Systems Programmer II to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	(1.00)	(\$121,584)	(\$130,566)
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Eliminate 1.0 FTE Reproduction Offset Supervisor from Copy and Reprographics Services (Fund 4300)	(1.00)	(\$84,693)	(\$86,391)
Transfer 1.0 FTE Information Systems Supervisor from GPF (Fund 1010) to False Alarm Fund (Fund 2411)	1.00	\$241,264	\$246,099
Transfer 1.0 FTE Systems Programmer II from GPF (1010) to Telecommunications Reserve (Fund 1760), Development Services Fund (Fund 2415) and Oakland Redevelopment Agency (Fund 7780)	1.00	\$179,772	\$183,376

### ENTERPRISE NETWORK & COMPUTING SERVICES

This division conducts feasibility studies of proposed projects; compiles and analyzes all business requirements; develops business plans and project timelines; manages the RFP process from development, proposal assessment to contractor selection and contract development. The program also supports and provides daily

maintenance of the Citywide area IT Network infrastructure that provides voice and data services including the data network and e-mail systems. It prepares short and long range network strategies, is responsible for the development of the City's network access and security policies, standards, and technical specifications.

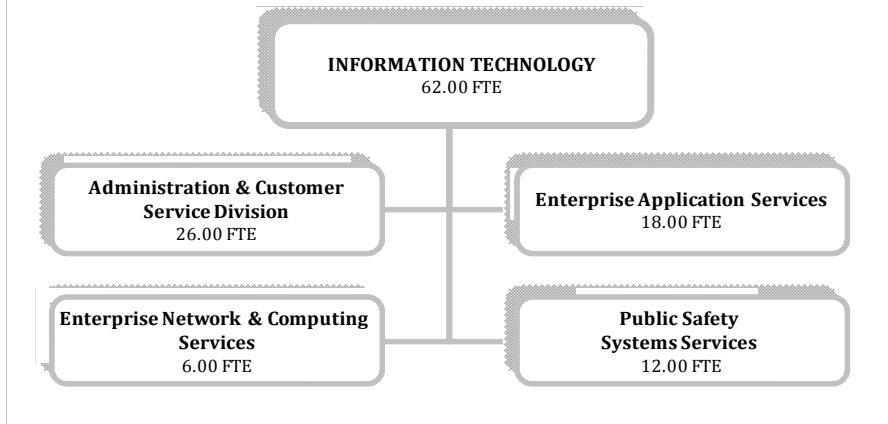
# INFORMATION TECHNOLOGY

## DIVISION DESCRIPTIONS (CONT'D)

### PUBLIC SAFETY SYSTEMS SERVICES

This division is the One-Stop Shop for the citywide Public Safety operational needs and technology initiatives. The program components include support for all the mission critical public safety applications and infrastructure including 911 Computer Aided Dispatch (CAD) system, Records Management System (RMS), Citywide Two-way radio system, mobile applications, fire station alerting systems and public safety end-users equipment in the police and fire vehicles. This program also includes the on-going maintenance and support of various third-party as well as in-house developed applications and databases.

## ORGANIZATIONAL CHART BY PROGRAM





## FINANCE AND MANAGEMENT AGENCY

### MISSION STATEMENT

The mission of the Finance and Management Agency is to provide high quality direct services to Oakland residents and businesses; and provide support services to the Mayor, City Council, City Administrator and all City agencies and departments. FMA services include: financial management, maintenance of the City's financial and payroll systems, portfolio and debt management, tax collections, parking enforcement and collections, customer services, warehousing and commodity inventory, mail services and risk management.

### BUSINESS GOALS

- To provide oversight for all City financial interests as Treasurer of the City and the Redevelopment Agency, Secretary/Treasurer of the Coliseum Joint Powers Authority, Director of Finance for the Oakland Base Reuse Authority, and Board Member of the Oakland Municipal Employees Retirement System.
- To safeguard the City's financial and material assets by maintaining strong internal controls, ensuring equity and transparency in Agency processes, adhering to established financial policies and procedures, and complying with all legal fiscal reporting requirements.
- To review tax and fee ordinances to ensure equitable and fair application of taxes and fees paid to the City by the business and residential community.
- To ensure the stability of City financial resources through effective debt financing, maintenance of the City's bond ratings that reflect a deep, stable, and diversified economic base with management practices that are considered strong by rating agencies; and effective debt management.

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$17,535,630	\$19,957,623	\$20,195,239
1150 Worker's Compensation Insurance	1,069,540	1,143,115	1,170,521
1700 Mandatory Refuse Program	2,044,540	2,255,449	2,304,138
1710 Recycling Program	-	-	-
1720 Comprehensive Clean-up	600,870	656,139	656,150
1750 Multipurpose Reserve	2,698,650	2,805,426	2,905,936
2108 HUD-CDBG	155,830	158,169	160,632
2195 Workforce Investment Act	223,820	117,542	119,870
2230 State Gas Tax	(200)	-	-
2240 Library Services Retention-Enhancement	-	17,657	17,657
2250 Measure N: Fund	-	4,493	4,493
2251 Measure Y: Public Safety Act	9,310	48,844	48,830
2310 Lighting and Landscape Assessment	22,830	42,451	43,610
2412 Measure M: Emergency Dispatch Service	-	4,542	4,540
2413 Rent Adjustment Program Fund	-	275,550	282,675
3100 Sewer Service Fund	819,740	1,026,800	1,078,022
4100 Equipment	-	5,521	5,521
4500 Central Stores	2,138,530	333,450	341,370
4550 Purchasing	-	776,987	802,227
5130 Rockridge: Library Assessment	-	3,387	3,386
6520 Fire Area - Redemption	46,190	52,863	53,923
7100 Police and Fire Retirement System	40,570	-	-
7120 Oakland Municipal Employees' Retirement System	40,570	-	-
7760 Grant Clearing	-	37,965	38,698
7780 Oakland Redevelopment Agency Projects (ORA)	735,810	933,528	966,046
<b>TOTAL</b>	<b>\$28,182,230</b>	<b>\$30,657,501</b>	<b>\$31,203,484</b>
GPF Percent to Total Department	62.2%	65.1%	64.7%
GPF Percent to Citywide GPF Expenditures	4.2%	4.6%	4.4%

\* Technical adjustments related to treasury recoveries and county administration charges reflected in FY 2011-13 baseline

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Controller's Office*</b>	<b>32.00</b>	<b>33.50</b>	<b>33.50</b>
1010 - General Fund: General Purpose	15.10	16.20	16.20
2108 - HUD-CDBG	1.00	1.00	1.00
2195 - Workforce Investment Act	2.00	1.00	1.00
2240 - Library Services Retention-Enhancement	-	-	-
4500 - Central Stores	9.50	2.50	2.50
4550 - Purchasing	-	7.50	7.50
7780 - Oakland Redevelopment Agency Projects (ORA)	4.40	5.30	5.30
<b>Finance and Management: Administration</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
1010 - General Fund: General Purpose	3.84	4.10	4.10
7100 - Police and Fire Retirement System	0.13	-	-
7120 - Oakland Municipal Employees' Retirement System	0.13	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	0.90	0.90	0.90
<b>Parking Division**</b>	<b>103.30</b>	<b>-</b>	<b>-</b>
1010 - General Fund: General Purpose	90.62	-	-
1720 - Comprehensive Clean-up	12.28	-	-
1750 - Multipurpose Reserve	0.40	-	-

# FINANCE & MANAGEMENT AGENCY

## BUSINESS GOALS (CONT'D)

- To support the health of the City's workers by managing workers' safety; and minimize the financial risk associated with workplace injuries and claims against the City for harm to persons or property.
- To promote parking opportunities throughout the City by fairly enforcing parking regulations and providing customer service related to parking and parking citations; effectively manage City revenues generated through the parking program.

## PRIOR REDUCTIONS

- Since July 2008, the Finance and Management Agency has incurred reductions totaling -\$10.98 million (-28.0%), resulting in staff reductions of -9.75 FTEs (-4.2%).
- Reductions have resulted in delays in many accounting functions such as monthly closing of books, year-end audits, and payroll processing.
- Due to the prompt payment ordinance, delays in payables processing has resulted, thereby incurring interest penalties.

## DIVISION DESCRIPTIONS

### ADMINISTRATION DIVISION

- This division provides administrative support, oversight and leadership to the five (5) subordinate divisions in the Finance & Management Agency. The Division's primary responsibility is managing the department's general operations to ensure efficient and effective service delivery. The Agency Director serves as the Secretary/Treasurer of the Oakland Alameda County Coliseum Joint Powers Authority and provides staff liaison to the Council's Finance & Management Committee, the Oakland Municipal Employees Retirement board and other boards and commissions.

## AUTHORIZED POSITIONS BY DIVISION (CONT'D)

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Revenue Division**</b>	<b>53.00</b>	<b>146.20</b>	<b>145.20</b>
1010 - General Fund: General Purpose	37.33	113.43	112.58
1700 - Mandatory Refuse Program	15.47	16.56	16.41
1720 - Comprehensive Clean-up	-	12.28	12.28
1750 - Multipurpose Reserve	-	0.40	0.40
2310 - Lighting and Landscape Assessment District	0.20	0.20	0.20
2413 - Rent Adjustment Program Fund	-	3.00	3.00
7760 - Grant Clearing	-	0.33	0.33
<b>Risk Management Division</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
1150 - Worker's Compensation Insurance Claims	7.00	7.00	7.00
<b>Treasury Division</b>	<b>22.00</b>	<b>18.00</b>	<b>18.00</b>
1010 - General Fund: General Purpose	21.60	17.60	17.60
6520 - Fire Area - Redemption	0.40	0.40	0.40
<b>TOTAL</b>	<b>222.30</b>	<b>209.70</b>	<b>208.70</b>

\*The Budget Office and the Purchasing Unit are proposed to be reorganized into the Controller's Office (formerly the Accounting Division).

\*\*The Parking Division is proposed to be consolidated into the Revenue Division.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY DIVISION

### Revenue

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Controller's Office*	\$2,630,190	\$423,588	\$427,458
Finance and Management: Administration	-	\$2,836,425	\$3,190,874
Revenue Division**	4,223,530	4,244,780	4,244,780
Treasury Division	420,456,000	418,335,486	421,305,782
Purchasing	-	754,090	775,132
<b>TOTAL</b>	<b>\$427,309,720</b>	<b>\$426,594,369</b>	<b>\$429,944,026</b>

### Expenditure

Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Controller's Office*	\$5,595,480	\$5,013,359	\$5,141,725
Finance and Management: Administration	1,415,610	1,852,310	1,953,685
Parking Division**	12,109,470	-	-
Revenue Division**	7,038,250	19,499,651	19,675,621
Risk Management Division	1,069,540	1,103,972	1,132,120
Treasury Division	953,880	3,188,209	3,300,333
<b>TOTAL</b>	<b>\$28,182,230</b>	<b>\$30,657,501</b>	<b>\$31,203,484</b>

\*The Budget Office and the Purchasing Unit are proposed to be reorganized into the Controller's Office (formerly the Accounting Division).

\*\*The Parking Division is proposed to be consolidated into the Revenue Division.



# FINANCE & MANAGEMENT AGENCY

## DIVISION DESCRIPTIONS (CONT'D)

### ACCOUNTING DIVISION

This division is responsible for both financial reporting and stores operations. This includes timely and accurate financial information and reports to the City Administrator, the Mayor and Council, agencies and the public; maintaining the integrity of information in the City's and Redevelopment Agency's financial management systems; and the designing and monitoring of internal controls that safeguards the assets of the City and Redevelopment Agency. In addition, the Division maintains a Central Stores warehouse with an inventory of critical supplies; provides storage for handling of materials liquidates surplus property; provides inter departmental and outgoing United States mail service; and operates a library book exchange program. The Division also handles the processing of payment requests, issues and distributes vendor checks. The Division also manages a centralized billing and receivable system that keep track of all accounts receivables.

### REVENUE DIVISION

This division collects records and reports on City revenues; deposits Citywide collections; enforces and monitors compliance with the provisions of the City ordinances and complies with the State of California reporting requirements, pertaining to the following taxes: Business License, Parking Tax, Utility Consumption, Real Estate Transfer, Transient Occupancy Tax, Sales Tax and Mandatory Garbage; identifies and brings into compliance non registered and delinquent tax accounts; acts as the collection agent for all City Agencies and departments and represents the City in Small Claims Court.

### RISK MANAGEMENT

This division is responsible for developing, implementing, and administering all risk management, insurance, workers' compensation, health, and safety-related activities for the City.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Downgrade Agency Administrative Manager to Administrative Services Manager II (0.70 FTE Fund 1010)		(\$20,520)	(\$20,873)
Accounting Division Reductions (Elimination of 1.00 FTE Accounting Technician; 1.00 FTE Principal Financial Analyst)	(2.00)	(\$257,376)	(\$262,452)
Unfreeze Assistant Controller (0.60 FTE Fund 1010)		\$105,386	\$107,499
Revenue Division Reductions (Elimination of 0.50 FTE Revenue Assistant; 4.80 FTEs Tax Enforcement Officer II)	(5.30)	(\$562,199)	(\$578,770)
Reclassify Tax Auditor II to Revenue Analyst (0.84 FTE Fund 1010); City Administrator Analyst to Tax Auditor III (1.00 FTE Fund 1010)		(\$15,589)	(\$16,270)
Unfreeze Tax Representative II (0.10 FTE Fund 1010)	0.10	\$10,007	\$10,207
Transfer 0.50 FTE Revenue Assistant to Mandatory Refuse Program Fund (Fund 1700) and 0.20 FTE to Lighting and Landscape Assessment District Fund (Fund 2310)	(0.70)	(\$55,399)	(\$59,484)
Transfer 0.93 FTE Revenue Assistant to Mandatory Refuse Program Fund (Fund 1700) in FY 2011-12	(0.93)	(\$77,476)	
Transfer 0.78 FTE Revenue Assistant to Mandatory Refuse Program Fund (Fund 1700) in FY 2012-13	(0.78)		(\$67,692)
Parking Division Reductions (Elimination of 1.00 FTE Account Clerk III; 1.00 FTE Administrative Assistant I; 1.00 FTE Human Resources Manager, 2.10 FTEs Parking Enforcement Supervisor I)	(5.10)	(\$597,801)	(\$616,585)
Eliminate 1.00 FTE Office Manager in FY 2012-13	(1.00)		(\$105,111)
Downgrade Accountant III to Accountant II (1.00 FTE Fund 1010)		(\$19,436)	(\$20,151)
Add 1.00 FTE City Administrator Analyst	1.00	\$95,627	\$97,544
Treasury Division Reductions (Elimination of 1.00 FTE Revenue Assistant; 1.00 FTE Principal Financial Analyst; 1.00 FTE Payroll Personnel Clerk III)	(3.00)	(\$354,024)	(\$373,957)
Downgrade Accountant III to Accountant II (1.00 FTE Fund 1010); Accountant II to Accountant I (1.00 FTE Fund 1010)		(\$27,597)	(\$28,147)
Decrease Agency Operations and Maintenance Appropriations		(\$351,089)	(\$327,869)
Increase Agency Recoveries		(\$110,777)	(\$172,759)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Downgrade Agency Administrative Manager to Administrative Services Manager II (0.30 FTE Fund 7780)		(\$8,794)	(\$8,945)
Unfreeze Assistant Controller (0.40 FTE Fund 7780)		\$70,258	\$71,666
Revenue Division Reductions in Mandatory Refuse Program Fund (Fund 1700) (Elimination of 1.00 FTE Collections Officer; 0.50 FTE Revenue Assistant)	(1.50)	(\$131,860)	(\$134,502)
Revenue Division Reductions in Lighting and Landscape Assessment District Fund (Fund 2310) (Elimination of 0.20 FTE Tax Enforcement Officer II)	(0.20)	(\$22,307)	(\$22,752)
Reclassify Tax Auditor II to Revenue Analyst (0.16 FTE Fund 1700); Tax Enforcement Officer II to Tax Enforcement Officer III (1.00 FTE Fund 1700); Tax Representative II to Tax Auditor II (1.00 FTE Fund 1700)		\$31,646	\$32,304
Unfreeze Tax Representative II (0.90 FTE Fund 1700)		\$90,060	\$91,865
Transfer 0.50 FTE Revenue Assistant from General Purpose Fund (Fund 1010) to Mandatory Refuse Program Fund (Fund 1700) and 0.20 FTE to Lighting and Landscape Assessment District Fund (Fund 2310)	0.70	\$55,399	\$59,484

# FINANCE & MANAGEMENT AGENCY

## TREASURY DIVISION

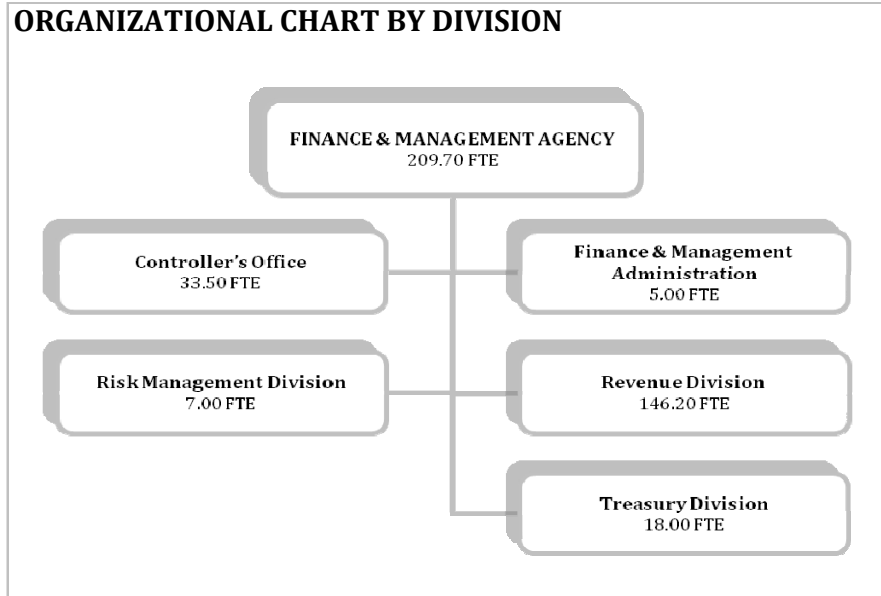
This division is responsible for Cash Management (for the City, Port of Oakland and Oakland Redevelopment Agency) i.e. manage investments; Debt Management for City of Oakland and Oakland Redevelopment Agency, including issuing new debt, maintaining and restructuring debt; Cash related services including, cash collection, banking services, asset management and petty cash management; The and timely process for payroll and timely payments, including benefits and taxes; and maintains database for historical data for various reporting.

## PARKING DIVISION

This division directs and enforces provisions of the California State Vehicle and Oakland Municipal Codes; processes all citations, provides daily collection and processing of meter revenue. The Division conducts administrative hearings on parking citations. The Division is also responsible for overseeing the management of certain City-owned garages and parking lots

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE (CONT'D)			
General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 0.93 FTE Revenue Assistant from General Purpose Fund (Fund 1010) Mandatory Refuse Program Fund (Fund 1700) in FY 2011-12	0.93	\$77,476	
Transfer 0.78 FTE Revenue Assistant from General Purpose Fund (Fund 1010) to Mandatory Refuse Program Fund (Fund 1700) in FY 2012-13	0.78		\$67,692
Organizational Changes	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Consolidate Parking Division into Revenue Division			
Transfer Budget Office from the Office of the City Administrator to the Finance and Management Agency			
Transfer Purchasing Unit from the Department of Contracting and Purchasing to the Finance and Management Agency			

## ORGANIZATIONAL CHART BY DIVISION



## HUMAN RESOURCES

### MISSION STATEMENT

The mission of the Department of Human Resources is to manage a comprehensive personnel system based on merit and to provide City agencies and departments with a competitive workforce through training, active outreach, recruitment, hiring, and the promotion of qualified candidates, particularly Oakland residents.

### BUSINESS GOALS

To provide City agencies and departments with a high quality, skilled, diverse workforce through active outreach, recruitment, hiring, and promotion of qualified candidates; to maintain a comprehensive classification plan; to support the City's administration, departments, and employees in effective employee/employer relationships; and to administer the City's employee benefits plans.

### PRIOR REDUCTIONS

- Since July 2008, the Department of Human Resources Management has incurred reductions totaling - \$1.13 million (-13.9%), resulting in staff reductions of -21.00 FTEs (-33.9%).
- Reductions have resulted in delays in recruitments and classification studies, decreased support for disciplinary and customer service activities, and limited oversight of the performance appraisal processes. Currently, recruitments are delayed four weeks and classification studies are delayed three months.
- Revisions to the City's classification plan have been severely reduced and human resource trainings have also been greatly limited. The City has incurred several arbitrations,

#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$3,879,700	\$4,137,610	\$4,134,573
1150 Worker's Compensation Insurance	7,460		
7100 Police and Fire Retirement System	2,552,080	2,588,707	2,602,605
7120 Oakland Municipal Employees' Retirement System	347,130	328,606	334,453
7130 Employee Deferred Compensation	187,590	199,359	205,617
<b>TOTAL</b>	<b>\$6,973,960</b>	<b>\$7,254,785</b>	<b>\$7,277,743</b>
GPF Percent to Total Department	55.6%	57.0%	56.8%
GPF Percent to Citywide GPF Expenditures	0.9%	1.0%	1.0%

#### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Administration Division</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
1010 - General Fund: General Purpose	4.54	5.00	5.00
7100 - Police and Fire Retirement System	0.23	-	-
7120 - Oakland Municipal Employees' Retirement System	0.23	-	-
<b>Benefits &amp; Retirement Division</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	3.15	2.95	2.95
7100 - Police and Fire Retirement System	3.70	3.70	3.70
7120 - Oakland Municipal Employees' Retirement System	1.40	1.35	1.35
7130 - Employee Deferred Compensation	0.75	1.00	1.00
<b>Employee/Labor Relations Division</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
1010 - General Fund: General Purpose	5.00	5.00	4.00
<b>Recruitment &amp; Classification Division</b>	<b>22.00</b>	<b>20.50</b>	<b>18.50</b>
1010 - General Fund: General Purpose	22.00	20.50	18.50
<b>TOTAL</b>	<b>41.00</b>	<b>39.50</b>	<b>36.50</b>

#### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY DIVISION

Revenue			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Administration Division	\$168,630	\$195,875	\$197,499
<b>TOTAL</b>	<b>\$168,630</b>	<b>\$195,875</b>	<b>\$197,499</b>
Expenditure			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Administration Division	781,770	820,604	823,882
Benefits & Retirement Division	3,210,690	3,305,061	3,337,439
Employee/Labor Relations Division	\$724,040	\$717,767	\$697,597
Recruitment & Classification Division	2,257,460	2,411,353	2,418,825
<b>TOTAL</b>	<b>\$6,973,960</b>	<b>\$7,254,785</b>	<b>\$7,277,743</b>

# HUMAN RESOURCES

## PRIOR REDUCTIONS (CONT'D)

lawsuits, and Civil Service Board appeals, many of which could have been mitigated had there been sufficient staffing to update the City's classification plan and to provide greater employee relations support.

## DIVISION DESCRIPTIONS

### ADMINISTRATION DIVISION

Provides direction and support to all of the Human Resources Management units; advises the Mayor, Council, and City Administrator on Human Resources issues; develops and facilitates the implementation of action plans to address current and future City human resources needs. Department director is the Secretary to the Civil Service Board.

### BENEFITS & RETIREMENT DIVISION

Manages all employee benefits and retirement programs including the Employee Assistance Program and management of protected leave (CFRA, FMLA, and PDL) programs. Provides staff support to the PFRS and OMERS Boards.

### EMPLOYEE/LABOR RELATIONS DIVISION

Represents the City and provides support to City staff on matters concerning employees who are represented by labor unions; negotiates on behalf of the City to set wages, hours, and other conditions of employment; assists City management staff in the interpretation of labor contracts; and investigates and resolves grievances.

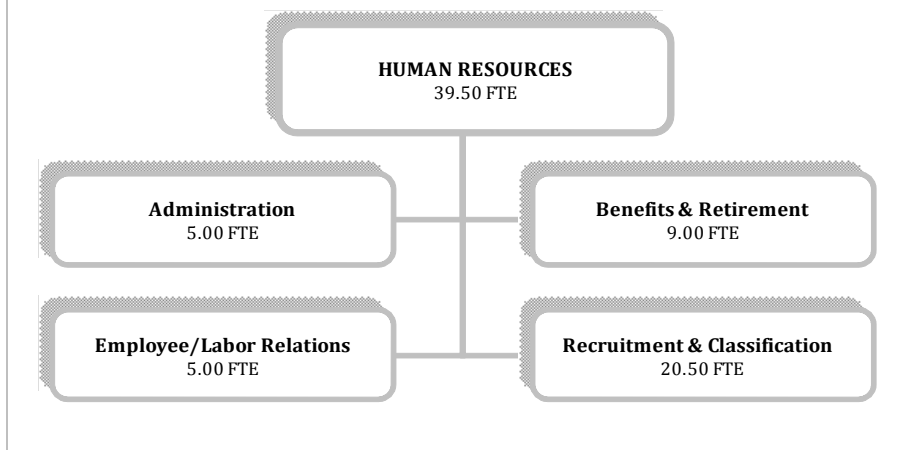
### RECRUITMENT AND CLASSIFICATION DIVISION

Responsible for all aspects of recruiting and retaining the most qualified candidates for employment. Maintains a competitive classification and compensation system; recruits local, statewide and national candidates who reflect the City's diversity objectives. Provides staff support to the Civil Service Board.

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Downgrade Administrative Services Manager II to Administrative Analyst II		(\$56,358)	(\$57,488)
Eliminate 2.0 FTEs Assistant Human Resource Analyst*	(2.00)	(\$148,479)	(\$204,212)
Eliminate 1.0 FTE Senior Human Resource Analyst*	(1.00)	(\$100,601)	(\$136,823)
Eliminate 0.50 FTE Employee Assist Svcs Coordinator*	(0.50)	(\$70,410)	(\$93,650)
Eliminate 1.00 FTE Human Resource Analyst (CONF)	(1.00)	(\$120,091)	(\$122,499)
Transfer 0.05 FTE Human Resources Manager to Police and Fire Retirement System Fund (Fund 7100)	(0.05)	(\$11,891)	(\$12,338)
Transfer 0.25 FTE Benefits Representative to Employee Deferred Compensation Fund (Fund 7130)	(0.25)	(\$21,449)	(\$23,017)
Add Operations & Maintenance for Recruitment & Classification Automation System		\$15,000	\$15,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 0.05 FTE HR Manager from General Purpose Fund (Fund 1010) to Police and Fire Retirement System Fund (Fund 7100)	0.05	(\$11,891)	(\$12,338)
Transfer 0.25 FTE Benefits Representative from General Purpose Fund (Fund 1010) to Employee Deferred Compensation Fund (Fund 7130)	0.25	(\$21,449)	(\$23,017)

\*Due to significant level of personnel-related activities associated with layoff and bargaining processes, elimination will be deferred to September 30, 2011.

## ORGANIZATIONAL CHART BY PROGRAM



**POLICE SERVICES  
AGENCY**

**MISSION STATEMENT**

The mission of the Oakland Police Department is to provide competent, effective, public safety services to all persons, with the highest regard for human dignity through efficient, professional, and ethical law enforcement and crime prevention practices by working in partnership with Oakland residents, business owners and their employees, and with representatives of other public, private, and community-based organizations.

**BUSINESS GOALS**

- Provide effective leadership and administrative support by providing comprehensive oversight of internal operations, maintaining sound fiscal practices, implementing and utilizing up-to-date technology, and providing effective supervision and training.
- Promote public trust and confidence through the efficient and effective investigation of complaints involving violations of law or policy against police personnel.
- Provide effective and efficient criminal investigation of adult and juvenile crimes through consistent training, intelligent analysis of crime data, the identification of career criminals, prosecution of offenders, and the utilization of advanced forensic evidence analysis.
- Provide timely state-of-the-art forensic analytical services and analysis of physical evidence from crimes, while making full, systematic use of forensic science databases and contemporary technologies to solve crimes and apprehend perpetrators.
- Effectively address crime and public safety issues by increasing police crimes, while making full,

<b>Expenditures by Fund</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
1010 General Purpose Fund (GPF)	\$173,879,520	\$164,623,515	\$172,043,100
1100 Self Insurance Liability	7,374,480	7,374,480	7,374,480
2112 Department of Justice	2,850,720	165,331	168,101
2123 US Dept of Homeland Security	176,760	-	-
2172 Alameda County: Vehicle Abatement Authority	462,490	367,876	374,210
2251 Measure Y: Public Safety Act		12,274,853	12,704,788
2411 False Alarm Reduction Program		1,005,517	1,023,809
2416 Traffic Safety Fund	2,062,750	1,923,791	1,936,088
2607 Department of Justice-COPS Grant	5,877,040	6,631,916	
2910 Federal Asset Forfeiture: 15% Set-aside	289,310	-	-
2912 Federal Asset Forfeiture: City Share	84,400	-	-
2914 State Asset Forfeiture	106,020	-	-
2995 Police Grants	637,500	20,000	20,000
2999 Miscellaneous Grants	170,610	800,000	1,300,000
4400 City Facilities	230		
7420 State Asset Trust	321,000	-	-
7440 Unclaimed Cash	313,000	300,000	
7690 Kerrison Trust for Police Enhancement	3,660		
7780 Oakland Redevelopment Agency Projects (ORA)	3,543,880	3,672,833	3,775,248
7999 Miscellaneous Trusts	10	10	10
<b>TOTAL</b>	<b>\$198,153,380</b>	<b>\$199,160,122</b>	<b>\$200,719,834</b>
GPF Percent to Total Department	87.7%	82.7%	85.7%
GPF Percent to Citywide GPF Expenditures	41.5%	41.7%	42.8%

<b>Division</b>	<b>FY 2010-11 Midcycle Budget FTE</b>	<b>FY 2011-12 Proposed Budget FTE</b>	<b>FY 2012-13 Proposed Budget FTE</b>
<b>Bureau of Administration</b>	<b>39.00</b>	<b>33.00</b>	<b>30.00</b>
1010 - General Fund: General Purpose	35.50	28.50	25.50
2112 - Department of Justice	-	1.00	1.00
2411 - False Alarm Reduction Program	-	3.50	3.50
2995 - Police Grants	3.50	-	-
<b>Bureau of Field Operations</b>	<b>626.13</b>	<b>525.65</b>	<b>503.65</b>
1010 - General Fund: General Purpose	530.82	386.82	405.82
2123 - US Dept of Homeland Security	1.00	-	-
2172 - Alameda County: Vehicle Abatement Authority	3.00	2.00	2.00
2251 - Measure Y: Public Safety Act 2004	-	63.00	63.00
2416 - Traffic Safety Fund	30.13	15.65	15.65
2607 - Department of Justice-COPS Hiring Recovery	39.00	41.00	
2999 - Miscellaneous Grants	5.00	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	17.18	17.18	17.18
<b>Bureau of Investigation</b>	<b>170.00</b>	<b>167.00</b>	<b>153.00</b>
1010 - General Fund: General Purpose	169.00	167.00	153.00
2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)	1.00	-	-
<b>Bureau of Services</b>	<b>185.00</b>	<b>164.00</b>	<b>164.00</b>
1010 - General Fund: General Purpose	161.00	162.00	162.00
2112 - Department of Justice	15.00	-	-
2411 - False Alarm Reduction Program	-	2.00	2.00
2910 - Federal Asset Forfeiture: 15% Set-aside	9.00	-	-
<b>Office of the Chief of Police</b>	<b>64.00</b>	<b>61.00</b>	<b>58.00</b>
1010 - General Fund: General Purpose	63.00	61.00	58.00
2607 - Department of Justice-COPS Hiring Recovery Program (ARRA)	1.00	-	-
<b>TOTAL</b>	<b>1,084.13</b>	<b>950.65</b>	<b>908.65</b>

# POLICE SERVICES

systematic use of forensic science databases and contemporary technologies to solve crimes and apprehend perpetrators.

- Effectively address crime and public safety issues by increasing police personnel's capacity to provide a higher quality of service to the community by providing basic and in-service training to improve their skills and abilities.
- Provide targeted investigation of prostitution activity with a priority on intervention with minors and the prosecution of adults involved in human trafficking. Collaborate with the Department of Human Services, Alameda County judges, the District Attorney's Office, and the Alameda County Probation Department to establish a process to place juvenile offenders into a Measure Y Program or Juvenile Hall and to develop system to monitor all referrals and outcomes for juvenile offenders.
- Reduce violence caused by career criminals and maintain involvement in youth development.
- Improve traffic safety and community safety through enforcement of traffic codes, public education, and the removal of traffic hazards and abandoned vehicles from City streets.

## PRIOR REDUCTIONS

- Since the FY 2007-08 Adopted Budget, the Oakland Police Department has seen a reduction of 184.5 FTEs. Of those, 134 FTEs of the reductions are to sworn personnel. Due to these reductions the department has had to limit the types of calls they respond to, for example no longer responding non-violent calls until an officer becomes available.
- The OPOA gave concessions in the last budget balancing cycle, deferring their scheduled COLA of 4% to 1/1/13. They also agreed to take 6 unpaid holidays.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY DIVISION

<b>Revenue</b>			
<b>Division</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Bureau of Administration	\$2,304,460	\$2,001,949	\$2,519,187
Bureau of Field Operations	6,011,420	12,737,248	6,126,144
Bureau of Investigation	448,500	49,170	49,170
Bureau of Services	1,153,960	878,475	878,475
Office of the Chief of Police	10,119,220	1,159,056	576,975
<b>TOTAL</b>	<b>\$20,037,560</b>	<b>\$16,825,898</b>	<b>\$10,149,951</b>

<b>Expenditure</b>			
<b>Division</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Bureau of Administration	\$5,315,170	\$5,200,666	\$5,058,810
Bureau of Field Operations	96,700,300	103,688,176	102,436,728
Bureau of Investigation	28,998,820	30,885,164	29,114,824
Bureau of Services	21,425,760	19,709,845	20,169,956
Office of the Chief of Police	45,713,330	39,676,271	43,939,516
<b>TOTAL *</b>	<b>\$198,153,380</b>	<b>\$199,160,122</b>	<b>\$200,719,834</b>

\* Increase to expenditure from FY10-11 to FY11-12 is primarily related to removing: Management Savings, savings from 6 unpaid holidays, increases to fringe and retirement rates, savings from civilian furlough days and inclusion of step increases.  
Increase from FY11-12 to FY12-13 due to COLA adjustment to sworn salaries as of 1/1/13.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Transfer of Unrestricted Fund Balance from Unclaimed Cash Fund (Fund 7440)	-	\$300,000	
Eliminate 1.0 FTE Police Records Specialist, 1.0 FTE Payroll Personnel Clerk II (Jan 2012), 1.0 FTE Payroll Personnel Clerk III (Jan 2012), 1.0 FTE Management Assistant	(4.00)	(\$282,720)	(\$365,456)
Civilianize Inspector General	-	(\$113,041)	(\$105,763)
Eliminate 10.0 FTE Neighborhood Services Coordinators; functions will be performed by Beat Officers	(10.00)	(\$991,472)	(\$1,014,932)
Transfer 2.0 FTE Police Communications Supervisors to False Alarm Fund (Fund 2411)	(2.00)	(\$285,083)	(\$290,778)
Budget Sworn Staff to 640 FTE in FY 11-12 and 600 FTE in FY 12-13 (no layoff, reduce workforce through attrition)	-	(\$4,770,109)	(\$12,376,562)
Eliminate Take Home Vehicles	-	(\$100,000)	(\$100,000)
Eliminate Helicopter	-	(\$63,000)	(\$63,000)
Reduce Overtime	-	(\$2,000,000)	(\$2,000,000)
Add Full Police Academy	-		\$4,000,000
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Transfer 2.0 FTE Police Communications Supervisors from GPF (Fund 1010) to False Alarm Fund (Fund 2411)	2.00	\$285,083	\$290,778

**PRIOR REDUCTIONS (CONT'D)**

- The helicopter program was grounded except for emergencies and maintenance flights.
- The department has reigned in overtime spending, lowering overtime costs to pre-FY05 levels. If not for the Mehserle verdict and sentencing protests, they would be even lower in FY10-11.

**DIVISION DESCRIPTIONS**

**BUREAU OF ADMINISTRATION**

This division provides agency-wide administrative functions including fiscal services, personnel services, and information technology.

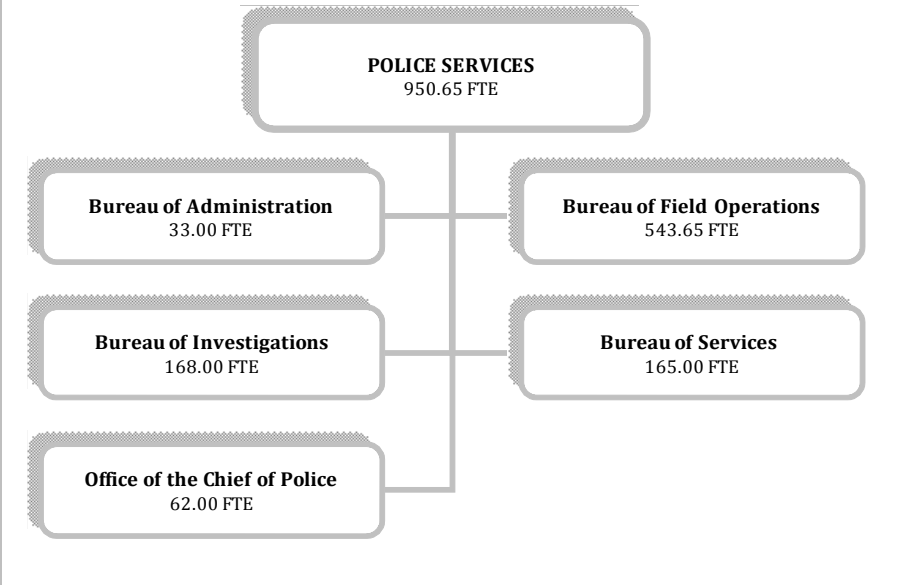
**BUREAU OF FIELD OPERATIONS**

This division encompasses Patrol, Special Operations, Traffic and Support Operations. Police patrol provides general investigation, community policing, and crime prevention. The Special Operations unit includes the Helicopter and SWAT teams. The Traffic unit promotes traffic safety, investigates traffic complaints, and enforces traffic and vehicular laws. Support Operations includes school police, neighborhood service coordinators, and reserves.

**BUREAU OF INVESTIGATION**

This division investigates criminal activity and develops cases for the prosecution of crimes. This also includes the criminalistics unit that analyzes and documents evidence for the prosecution of crimes as well as analyzing crime statistics and recommending plans for the effective deployment and use of resources.

**ORGANIZATIONAL CHART BY DIVISION**

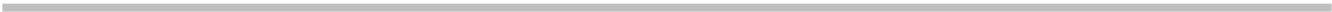


**BUREAU OF SERVICES**

This division provides Animal Control/Shelter, Records, Warrants, Communications and Training. The Animal Shelter provides city-wide animal control services. This Communications unit manages the emergency 911 call system and all calls for service and dispatches appropriate emergency response personnel. The Records/Warrants unit maintains all non-traffic police crime-related reports and records. The Training program manages basic and in-service training for sworn and civilian employees mandated by Peace Officers Standards and Training (POST) and the Negotiated Settlement Agreement.

**OFFICE OF THE CHIEF OF POLICE**

This division oversees the Public Information Office, Internal Affairs and Office of the Inspector General. The Public Information Office handles media inquiries and responds to questions and comments from the public. Internal Affairs investigates citizen complaints and helps resolve disputes arising from police personnel actions.





## FIRE SERVICES

### MISSION STATEMENT

The proud men and women of the Oakland Fire Department are committed to providing the highest quality and highest level of courteous and responsive services to the citizens of Oakland. This is accomplished by implementing comprehensive strategies and training in fire prevention, fire suppression, emergency medical services, and all risk mitigation, including: human-caused and natural disasters, emergency preparedness, 9-1-1 services and community-based fire services.

### BUSINESS GOALS

- Provide leadership to all aspects of the Department's operation, especially strategic planning, fiscal management, personnel management and labor relations.
- Deliver high quality services when responding to emergency calls within 7 minutes, 90% of the time - from when dispatch first receives the call to arrival on the scene.
- Create 9-1-1 incidents in the Dispatch system within 90 seconds for the annual volume of 60,000 emergency calls; maintain Computer Aided Dispatch/Records Management System (CAD/RMS); complete the Center of Excellence accreditation, which will enable the Oakland Fire Department to compete for Emergency Medical Services (EMS) dispatch contracts.
- Provide Citizens of Oakland Respond to Emergencies (CORE) training and public education; continue to implement the National Incident Management System (NIMS) and National Response Plan (NRP); provide basic and advanced training to elected officials, management, and key staff to ensure an effective Emergency Operations Center (EOC).

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$98,144,770	\$101,541,515	\$110,268,420
1100 Self Insurance Liability	1,491,890	1,491,890	1,491,890
1710 Recycling Program	48,870	48,870	48,870
1720 Comprehensive Clean-up	191,500	184,219	186,071
1740 Hazardous Materials Inspections	670,440	699,590	719,385
2123 US Dept of Homeland Security	493,630	(452)	188,160
2124 Federal Emergency Management Agency	12,270	908,580	486,211
2146 California State Emergency Services	(79,430)	-	-
2160 County of Alameda: Grants	921,140	1,012,615	1,015,394
2190 Private Grants	24,900	25,000	25,000
2250 Measure N: Fund	1,215,290	1,499,286	1,450,838
2251 Measure Y: Public Safety Act	4,000,000	4,000,000	4,000,000
2321 Wildland Fire Prevention Assessment	1,854,480	1,846,955	2,098,704
2330 Werner Court Vegetation Mgmt District	3,000	6,200	6,200
2412 Measure M: Emergency Dispatch Service	1,482,550	1,836,238	1,836,222
3100 Sewer Service Fund	257,540	268,769	273,291
<b>TOTAL</b>	<b>\$110,732,840</b>	<b>\$115,369,275</b>	<b>\$124,094,656</b>
GPF Percent to Total Department	88.6%	88.0%	88.9%
GPF Percent to Citywide GPF Expenditures	23.4%	25.7%	27.4%

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>911 Dispatch Communication</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>
1010 - General Fund: General Purpose	11.00	12.00	12.00
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	11.00	10.00	10.00
3100 - Sewer Service Fund	1.00	1.00	1.00
<b>Emergency Medical Services</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
2124 - Federal Emergency Management Agency (FEMA)	-	1.00	1.00
2146 - California State Emergency Services	1.00	-	-
2250 - Measure N: Fund	6.00	6.00	6.00
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	1.00	1.00	1.00
<b>Emergency Response Support Services</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	2.00	2.00	2.00
<b>Fire Department Administration</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
1010 - General Fund: General Purpose	8.50	8.50	8.50
1740 - Hazardous Materials Inspections	0.10	0.10	0.10
2123 - US Dept of Homeland Security	0.10	0.10	0.10
2124 - Federal Emergency Management Agency (FEMA)	0.10	0.10	0.10
2250 - Measure N: Fund	0.10	0.10	0.10
2412 - Alameda County: Emergency Dispatch Service Supplemental Assessment	0.10	0.10	0.10
<b>Fire Department Safety, Education and Training</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>
1010 - General Fund: General Purpose	5.00	3.00	3.00
<b>Fire Prevention Bureau</b>	<b>30.00</b>	<b>30.00</b>	<b>28.00</b>
1010 - General Fund: General Purpose	22.00	22.00	20.00
1720 - Comprehensive Clean-up	1.00	1.00	1.00
1740 - Hazardous Materials Inspections	5.00	5.00	5.00
2321 - Wildland Fire Prevention Assess District	1.00	1.00	1.00
3100 - Sewer Service Fund	1.00	1.00	1.00

# FIRE SERVICES

## BUSINESS GOALS (CONT'D)

- Review 98-100% of fire alarm and sprinkler plans within seven business days; ensure public and private buildings are in compliance with the California Fire Code; enforce the state-required Certified Unified Program Agency (CUPA) program and hazardous materials regulations; develop and implement online permitting with an online payment option; develop and implement new inspection and billing database; implement the new Homeland Security Chemical Facility Security Act.
- Continue to maintain an effective and efficient Safety and Support Operations division to ensure minimal vacancies with effective recruitment and exam processes. In addition, ensure employee safety and health, which will result in increased productivity and reduced workers' compensation claims. Partner with PWA to provide logistical support to the Oakland Fire Department's facilities, apparatus, and equipment, including developing and instituting reasonable maintenance schedules to ensure CAL-OSHA compliance; work with CEDA to complete the rebuild of Fire Station 18.
- Continue to explore revenue opportunities, such as grant funds and cost-recovery fees; streamline the billing process to maximize revenue collection.
- Continue to meet all mandated training, exercise and drill requirements; prepare to respond to emergency incidents related to airport, water rescue, confined space rescue, heavy rescue, hazardous materials, natural and human-made disasters and Urban Search and Rescue.
- Improve the entire Oakland Fire Department Recruit Academy training curriculum with established, OFD-specific, time performance standards. Continue to assess the feasibility of the Joint Oakland Fire and Police Department Regional Training Center. Enhance training capacity

## AUTHORIZED POSITIONS BY DIVISION (CONT'D)

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Fire Suppression/Field Operations</b>	<b>471.20</b>	<b>474.00</b>	<b>474.00</b>
1010 - General Fund: General Purpose	471.00	471.00	474.00
2124 - Federal Emergency Management Agency (FEMA)	-	3.00	-
2190 - Private Grants	0.20	-	-
<b>Office of Emergency Svcs/Dept. of Homeland Sec.</b>	<b>10.60</b>	<b>12.00</b>	<b>12.00</b>
1010 - General Fund: General Purpose	3.60	3.00	2.00
2123 - US Dept of Homeland Security	6.00	8.00	9.00
2160 - County of Alameda: Grants	1.00	1.00	1.00
<b>Personnel, Safety, and Liability</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
1010 - General Fund: General Purpose	1.00	2.00	2.00
<b>Special Operation-Emergency Response</b>	<b>28.45</b>	<b>27.45</b>	<b>27.45</b>
1010 - General Fund: General Purpose	25.00	24.00	24.00
2123 - US Dept of Homeland Security	1.00	1.00	1.00
2124 - Federal Emergency Management Agency (FEMA)	2.25	2.25	2.25
2190 - Private Grants	0.20	0.20	0.20
<b>TOTAL</b>	<b>588.25</b>	<b>590.45</b>	<b>588.45</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY DIVISION

<b>Revenue</b>			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
911 Dispatch Communication	\$1,876,860	\$1,876,860	\$1,876,860
Emergency Medical Services	2,402,290	2,565,822	2,539,571
Fire Department Administration	1,934,760	53,050	53,050
Fire Prevention Bureau	4,638,730	5,321,747	5,591,550
Fire Suppression/Field Operations	35,610	10,610	10,610
Office of Emergency Svcs/Dept. of Homeland Sec.	-	55,000	57,346
Special Operation-Emergency Response	5,000,000	5,845,729	5,816,006
<b>TOTAL</b>	<b>\$15,888,250</b>	<b>\$15,728,818</b>	<b>\$15,944,993</b>
<b>Expenditure</b>			
Division	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
911 Dispatch Communication	\$3,558,940	\$4,397,343	\$4,440,015
Emergency Medical Services	2,215,370	2,697,631	2,653,927
Emergency Response Support Services	2,917,700	3,411,428	3,445,775
Fire Department Administration	5,650,480	4,040,416	4,202,665
Fire Department Safety, Education and Training	955,730	590,982	601,623
Fire Prevention Bureau	5,586,370	6,090,916	6,031,487
Fire Suppression/Field Operations	83,980,220	88,119,723	96,614,417
Office of Emergency Svcs/Dept. of Homeland Sec.	1,009,350	627,069	585,438
Personnel, Safety, and Liability	314,080	538,812	544,418
Special Operation-Emergency Response	4,544,600	4,854,955	4,974,891
<b>TOTAL *</b>	<b>\$110,732,840</b>	<b>\$115,369,275</b>	<b>\$124,094,656</b>

\* Increases to expenditure from FY10-11 to FY11-12 are due to increases to the fringe and retirement rates, removal of furlough days for civilians and step increases for civilians and sworn. From FY11-12 to FY12-13, the increases are again due to higher fringe and retirement rates as well as the end of the 56 hour workweek concessions from Local 55.

## BUSINESS GOALS (CONT'D)

and efficiency by utilizing online, web-based training facilities.

## PRIOR REDUCTIONS

- Local 55 agreed to 208 more hours per year for the same annual pay. This saves the City \$5 million per year, however, sick leave usage went up 40.85% and worker's compensation payouts increased by \$1.1 million (30%) since the 56-hour workweek went into effect.
- The Assistant Fire Marshall and Fire Plan Check Engineer positions have been frozen for 2 years; this creates a delay in responsiveness for permitting and inspections and reduces the department's ability to collect revenue.
- The reduction in staff has also lead to OSHA investigations due to questionable health and safety issues in Operations. The Department has been unable to meet the terms of the MOU for Personal Protection Equipment putting fire suppression personnel at risk of injury.
- Due to the age of the fleet and the backlog of equipment repairs in PWA, the department has been unable to operate the 25 engines and 7 trucks required by the MOU.

## DIVISION DESCRIPTIONS

### 911 DISPATCH COMMUNICATION

Provides Fire Dispatch Center support for emergency calls and maintains all Fire Department communications equipment and media support; coordinates with the Department of Information Technology and Oakland Police Department to implement and maintain the City's Integrated Public Safety System (IPSS).

### EMERGENCY MEDICAL SERVICES

Provides voter-mandated emergency medical services to the citizens, businesses and visitors of Oakland; manages programs related to all 9-1-1 medical emergencies, including

SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE			
General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Increased Revenue by increasing the number of Commercial Inspections from 1,500 to 8,000 in Year 1 and to 10,000 in Year 2		\$500,000	\$750,000
Change Vegetation Management group to Permanent Part Time (6.0 FTE Fire Suppression District Inspectors reduced to 3.0 FTE); the program will be reduced from year round to 6 months	(3.00)	(\$288,881)	(\$296,571)
Transfer 1.0 FTE Emergency Services Manager to US Dept of Homeland Security (Fund 2123) in FY 12-13	(1.00)		(\$249,948)
Eliminate 1.0 FTE Fire Division Manager and .60 FTE Emergency Planning Coord.	(1.60)	(\$251,160)	(\$256,194)
Eliminate 2.0 FTE Fire Investigators in FY 12-13; revert 2 Investigators to Firefighters	(2.00)		(\$402,584)
Eliminate Take-home Cars		(\$40,000)	(\$40,000)
Eliminate Fireboat funded by Measure I, replaced by pump		(\$20,000)	(\$20,000)
Eliminate Hazardous Material Premium Pay		(\$172,000)	(\$172,000)
Close Four Stations: Close Station 7, Move the engine to Station 5; Close Station 25, Move the engine to Station 17 or Station 16; Move Battalion 4 Headquarters from Station 17 to Station 24 (if Station 25 is moving into Station 17); Close Station 28, Move the engine to Station 23; Close Station 29, Move the engine to Station 27. Merge personnel and equipment with other facilities.		(\$310,720)	(\$325,918)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer 1.0 FTE Emergency Services Manager from GPF (Fund 1010) to US Dept of Homeland Security (Fund 2123) in FY 12-13	1.00		\$249,948

continuous paramedic training in accordance with local, state and federal guidelines; provides oversight and management for the Metropolitan Medical Response System (MMRS); maintains inventory of equipment for Basic/Advanced Life Support; develops preventive health programs for the community; provides EMT and Paramedic-related classes, such as CPR, First Aid and Automatic Emergency Defibrillation for citizens and businesses.

### EMERGENCY RESPONSE SUPPORT SERVICES

Manages the timely and cost-effective purchase, acquisition, coordination, maintenance and/or repair of equipment, supplies, personal protective equipment and Fire Department facilities.

### FIRE DEPARTMENT ADMINISTRATION

Provides effective leadership to the Agency's operation, including strategic

planning, financial reporting, performance measures, payroll and benefits, staff development and training; serves as liaison among citizens, departmental staff, city management, Mayor and City Council.

### FIRE DEPARTMENT SAFETY, EDUCATION AND TRAINING

Provides training to existing and new recruit personnel that meets or exceeds all city, state and federal mandates.

### FIRE PREVENTION BUREAU

Manages and directs all Fire Prevention functions to benefit the overall health and safety of the Oakland community through public education, inspection and enforcement of hazardous materials management plans, Certified Unified Program Agency (CUPA), and Fire Investigation Services; supports businesses and building development through fire engineering plan check and engineering services, major building

# FIRE SERVICES

## DIVISION DESCRIPTIONS

### FIRE PREVENTION BUREAU (CONT'D)

development project coordination and consulting services.

### OFFICE OF EMERGENCY SERVICES/HOMELAND SECURITY

Implements and strengthens the City's emergency prevention, mitigation, preparedness, response and recovery efforts in alignment with state and federal emergency management legislation, including California's Standardized Emergency Management System (SEMS), the federal National Incident Management System (NIMS) and the National Response Framework Plan (NPF); develops and provides community disaster preparedness training and planning, which includes public education and the CORE Program. Maintains and manages the City's Emergency Operations Center (EOC); provides training for City staff to ensure compliance with SEMS, NIMS and to ensure management and staff readiness to respond during major emergencies; responsible for the City's Homeland Security Program.

### PERSONNEL, SAFETY AND LIABILITY

Manages entry-level and promotional recruitments, exams, testing, workers' compensation, grievances, discipline and labor relations; provides training in labor law and practices to supervisory and executive-level staff; administers contracts and grants. Special

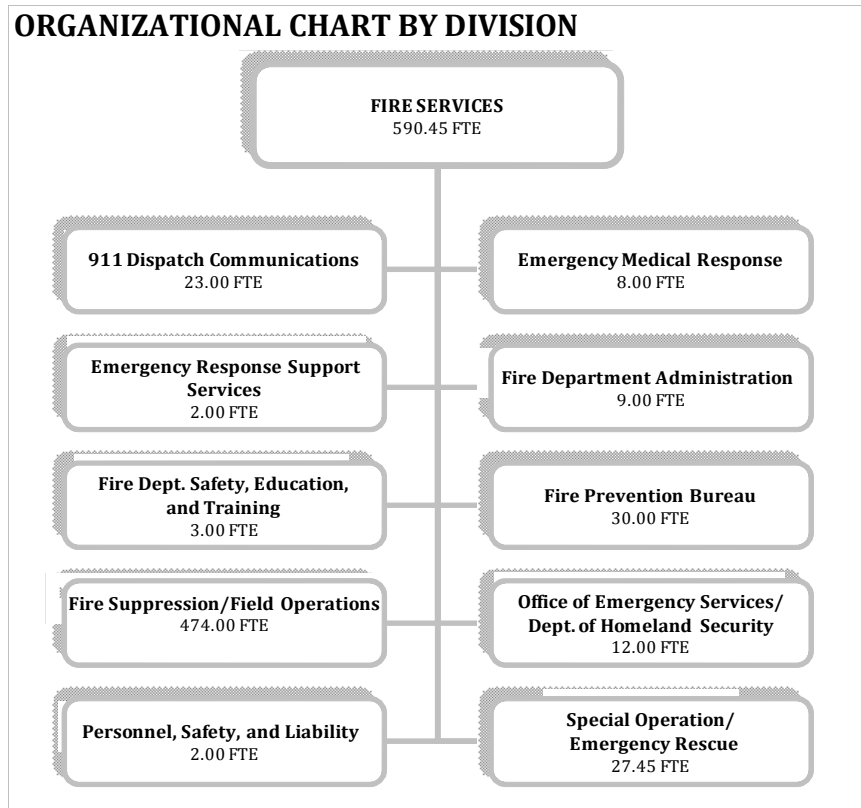
### FIRE SUPPRESSION/FIELD OPERATIONS

Provides fire suppression and emergency medical services to the citizens and businesses of Oakland.

### SPECIAL OPERATION-EMERGENCY RESPONSE

Provides airport protection, heavy rescue, confined space rescue, swift water rescue, Homeland Security-funded Urban Search and Rescue, hazardous materials mitigation, including the response to potential terrorist acts and the use of Weapons of Mass Destruction (WMD)

## ORGANIZATIONAL CHART BY DIVISION



# OAKLAND MUSEUM OF CALIFORNIA

## MISSION STATEMENT

The Oakland Museum of California provides unique collections, exhibitions, and educational opportunities designed to generate a broader, deeper understanding and interest in California's environment, history, art, and people. Museum programs are responsive, accessible, and meaningful to the public, including school children, scholars, the immediate Oakland community and an increasingly diverse California population.

## BUSINESS GOALS

- To successfully complete a capital campaign to raise funding toward the renovation of building and exhibition galleries.
- To maintain a balanced operating budget for the Oakland Museum of California Foundation and to maximize fundraising and earned revenue opportunities.
- To successfully manage the building construction and exhibition fabrication process for Phase I of the project that opened to the public in May of 2010.
- To increase our visibility and audience through a comprehensive marketing plan that includes a new website, logo, and expanded advertising.
- To present an exhibition and programming schedule that will engage a multitude of visitors from diverse backgrounds.

## PRIOR REDUCTIONS

- Since FY 2007-09 the Museum has reduced 7 positions impacting primarily curatorial and exhibition oversight and visitor (security and custodial) services.

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$6,234,960	\$5,728,826	\$5,916,221
1750 Multipurpose Reserve	142,870	-	-
2310 Lighting and Landscape Assessment	213,320	235,069	238,520
2419 Transient Occupancy Tax (TOT) Surcharge	294,060	340,309	340,309
7640 Oakland Public Museum Trust	32,610	32,610	32,610
<b>TOTAL</b>	<b>\$6,917,820</b>	<b>\$6,336,814</b>	<b>\$6,527,660</b>
GPF Percent to Total Department	90.1%	90.4%	90.6%
GPF Percent to Citywide GPF Expenditures	1.5%	1.3%	1.4%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Museum Curatorial &amp; Exhibition Services</b>	<b>18.90</b>	<b>14.90</b>	<b>14.90</b>
<i>1010 - General Fund: General Purpose</i>	<i>18.90</i>	<i>14.90</i>	<i>14.90</i>
<b>Museum Education Services</b>	<b>4.63</b>	<b>2.00</b>	<b>2.00</b>
<i>1010 - General Fund: General Purpose</i>	<i>4.63</i>	<i>2.00</i>	<i>2.00</i>
<b>Museum Oversight</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<i>1010 - General Fund: General Purpose</i>	<i>4.00</i>	<i>3.00</i>	<i>3.00</i>
<b>Museum Visitor Services</b>	<b>17.42</b>	<b>17.42</b>	<b>17.42</b>
<i>1010 - General Fund: General Purpose</i>	<i>15.42</i>	<i>15.42</i>	<i>15.42</i>
<i>2310 - Lighting and Landscape Assessment District</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
<b>TOTAL</b>	<b>44.95</b>	<b>37.32</b>	<b>37.32</b>

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

Revenue			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Museum Oversight	\$521,530	\$553,063	\$553,063
<b>TOTAL</b>	<b>\$521,530</b>	<b>\$553,063</b>	<b>\$553,063</b>
Expenditure			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Museum Curatorial & Exhibition Services	\$1,968,230	\$1,649,955	\$1,703,251
Museum Education Services	557,250	307,403	320,193
Museum Oversight	3,153,790	3,034,152	3,127,857
Museum Visitor Services	1,238,550	1,345,304	1,376,359
<b>TOTAL</b>	<b>\$6,917,820</b>	<b>\$6,336,814</b>	<b>\$6,527,660</b>

# OAKLAND MUSEUM

## PROGRAM DESCRIPTIONS

### MUSEUM CURATORIAL & EXHIBITION SERVICES

This program provides exhibition development and collections management.

### MUSEUM EDUCATION SERVICES

This program provides planning and project management of educational programs to schools, children, youth, and family programs.

### MUSEUM OVERSIGHT

This program provides strategic planning, financial oversight, and serves as liaison with the Oakland Museum of California Foundation and the Oakland Museum Women's Board.

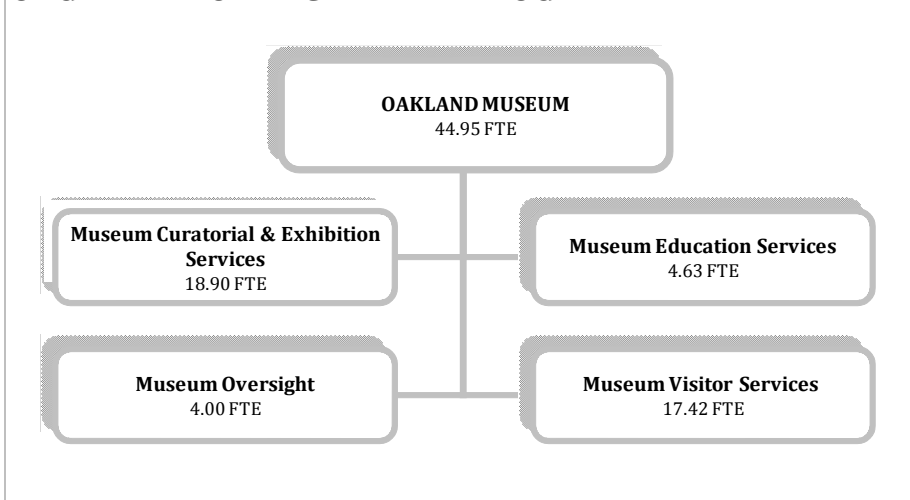
### MUSEUM VISITOR SERVICES

This program provides public safety, security, landscaping, and custodial services to maximize a positive visitor experience at the Museum

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer operations of the Oakland Museum of California to the Oakland Museum Foundation through a contractual agreement between the City of Oakland and the Oakland Museum Foundation. Reduce City Museum positions:			
Curator of Aquatic Biology, Assoc	(1.00)	(\$96,766)	(\$98,705)
Curator of Art, Associate	(1.00)	(\$96,766)	(\$98,705)
Curator of Art, Chief	(1.00)	(\$191,515)	(\$201,982)
Curator of Art, Senior, PPT	(0.50)	(\$59,644)	(\$60,839)
Manager, Museum Operations	(1.00)	(\$209,581)	(\$213,698)
Museum Docent Coordinator	(1.00)	(\$115,888)	(\$118,211)
Museum Interp Spec, Nat Sc	(0.63)	(\$64,859)	(\$66,159)
Museum Interpretive Spec, History	(1.00)	(\$115,888)	(\$118,211)
Registrar	(0.50)	(\$48,384)	(\$49,352)

## ORGANIZATIONAL CHART BY PROGRAM



## OAKLAND PUBLIC LIBRARY

### MISSION STATEMENT

The Oakland Public Library informs, inspires and delights our diverse community as a resource for information, knowledge, and artistic and literary expression, providing the best in traditional services, new technologies and innovative programs.

### BUSINESS GOALS

- To increase circulation and in-library usage of library materials and services by providing relevant and popular collections (best sellers, DVD, etc.) and superior customer service through a well-trained and diverse staff.
- To increase the public's ability to access the Library's services and collections by upgrading the Library's network through the implementation of Link+, a new service that will make over 50 libraries' collections, including academic and public, available to Oakland residents for borrowing.
- To develop a public relations strategic plan that markets and brands the Oakland Public Library through a continuously, connected campaign that publicizes the Library's vast resources to Council, the Life Enrichment Committee, City staff and the community.
- To provide Oakland residents access to materials and collections of the African American cultural and historical experience in Northern California, along with programs, lectures, films, and exhibits that speak to the social, historical, and political conditions of the African American Diaspora by operating the African American Museum and Library at Oakland (AAMLO).
- To develop new Models of Service (e.g. self check, self-hold pickup) for the Oakland Public Library, that will allow services to be

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$9,148,100	\$3,611,655	\$3,712,794
1760 Telecommunications Reserve	53,780	-	-
2148 California Library Services	79,600	-	-
2160 County of Alameda: Grants	16,570	-	-
2240 Library Services Retention-Enhancement	13,966,190	-	-
2993 Library Grants	250,000	250,000	250,000
7540 Oakland Public Library Trust	103,210	111,012	110,879
<b>TOTAL</b>	<b>\$23,617,450</b>	<b>\$3,972,667</b>	<b>\$4,073,673</b>
GPF Percent to Total Department	38.7%	90.9%	91.1%
GPF Percent to Citywide GPF Expenditures	2.2%	0.9%	0.9%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>African American Museum &amp; Library at Oakland</b>	<b>3.40</b>	<b>-</b>	<b>-</b>
1010 - General Fund: General Purpose	1.00	-	-
2240 - Library Services Retention-Enhancement	2.40	-	-
<b>Branch Library Services</b>	<b>97.78</b>	<b>10.60</b>	<b>10.60</b>
1010 - General Fund: General Purpose	37.72	10.60	10.60
2160 - County of Alameda: Grants	0.27	-	-
2163 - Metro Transportation Com: Program Grant	-	-	-
2240 - Library Services Retention-Enhancement	59.79	-	-
<b>Library Systemwide Support</b>	<b>62.74</b>	<b>7.60</b>	<b>7.60</b>
1010 - General Fund: General Purpose	24.60	7.60	7.60
2240 - Library Services Retention-Enhancement	38.14	-	-
<b>Literacy Programs</b>	<b>5.08</b>	<b>-</b>	<b>-</b>
1010 - General Fund: General Purpose	1.00	-	-
2148 - California Library Services	1.08	-	-
2240 - Library Services Retention-Enhancement	3.00	-	-
<b>Main Library Services</b>	<b>46.04</b>	<b>4.60</b>	<b>4.60</b>
1010 - General Fund: General Purpose	11.20	4.60	4.60
1760 - Telecommunications Reserve	1.22	-	-
2240 - Library Services Retention-Enhancement	33.62	-	-
<b>TOTAL</b>	<b>215.04</b>	<b>22.80</b>	<b>22.80</b>

# OAKLAND PUBLIC LIBRARY

## BUSINESS GOALS (CONT'D)

delivered to the public in a more efficient, customer-friendly manner.

- To successfully open the largest branch library in Oakland - the 81st Avenue Community Library - the first model of a new community library as envisioned in the OPL Master Plan.
- To increase the level of financial support to the Oakland Public Library from individuals, foundations and other private sources for building projects, collections, programming and general purposes through outreach and stewardship activities.
- To plan and implement a new career and job counseling service for the public.

## PRIOR REDUCTIONS

- Since FY 2007-09 the Library has reduced Branch Library days from 6 days to 5 days. The Main Library continues to operate 7 days per week.

The reduced hours (and city wide furlough shutdown days) have impacted the public's ability to gather for homework assistance, after school activities, teens and pre-teens gathering time, and increased usage of computers with fewer days.

- The elimination of two positions servicing library equipment has resulted in high levels of computer, printer, and other equipment downtime with 30% of computers non-operational at times.

## PROGRAM DESCRIPTIONS

### AFRICAN AMERICAN MUSEUM & LIBRARY AT OAKLAND (AAMLO)

This program represents the public services provided at AAMLO through collections of the African American access to archival materials and cultural and historical experience in Northern California.

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

<b>Revenue</b>			
<b>Program</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Branch Library Services	\$18,010	\$71,914	\$72,719
Library Systemwide Support	14,463,510	1,127,252	1,127,119
Literacy Programs	16,880	67,238	68,392
<b>TOTAL</b>	<b>\$14,498,400</b>	<b>\$1,266,404</b>	<b>\$1,268,230</b>
<b>Expenditure</b>			
<b>Program</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
African American Museum & Library at Oakland	\$526,330	\$0	\$0
Branch Library Services	9,705,290	1,233,577	1,263,359
Library Systemwide Support	9,166,280	1,512,882	1,547,090
Literacy Programs	367,800	0	0
Main Library Services	3,851,750	1,226,208	1,263,224
<b>TOTAL</b>	<b>\$23,617,450</b>	<b>\$3,972,667</b>	<b>\$4,073,673</b>

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
<b>Eliminate all Branch Libraries except Main, Rockridge, Dimond and 81st Street</b>			
Account Clerk III	(1.00)	(\$89,554)	(\$91,350)
Accountant II	(1.00)	(\$102,042)	(\$109,540)
Administrative Services Manager II	(1.00)	(\$194,682)	(\$203,488)
Librarian I	(5.00)	(\$469,810)	(\$498,848)
Librarian II	(14.00)	(\$1,569,770)	(\$1,605,813)
Librarian, Senior	(3.00)	(\$384,723)	(\$392,412)
Librarian, Supervising	(1.00)	(\$148,366)	(\$151,283)
Library Aide, PT	(1.52)	(\$66,832)	(\$68,769)
Library Assistant	(14.00)	(\$1,221,162)	(\$1,245,241)
Library Assistant, PT	(1.33)	(\$91,834)	(\$93,175)
Library Assistant, Senior	(1.00)	(\$106,142)	(\$108,270)
Library Asst, PPT	(0.60)	(\$52,362)	(\$53,412)
Library Automation Supervisor	(1.00)	(\$160,919)	(\$164,145)
Management Assistant	(1.00)	(\$133,699)	(\$136,346)
Office Assistant I	(2.00)	(\$108,731)	(\$110,910)
Office Assistant II	(2.00)	(\$131,304)	(\$133,936)
Office Manager	(2.00)	(\$200,145)	(\$204,091)
Payroll Personnel Clerk II	(1.00)	(\$67,989)	(\$72,904)
Reduce Operating and Maintenance	-	(\$527,891)	(\$547,664.00)



# OAKLAND PUBLIC LIBRARY

## PROGRAM DESCRIPTIONS

### BRANCH LIBRARY SERVICES

This program represents the public services provided at the 15 Branch Libraries located throughout Oakland, and Branch Administration.

### LIBRARY SYSTEMWIDE SUPPORT

This program represents the system-wide services provided by the Finance and Administrative Unit, Teen Services, Children's Services, Community Relations, Materials Unit, Computer Services Unit, and the Acquisitions and Cataloging Unit.

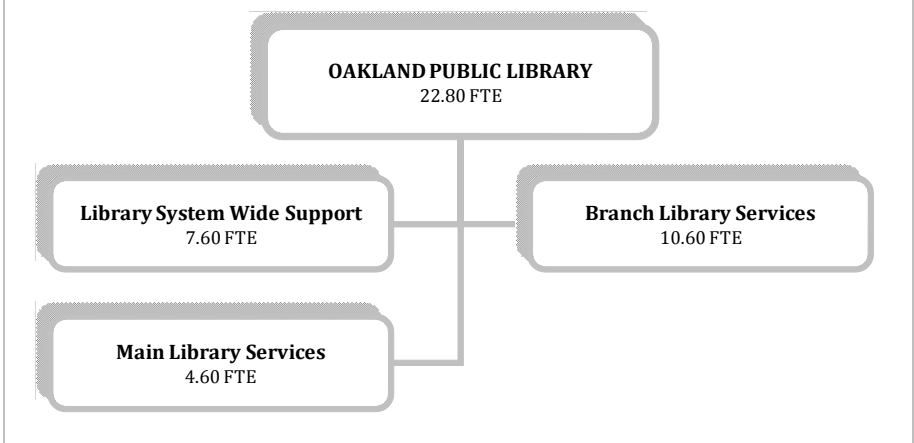
### LITERACY PROGRAMS

This program represents the Literacy services provided by the Second Start Literacy Center.

### MAIN LIBRARY SERVICES

This program represents the public services provided at the Main Library. These include General Reference services, Main Library Administration, the Oakland History Room, Art/History and Literature, Magazines and Newspapers, Science, Business and Sociology, Children's Room, Computer Center, etc.

## ORGANIZATIONAL CHART BY PROGRAM





## PARKS AND RECREATION

### MISSION STATEMENT

The Office of Parks & Recreation is committed and dedicated to offering quality services, activities, and programs open to all Oakland residents and visitors. Our goal is to cultivate awareness about the availability and accessibility of Parks and Recreation services. We offer fun activities in a clean, safe, and healthy environment that provides opportunities for personal growth and skills development. We strive to offer community ownership and launch best practice standards to operate and maintain our facilities, playgrounds, and parks to preserve the beauty and legacy of the City of Oakland.

### BUSINESS GOALS

- Establish a solid foundation that defines our purpose at every recreation center and ensure all programs are equitable citywide for children, youth, teens, adults and seniors.
- Create vibrant and welcoming environments that encourage healthy living and physical play in our parks, on our trails, at our golf courses, recreation centers, ball fields, tennis courts and open space for citizens of all abilities. Enhance recreation experiences for Oakland residents through the introduction and expansion of water sports for ages 0 and up from progressive learn-to-swim lessons, sailing, kayaking and sailing into science.
- Provide specialized enrichment programs that embody character development, health consciousness, art appreciation, life skills, civic duty, and environmental responsibility in every program offering.
- Increase OPR's visibility to be recognized as an essential service and community resource through

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$11,967,500	\$11,673,853	\$12,718,459
1100 Self Insurance Liability	290,170	290,170	290,170
1780 Kid's First Oakland Children's Fund	-	116,068	118,393
1820 OPRCA Self Sustaining Revolving Fund	2,675,200	3,804,348	3,885,918
2112 Department of Justice	235,000	-	-
2310 Lighting and Landscape Assessment	4,204,550	3,932,693	4,120,679
2992 Parks and Recreation Grants	44,510	-	-
2996 Parks and Recreation Grants 2001	-	16,847	16,847
3200 Golf Course	268,630	742,892	881,391
7999 Miscellaneous Trusts	69,290	69,270	69,270
<b>TOTAL</b>	<b>\$19,754,850</b>	<b>\$20,646,141</b>	<b>\$22,101,127</b>
GPF Percent to Total Department	60.6%	56.5%	57.5%
GPF Percent to Citywide GPF Expenditures	2.9%	2.7%	2.8%

### AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Adult &amp; Community Sports</b>	<b>5.34</b>	<b>6.09</b>	<b>6.09</b>
1010 - General Fund: General Purpose	4.25	5.00	5.00
1820 - OPRCA Self Sustaining Revolving Fund	1.09	1.09	1.09
<b>After School Sports</b>	<b>10.11</b>	<b>16.58</b>	<b>16.58</b>
1010 - General Fund: General Purpose	9.36	15.83	15.83
3200 - Golf Course	0.75	0.75	0.75
<b>Aquatics Boating</b>	<b>7.18</b>	<b>8.18</b>	<b>8.18</b>
1010 - General Fund: General Purpose	3.25	4.25	4.25
1820 - OPRCA Self Sustaining Revolving Fund	3.93	3.93	3.93
<b>Aquatics Pools</b>	<b>22.85</b>	<b>21.86</b>	<b>21.86</b>
1010 - General Fund: General Purpose	22.15	21.16	21.16
1820 - OPRCA Self Sustaining Revolving Fund	0.70	0.70	0.70
<b>Ball Fields</b>	<b>8.10</b>	<b>8.10</b>	<b>8.10</b>
1010 - General Fund: General Purpose	1.81	1.81	1.81
2310 - Lighting and Landscape Assessment District	6.29	6.29	6.29
<b>Camp</b>	<b>1.70</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Fund: General Purpose	1.70	1.00	1.00
<b>Central Administration</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>
1010 - General Fund: General Purpose	15.38	15.38	15.38
<b>Central Reservations</b>	<b>10.65</b>	<b>14.65</b>	<b>14.65</b>
1820 - OPRCA Self Sustaining Revolving Fund	10.65	14.65	14.65
<b>Contract Management</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
1010 - General Fund: General Purpose	2.00	1.00	1.00
<b>Cultural Arts</b>	<b>15.79</b>	<b>15.79</b>	<b>15.79</b>
1010 - General Fund: General Purpose	10.62	8.02	10.37
1820 - OPRCA Self Sustaining Revolving Fund	5.17	7.77	5.42
<b>Davies Tennis &amp; Citywide Tennis</b>	<b>10.75</b>	<b>4.28</b>	<b>4.28</b>
1010 - General Fund: General Purpose	8.50	2.03	2.03
1820 - OPRCA Self Sustaining Revolving Fund	2.25	2.25	2.25
<b>Recreation, Cultural Civic</b>	<b>150.73</b>	<b>108.46</b>	<b>108.46</b>
1010 - General Fund: General Purpose	65.55	64.37	64.37
1780 - Kid's First Oakland Children's Fund	42.09	1.25	1.25
1820 - OPRCA Self Sustaining Revolving Fund	42.09	41.84	41.84
2310 - Lighting and Landscape Assessment District	1.00	1.00	1.00
<b>TOTAL</b>	<b>260.58</b>	<b>221.37</b>	<b>221.37</b>

# PARKS AND RECREATION

## BUSINESS GOALS (CONT'D)

citywide events, such as concerts, creative partnerships, sporting events, and street festivals, with the end result of increasing annual participation in recreation.

- The Office of Parks and Recreation aspires to ensure that all citizens have an opportunity to explore the arts. Art forms should include: Drama, Dance, Fine Arts, Crafts, Music, Architecture Drawing, Painting, and Sculpting
- Increase department revenue in self sustaining programs and services through our Enterprise Centers with the development of a one shop concept, offering preferred caterers, rentals, and/or specialized consultation in addition to partnering with Corporations Parks & Recreation has reduced baseline budget by 40% and FTEs by 45 in the last two years. The reduction in budget and staffing has resulted in elimination and reduction of programs and activities for children, youth and adults (e.g., 4 hour reduction of Saturday hours, elimination of programs at playground sites, elimination of Oakland Fine Art Summer Session, elimination of Homework club at San Antonio Rec Center, elimination of the Radical Roving reductions of the citywide tennis program, etc.).
- Administrative staff reductions have impacted monitoring of collections, outstanding payable and program tracking.

## PROGRAM DESCRIPTIONS

### ADULT & COMMUNITY SPORTS

Provide vibrant and welcoming environments and programs that encourage healthy living and physical play in our parks, on our trails, at our golf courses, recreation centers, ball fields, tennis courts and open space for citizens of all abilities.

### AFTER SCHOOL PROGRAMS

Provide specialized enrichment programs that embody character

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Adult & Community Sports	\$42,650	\$42,650	\$42,650
After School Sports	75,490	162,080	300,580
Aquatics Boating	255,430	227,767	227,767
Aquatics Pools	183,390	162,140	162,140
Central Administration	623,140	69,270	69,270
Central Reservations	613,980	1,120,043	1,196,301
Contract Management	16,770	618,000	618,000
Cultural Arts	723,850	528,330	528,330
Davies Tennis & Citywide Tennis	149,750	147,250	147,250
Recreation, Cultural Civic	1,762,910	3,166,948	3,166,948
<b>TOTAL</b>	<b>\$4,447,360</b>	<b>\$6,244,478</b>	<b>\$6,459,236</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Adult & Community Sports	\$657,730	\$700,106	\$725,090
After School Sports	483,440	772,271	790,674
Aquatics Boating	493,730	533,983	542,119
Aquatics Pools	1,434,210	1,633,613	1,685,231
Ball Fields	452,220	461,391	469,411
Camp	132,370	114,038	116,324
Central Administration	4,739,460	4,151,518	4,642,974
Central Reservations	571,770	932,149	956,770
Contract Management	855,410	1,027,748	1,030,481
Cultural Arts	1,027,510	1,216,607	1,250,989
Davies Tennis & Citywide Tennis	427,180	180,585	183,639
Recreation, Cultural Civic	8,479,820	8,922,132	9,707,425
<b>TOTAL</b>	<b>\$19,754,850</b>	<b>\$20,646,141</b>	<b>\$22,101,127</b>

development, health consciousness, art appreciation, life skills, civic duty, and environmental responsibility in every program offering for elementary, middle school and high school youth within OUSD and at all OPR program offerings.

### AQUATICS - BOATING

Provide recreation experiences for Oakland residents through the exposure of water sports for ages 5 and up from sailing, kayaking, dragon boating, sailing into science education component for 5th graders and tall ships.

### AQUATICS - POOLS

Provide recreation experiences for Oakland residents through the introduction of water sports for ages 0 and up in progressive learn-to-swim lessons, swim teams, lifeguard training, and lap swim.

### BALL FIELDS

Provide for safe, clean and well-maintained ball fields citywide that create a vibrant and welcoming environment encouraging healthy living, and physical play in our ball fields for citizens of all abilities.

### CAMPS

Serve as OPR's "Schools-out Rec's-in" program for OUSD non-instruction days including fall, winter, spring and summer breaks. Camps provide specialized enrichment programs that embody character development, health consciousness, art appreciation and life skills in an educational environment.

### CENTRAL ADMINISTRATION

Serve as the departmental management infrastructure including fiscal oversight, staff training and development that

# PARKS AND RECREATION

## PROGRAM DESCRIPTIONS (CONT'D)

enables OPR to increase visibility to be recognized as an essential service and community resource, with the end result of increasing revenue, public trust and services.

### CENTRAL RESERVATIONS

Serve as a critical program in meeting Oaklanders rental space needs while contributing to the department self-sustaining fund through our enterprise centers and rental of parks.

### CONTRACT MANAGEMENT

Maintain over 30 contracts with major stakeholders such as the Oakland Zoo, Children's Fairyland, Dunsmuir, Hellman Historic Estate, Feather River Camp, Jack London Aquatic Center, Woodminster Amphitheater, Sequoia Nursery School, and OUSD.

### CULTURAL ARTS

Provide cultural experiences that ensure all children, youth, adults and seniors have an opportunity to explore the arts. The art forms include: Drama, Dance, Fine Arts, Crafts, Music, Architecture Drawing, Painting, and Sculpting.

### DAVIES TENNIS AND CITYWIDE TENNIS

Offer tennis instruction and tournaments for children, youth, adults and seniors that encourage healthy living and physical play.

### RECREATION PROGRAMS

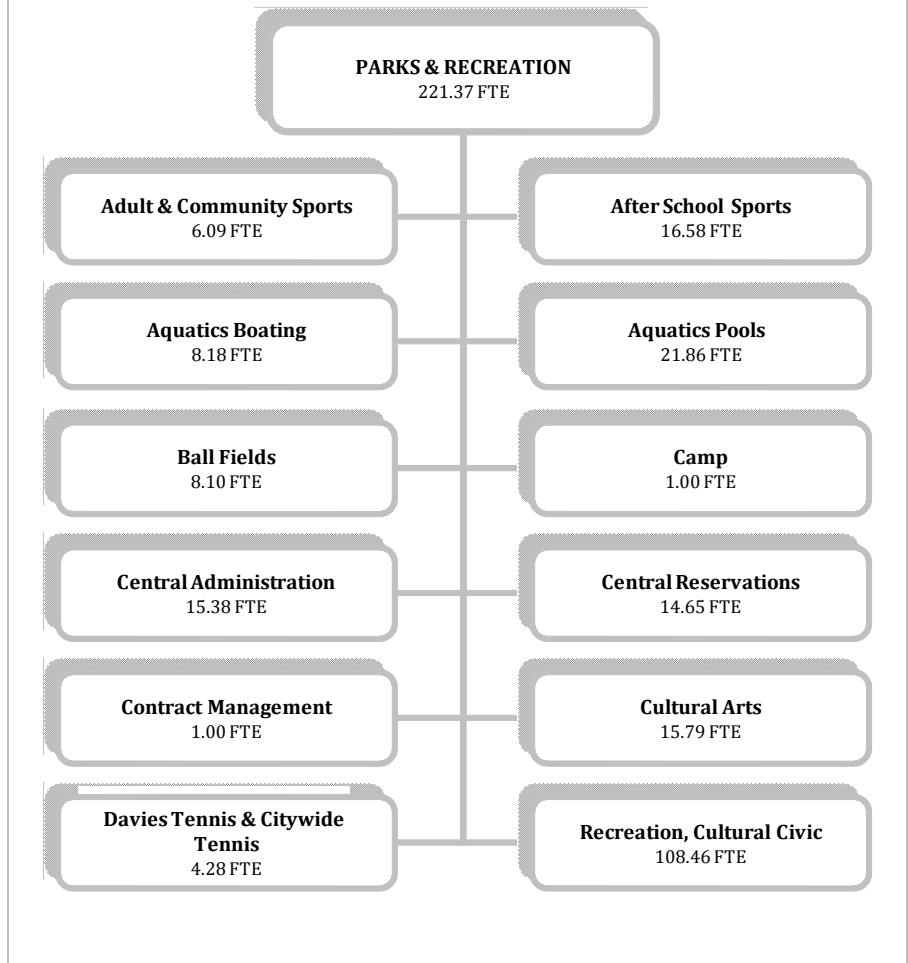
Provide a solid foundation of recreation services that defines our purpose at every recreation center and program offering ensuring programs are equitable citywide for children, youth, teens, adults and seniors.

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Malonga Costs to Self Sustaining Fund (1820)	(2.35)	(\$173,840)	(\$179,253)
Reduce Studio One Costs	(1.20)	(\$60,000)	(\$60,000)
Eliminate Zoo Keeper position	(1.00)	(\$73,056)	(\$74,520)
Transfer Sports Program Coordinator to Fund 1820	(0.50)	(\$51,739)	(\$52,776)
Reduce Cultural Arts Part-time Budget	(0.60)	(\$30,000)	(\$30,000)
Close Live Oak Pool in Summer	(1.99)	(\$65,000)	(\$65,000)
Merger of Brookdale/Discovery- Eliminate Recreation Center Director	(1.00)	(\$74,777)	(\$80,302)
Transfer Tassfronga Operations to outside agency	(0.75)	(\$75,000)	(\$75,000)
Transfer Campbell Village Operations to outside agency	(0.82)	(\$62,777)	(\$65,427)
Delay Opening of East Oakland Sports Complex	(10.26)	(\$500,000)	(\$500,000)
Reduce programming at Poplar Recreation Center	(0.75)	(\$44,430)	(\$45,284)
Reduce programming at San Antonio Recreation Center	(1.00)	(\$84,026)	(\$87,803)
Reduce programming at Manzanita Recreation Center	(1.00)	(\$100,937)	(\$108,232)
Eliminate Recreation General Supervisor	(1.00)	(\$132,049)	(\$134,696)
Reduce Part-Time Staffing	(1.45)	(\$71,823)	(\$72,594)
<b>Change / Transfer of Revenue:</b>			
Transfer In Revenue from Golf Fund	-	\$400,000	\$400,000
Increase Lake Chalet Renal	-	\$40,000	\$40,000
Increase Lake Merritt Extended Parking Hours	-	\$200,000	\$200,000
Increase OPR Benefits Card	-	\$51,438	\$51,438
Increase Online Credit Card Fee	-	\$10,000	\$10,000
Decrease Revenue from Live Oak Pool	-	(\$25,565)	(\$25,565)
<b>Transfer In Reduced Subsidies from Non-Department to OPR:</b>			
Reduce Subsidy Oakland Zoo	-	\$170,000	\$170,000
Eliminate Subsidy for Chabot Space and Science Center	-	\$0	\$0
Eliminate Subsidy for Hacienda Peralta	-	\$0	\$0
Eliminate Subsidy for Asian Cultural Center	-	\$0	\$0
Jack London Aquatic Center	-	\$53,000	\$53,000
Fairyland	-	\$136,500	\$136,500
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Transfer Malonga Costs to Self Sustaining Fund (1820)	2.35	\$173,840	\$179,253
Transfer Sports Program Coordinator to Fund 1820	0.50	\$51,739	\$52,776
Transfer Revenue from Golf Fund (3200) to GPF	-	(\$400,000)	(\$400,000)

# PARKS AND RECREATION

## ORGANIZATIONAL CHART BY PROGRAM



## DEPARTMENT OF HUMAN SERVICES

### MISSION STATEMENT

The Department of Human Services builds strong communities by enriching the quality of life for individuals and families in Oakland.

### BUSINESS GOALS

- Provide high quality, effective programs for children, youth, families, seniors and other adults through direct services, grant making, and close collaboration and coordination with other public and community based agencies.
- Develop new resources and leverage existing resources to maintain and expand programs that promote social equity for Oakland residents.
- Develop and support collaborations that improve community health and safety with an emphasis on violence prevention and community building.
- Identify, plan and recommend proactive policy and programmatic responses to community needs and social issues that impact the health and well-being of Oakland residents.
- Create opportunities for community engagement and education through volunteerism and involvement with Boards, Commissions and community groups.
- Sustain the Department's efficient fiscal and program operations and improve and enhance service accountability through expanded performance monitoring, evaluation and continuous quality improvement.
- Foster staff development and acknowledgement.

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$4,882,690	\$4,592,330	\$4,735,586
1780 Kid's First Oakland Children's Fund	15,339,710	21,740,525	21,789,720
2102 Department of Agriculture	924,110	2,190,000	2,190,000
2103 HUD-ESG/SHP/HOPWA	5,345,050	12,123,160	12,124,016
2108 HUD-CDBG	390,370	583,626	583,843
2114 Department of Labor	1,226,970	2,582,419	2,582,329
2120 Federal Action Agency	324,390	659,511	605,975
2128 Department of Health and Human Services	17,296,680	35,489,034	35,484,265
2132 California Department of Aging	19,550	-	-
2138 California Department of Education	950,320	2,348,566	2,348,566
2159 State of California Other	1,092,650	499,719	499,716
2160 County of Alameda: Grants	680,130	840,766	839,297
2195 Workforce Investment Act	131,350	149,833	149,830
2213 Measure B: Paratransit - ACTIA	914,130	1,931,643	1,931,637
2251 Measure Y: Public Safety Act	2,808,050	6,292,113	6,342,734
2410 Link Handipark	21,090	-	-
2994 Social Services Grants	56,000	112,000	112,000
7780 Oakland Redevelopment Agency Projects (ORA)	537,530	582,020	589,293
<b>TOTAL</b>	<b>\$52,940,770</b>	<b>\$92,717,265</b>	<b>\$92,908,811</b>
GPF Percent to Total Department	9.2%	5.0%	5.1%
GPF Percent to Citywide GPF Expenditures	1.2%	1.1%	1.1%

### AUTHORIZED POSITIONS BY DIVISION

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Empowering Seniors &amp; People with Disability</b>	<b>104.96</b>	<b>99.53</b>	<b>99.53</b>
1010 - General Fund: General Purpose	18.38	15.18	15.59
2114 - Department of Labor	63.28	63.10	63.15
2120 - Federal Action Agency	0.78	0.78	0.37
2128 - Department of Health and Human Services	12.60	12.10	12.10
2159 - State of California Other	0.95	1.62	1.62
2160 - County of Alameda: Grants	3.27	1.06	1.06
2195 - Workforce Investment Act	1.10	1.28	1.23
2213 - Measure B: Paratransit - ACTIA	4.41	4.41	4.41
2410 - Link Handipark	0.19	-	-
<b>Fostering Safe and Healthy Communities</b>	<b>17.38</b>	<b>14.58</b>	<b>14.58</b>
1010 - General Fund: General Purpose	7.51	6.03	6.03
2103 - HUD-ESG/SHP/HOPWA	0.80	0.81	0.89
2108 - HUD-CDBG	1.38	1.14	1.11
2128 - Department of Health and Human Services	-	3.00	3.00
2159 - State of California Other	3.44	-	-
2160 - County of Alameda: Grants	0.10	0.03	0.03
7780 - Oakland Redevelopment Agency Projects (ORA)	4.15	3.57	3.52
<b>Measure Y</b>	<b>5.55</b>	<b>6.25</b>	<b>6.25</b>
2251 - Measure Y: Public Safety Act 2004	5.55	6.25	6.25

# HUMAN SERVICES

## PRIOR REDUCTIONS

- Reduction in support for OUSD Academies has lead to 440 fewer high school students annually participating in job training.
- Elimination of the Senior Services Set-Aside program reduced the availability of services to meet the unmet needs of Oakland's frail and low-income seniors.
- Reduction in programming for 5,000 seniors that use Oakland senior centers each year.

## PROGRAM DESCRIPTIONS

### EMPOWERING SENIORS AND PEOPLE WITH DISABILITIES

Provides a comprehensive and coordinated network of support services, information and referrals, and activities for seniors and persons with disabilities. Programs include: the Multipurpose Senior Services Program (MSSP) which supports frail seniors and persons with disabilities to remain independent; Senior Companion and Foster Grandparent (SC/FG) Programs which offer volunteer opportunities for seniors to work with frail-elderly and at-risk children; and the ASSETS program which provides low income seniors with employment training services and job placement. Additionally, City-sponsored Senior Centers offer culturally appropriate and accessible social, nutrition, education and wellness programming for seniors throughout the City. Rental of City-owned senior facilities.

### FOSTERING SAFE AND HEALTHY COMMUNITIES

Encompasses DHS services specifically designed to make residents safer and to support individuals and families in key areas such as housing and income supports that contribute to the overall well-being of the Oakland community. Included is A Safe Walk to School program which provides neighborhood monitors at select schools to ensure children travel

## AUTHORIZED POSITIONS BY DIVISION (Cont.)

Division	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Oakland Fund for Children &amp; Youth</b>	<b>7.82</b>	<b>6.71</b>	<b>7.14</b>
1010 - General Fund: General Purpose	0.92	0.81	0.81
1780 - Kid's First Oakland Children's Fund	6.90	5.90	5.90
2128 - Department of Health and Human Services	-	-	0.43
<b>Strengthening Children, Youth &amp; Families</b>	<b>137.38</b>	<b>137.82</b>	<b>137.39</b>
1010 - General Fund: General Purpose	1.39	1.22	1.22
2102 - Department of Agriculture	6.50	6.50	6.50
2128 - Department of Health and Human Services	128.49	130.10	129.67
2159 - State of California Other	1.00		
<b>TOTAL</b>	<b>273.09</b>	<b>264.89</b>	<b>264.89</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

Revenue			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Empowering Seniors & People with Disability	\$4,704,750	\$4,478,716	\$4,478,716
Fostering Safe and Healthy Communities	6,613,000	7,322,113	7,322,113
Oakland Fund for Children & Youth	15,344,500	10,928,847	10,954,613
Strengthening Children, Youth & Families	17,766,340	17,722,809	17,722,809
<b>TOTAL</b>	<b>\$44,428,590</b>	<b>\$40,452,485</b>	<b>\$40,478,251</b>
Expenditure			
Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Empowering Seniors & People with Disability	\$7,596,660	\$9,760,846	\$7,314,963
Fostering Safe and Healthy Communities	9,181,540	9,545,242	9,618,823
Measure Y	2,820,440	6,303,553	6,354,174
Oakland Fund for Children & Youth	15,455,600	10,953,164	11,036,596
Strengthening Children, Youth & Families	17,886,530	15,701,975	18,106,004
<b>TOTAL</b>	<b>\$52,940,770</b>	<b>\$52,264,780</b>	<b>\$52,430,560</b>



## PROGRAM DESCRIPTIONS

### FOSTERING SAFE AND HEALTHY COMMUNITIES (CONT'D)

safely to/from school; Youth Leadership and Development program which gives youth the opportunity to build leadership skills and participate in civic activities; Community Housing Services which serves people in Oakland who are homeless, hungry, HIV/AIDS positive, or living on extremely low incomes by providing food and hot meal programs, housing (both emergency and transitional), and support services. The Community Action Partnership (CAP) provides funding and staff support to programs designed to eliminate poverty in the community.

### MEASURE Y-PREVENTION

Measure Y: the Violence Prevention and Public Safety Act of 2004 provides approximately \$6 million annually for violence prevention programs to neighborhoods and youth and young adults most at risk for committing or being victims of violence. The Measure Y funds a variety of services in 4 key areas: 1) outreach, case management, employment and other services for youth who are chronically truant, dropped out or on probation; 2) special services for families experiencing domestic violence and youth exposed to violence including sexually exploited minors; 3) Diversion and reentry services and employment for youth and young adults on probation and parole; and 4) School-based services including case management, mental health, violence prevention curriculum and peer conflict mediation. The fund also supports special initiatives that address emerging issues such as gang prevention and intervention.

### OAKLAND FUND FOR CHILDREN AND YOUTH

The Oakland Fund for Children & Youth (OFCY) fosters the development of young people ages 0 to 20 by providing grant funds for services and programs that improve Committee provides policy recommendations to the City Council

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Reduce funding for Youth Commission	(0.50)	(\$41,888)	(\$44,974)
Reduce Senior Centers to three days a week; maintain lunch for five days a week:			
Reduce Administrative Assistant I, PPT	(0.96)	(\$70,115)	(\$73,958)
Reduce Custodian	(1.16)	(\$73,947)	(\$75,505)
Reduce Senior Center Director	(0.92)	(\$85,634)	(\$88,032)
Reduce Office Assistant II, PT	(0.32)	(\$21,673)	(\$22,095)
Reduce Family Bridges Senior Center	-	(\$10,000)	(\$10,000)
Reduce Fruitvale Senior Center	-	(\$22,000)	(\$22,000)
Adjustments to Community Housing Division to align with grant funding; elimination of 0.31 FTE Administrative Assistant II	(0.12)	(\$1,313)	(\$878)
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
<b>1780 - Kid's First Oakland Children's Fund</b>			
Eliminate 2.0 FTE Program Analyst I	(2.00)	(\$179,798)	(\$188,291)
Add Program Analyst II	1.00	\$102,950	\$105,014
<b>2103 - HUD-ESG/SHP/HOPWA</b>			
Allocation changes and 0.09 FTE elimination of Administrative Assistant II to align with grant funding (Community Housing division (Accountant II, Community Housing Services Manager, Housing Development Coordinator III, Program Analyst I, Program Analyst II))	(0.18)	(\$20,118)	(\$13,760)
<b>2108 - HUD-CDBG</b>			
Allocation changes and 0.40 FTE elimination of Administrative Assistant II to align with grant funding (Community Housing division (Accountant II, Housing Development Coordinator III, Program Analyst I, Program Analyst II))	(0.13)	(\$237)	(\$11,986)
<b>2128 - Department of Health and Human Services</b>			
Reduce Case Manager, Supervising	(0.30)	(\$35,323)	(\$36,642)
Eliminate Case Manager II	(0.61)	(\$66,050)	(\$67,374)
Eliminate Case Manager I	(0.80)	(\$77,459)	(\$78,963)
Eliminate Senior Services Program Assistant	(1.00)	(\$81,363)	(\$87,364)
Increase Program Analyst I, PPT	0.50	\$49,274	\$50,260
<b>2160 - County of Alameda: Grants</b>			
Allocation changes to align with grant funding (Community Housing division (Accountant II, Housing Development Coordinator III, Program Analyst II))	(0.02)	(\$2,348)	(\$2,990)
<b>2410 - Link Handipark</b>			
Eliminate Case Manager II	(0.19)	(\$20,857)	(\$21,275)
<b>7780 - Oakland Redevelopment Agency Projects (ORA)</b>			
Allocation changes and 0.20 FTE elimination of Administrative Assistant II to align with grant funding (Community Housing division (Accountant II, Community Housing Services Manager, Housing Development Coordinator III, Program Analyst I, Program Analyst II))	(0.55)	(\$63,661)	(\$59,815)

# HUMAN SERVICES

## PROGRAM DESCRIPTIONS

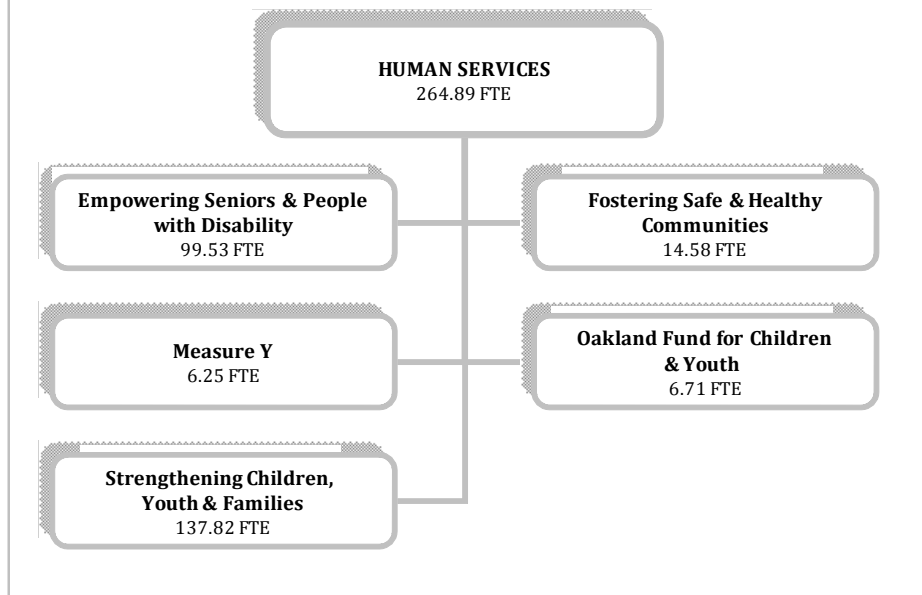
### OAKLAND FUND FOR CHILDREN AND YOUTH (CONT'D)

and oversees strategic planning, evaluation and grant-making through a competitive proposal process. A City Charter amendment (1996 Measure K – Kids First! voter initiative) established OFCY as a mandated set aside of funds calculated at 2.5% of the General Purpose revenues annually with 92% of the funds allocated to private non-profit and public agencies “to help young people become healthy, productive, and honorable adults,” and 8% for administration and evaluation of OFCY. . In November 2008, Oakland voters passed Measure OO, the Kids First 2 initiative, to take effect July 1, 2009. Measure OO changed the required funding amount from 2.5% of unrestricted General Fund revenues to 1.5% (July 2009 – June 2011) and 2.5% (after July 2011) of revenues, with the funding coming solely from the unrestricted General Fund. Measure D modified Measure OO, which requires a 3% percent set-aside of city unrestricted general fund revenues for children’s programs. Legislation requires completion of an OFCY Strategic Plan every four years and a comprehensive evaluation of OFCY annually.

### STRENGTHENING CHILDREN, YOUTH AND THEIR FAMILIES

Provides services that improve the health, development and quality of life for children, youth and their families. Head Start, Early Head Start, Even Start and Summer Food Service programs offer opportunities for comprehensive early child development and education; integrated adult literacy, parenting support and parent/child interactive literacy activities; healthy nutritious lunches for low income school-aged children during the summer months; and other ancillary services to Food Program, and must comply with applicable federal and state regulations regarding funded activities and facilities.

## ORGANIZATIONAL CHART BY PROGRAM



**PUBLIC WORKS AGENCY**

**MISSION STATEMENT**

Service to the public is our sole reason for existence. Oakland Public Works plans, builds and maintains Oakland’s physical and environmental infrastructure for the residents, businesses and visitors of the city, making it a sustainable and desirable place to live, work, invest and visit.

**BUSINESS GOALS**

- Improve livability through sustainable practices for cleaning and maintaining streets, trees, sidewalks, parks, and facilities.
- Maintain the City’s infrastructure to meet current and future needs of our neighborhoods, support development, and reduce the City’s exposure to liability.
- Create a sustainable City through implementing green buildings, renewable energy and efficiency projects, alternative fueled vehicles, and recycling/solid waste services.
- Leverage existing resources by seeking grants, public private partnerships, and by enhancing volunteerism and sponsorship opportunities.
- Foster collaborative opportunities with other agencies and individuals to improve service delivery
- Continue focusing on high-quality service and customer satisfaction to be the “provider of choice” for our customers.

<b>SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND</b>			
<b>Expenditures by Fund</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
1010 General Purpose Fund (GPF)	\$3,803,590	\$0	\$0
1100 Self Insurance Liability	2,060,090	2,060,090	2,060,090
1710 Recycling Program	9,130,100	8,639,902	8,767,884
1720 Comprehensive Clean-up	16,885,900	17,577,382	17,918,037
1750 Multipurpose Reserve	2,178,210	2,014,544	2,054,024
2141 State Traffic Congestion Relief	1,899,130	-	-
2210 Measure B: Fund	-	326,915	-
2211 Measure B: ACTIA	4,319,170	4,983,197	5,075,649
2212 Measure B: Bicycle/Pedestrian	10,000	10,000	10,000
2230 State Gas Tax	6,814,850	6,671,939	6,500,753
2231 State Gas Tac Replacement Funds	-	1,571,614	1,610,516
2310 Lighting and Landscape Assessment	13,801,390	14,305,264	14,151,677
2415 Development Service Fund	205,790	228,858	232,406
2416 Traffic Safety Fund	1,494,920	1,221,723	1,244,903
2990 Public Works Grants	276,340	279,828	279,826
3100 Sewer Service Fund	21,170,670	23,765,430	23,418,532
4100 Equipment	15,526,350	16,213,511	16,430,687
4400 City Facilities	21,686,480	22,968,156	23,335,277
5321 Measure DD: 2009B Clean Water	(591,080)	-	-
5510 Capital Reserves	(47,610)	-	-
7760 Grant Clearing	(141,180)	(108,700)	(16,503)
7780 Oakland Redevelopment Agency Projects (ORA)	872,080	802,811	821,304
<b>TOTAL</b>	<b>\$121,355,190</b>	<b>\$123,532,464</b>	<b>\$123,895,062</b>
GPF Percent to Total Department	3.1%	0.0%	0.0%
GPF Percent to Citywide GPF Expenditures	0.9%	0.0%	0.0%

<b>AUTHORIZED POSITIONS BY PROGRAM</b>			
<b>Program</b>	<b>FY 2010-11 Midcycle Budget FTE</b>	<b>FY 2011-12 Proposed Budget FTE</b>	<b>FY 2012-13 Proposed Budget FTE</b>
<b>Agency Administration</b>	<b>49.00</b>	<b>53.00</b>	<b>53.00</b>
1720 - Comprehensive Clean-up	2.00	2.00	2.00
2230 - State Gas Tax	1.00	1.00	1.00
2310 - Lighting and Landscape Assessment District	1.00	1.00	1.00
3100 - Sewer Service Fund	1.52	2.00	2.00
4100 - Equipment	1.00	-	-
4400 - City Facilities	2.48	1.00	1.00
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	1.00	1.00	1.00
7760 - Grant Clearing	39.00	45.00	45.00
<b>Buildings &amp; Facilities Management &amp; Maint</b>	<b>123.58</b>	<b>118.54</b>	<b>118.54</b>
2310 - Lighting and Landscape Assessment District	21.00	21.00	21.00
4400 - City Facilities	102.58	97.54	97.54
<b>Electrical Projects</b>	<b>4.36</b>	<b>4.02</b>	<b>4.02</b>
2211 - Measure B: ACTIA	3.00	3.00	3.00
2416 - Traffic Safety Fund	1.36	1.02	1.02
<b>Engineering Design &amp; Infrastructure Plans &amp;</b>	<b>52.50</b>	<b>59.00</b>	<b>59.00</b>
2211 - Measure B: ACTIA	15.50	4.15	4.15
2230 - State Gas Tax	2.00	-	-
2415 - Development Service Fund	-	1.00	1.00
3100 - Sewer Service Fund	33.00	20.40	20.40
7760 - Grant Clearing	2.00	33.45	33.45

# PUBLIC WORKS AGENCY

## PRIOR REDUCTIONS

- Over 120.00 FTE eliminated across all funds, (17.5%) since the October 2008-09 mid-cycle budget.
- Landscaped assets have been compromised by staffing decreases, resulting in increased blight, weeds, litter and a generally unkempt appearance.
- The Department currently maintains 805 miles of City streets and major road repairs have been postponed until funding is available.

## PROGRAM DESCRIPTIONS

### AGENCY ADMINISTRATION

Agency Administration supports the Public Works Agency's core functions by providing management, administration, fiscal services, human resources support, business and information analysis, safety program, public information and operation of the Public Works Call Center.

### BUILDINGS AND FACILITIES MANAGEMENT AND MAINTENANCE

Buildings and Facilities Management and Maintenance oversees 309 City owned buildings and facilities, structures and auxiliary equipment in compliance with all building and health codes, Americans with Disabilities Act and safety regulations. Activities include mechanical, electrical, plumbing, painting and structural repairs, building security, and custodial services for 86 buildings.

### ELECTRICAL PROJECTS

Electrical staff provides design services and electrical engineering review for project development and construction. Utility coordination, planning, design and facilitation of assessment engineering are provided for the utility undergrounding program.

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Fleet &amp; Equipment Management &amp; Maint</b>	<b>59.00</b>	<b>57.00</b>	<b>57.00</b>
4100 - Equipment	59.00	57.00	57.00
<b>Keep Oakland Clean &amp; Beautiful</b>	<b>87.50</b>	<b>84.50</b>	<b>84.50</b>
1710 - Recycling Program	2.00	-	-
1720 - Comprehensive Clean-up	77.50	75.30	75.30
2310 - Lighting and Landscape Assessment District	1.00	1.00	1.00
3100 - Sewer Service Fund	-	1.20	1.20
7780 - Oakland Redevelopment Agency Projects (ORA)	7.00	7.00	7.00
<b>Parks, Grounds &amp; Medians</b>	<b>74.77</b>	<b>65.00</b>	<b>65.00</b>
1010 - General Fund: General Purpose	16.50	-	-
1720 - Comprehensive Clean-up	29.00	30.00	30.00
2310 - Lighting and Landscape Assessment District	29.27	35.00	35.00
<b>Project Delivery</b>	<b>50.20</b>	<b>47.00</b>	<b>47.00</b>
1750 - Multipurpose Reserve	1.00	-	-
2211 - Measure B: ACTIA	2.00	0.60	0.60
3100 - Sewer Service Fund	29.20	3.50	3.50
4400 - City Facilities	-	-	-
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	3.00	1.00	1.00
5510 - Capital Reserves	6.60	-	-
7760 - Grant Clearing	8.40	41.90	41.90
<b>Recycling &amp; Solid Waste</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>
1710 - Recycling Program	10.16	9.00	9.00
1720 - Comprehensive Clean-up	0.34	-	-
7760 - Grant Clearing	-	1.50	1.50
<b>Sanitary Sewer Management &amp; Maint</b>	<b>50.50</b>	<b>65.50</b>	<b>65.50</b>
3100 - Sewer Service Fund	50.50	65.50	65.50
<b>Street &amp; Sidewalk Management &amp; Maint</b>	<b>36.00</b>	<b>40.00</b>	<b>40.00</b>
2141 - State Traffic Congestion Relief - Proposition 42	20.00	-	-
2230 - State Gas Tax	16.00	11.90	11.90
2231 - State Gas Tax-Prop 42 Replacement Funds	-	15.18	15.18
3100 - Sewer Service Fund	-	12.92	12.92
<b>Street Light Management &amp; Maint</b>	<b>7.32</b>	<b>8.99</b>	<b>8.99</b>
2211 - Measure B: ACTIA	6.00	7.50	7.50
2230 - State Gas Tax	1.32	1.49	1.49
<b>Sustainable Oakland Program</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>
1710 - Recycling Program	2.90	3.83	3.83
1720 - Comprehensive Clean-up	1.13	-	-
2990 - Public Works Grants	0.47	0.47	0.47
4400 - City Facilities	3.80	4.00	4.00
5510 - Capital Reserves	3.20	-	-
7760 - Grant Clearing	-	3.20	3.20
<b>Traffic Signal Management &amp; Maint</b>	<b>8.32</b>	<b>7.99</b>	<b>7.99</b>
2211 - Measure B: ACTIA	8.32	7.49	7.49
2230 - State Gas Tax	-	0.50	0.50
<b>Traffic Signs &amp; Markings Management &amp; Maint</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>
2230 - State Gas Tax	12.00	13.00	13.00
2416 - Traffic Safety Fund	5.00	5.00	5.00
<b>Transportation &amp; Pedestrian Safety</b>	<b>29.50</b>	<b>24.50</b>	<b>24.50</b>
1750 - Multipurpose Reserve	12.00	8.20	8.20
2211 - Measure B: ACTIA	9.00	4.20	4.20
2415 - Development Service Fund	1.00	-	-
2416 - Traffic Safety Fund	3.00	1.70	1.70
3100 - Sewer Service Fund	1.00	-	-
7760 - Grant Clearing	3.50	10.40	10.40
<b>Tree Management &amp; Maint</b>	<b>19.00</b>	<b>10.00</b>	<b>10.00</b>
1010 - General Fund: General Purpose	9.00	-	-
2310 - Lighting and Landscape Assessment District	10.00	10.00	10.00

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS (CONT'D)

### ENGINEERING DESIGN AND INFRASTRUCTURE PLANS AND PROGRAMMING

Engineering Design facilitates program, project management, engineering and inspection services for City activities including sanitary sewer rehabilitation, major street improvement, pavement rehabilitation, bridge rehabilitation, storm drainage, sidewalks and utilities. This program also provides project management services on a wide variety of technical projects in support of the Community and Economic Development Agency, City.

Administrator, City Attorney, City Council, Parks and Recreation and others.

Infrastructure Plans and Programming serves as the City's liaison with all major infrastructure funding agencies and coordinates the grant application prioritization process and submits formula and competitive grant applications. Activities include infrastructure, transportation and parking policy planning, community outreach, design and review, such as updating and implementing the Bicycle and Pedestrian Plans, Transportation Element of the General Plan, Parking and Transit-First policies, coordination with AC Transit, BART, and the Port of Oakland on infrastructure issues, and development of the City's Capital Improvement Program.

### FLEET AND EQUIPMENT MANAGEMENT AND MAINTENANCE

Fleet Management and Maintenance facilitates vehicle and equipment procurement, management, and maintenance for the entire City organization with a fleet of 1,300 vehicles and 347 pieces of major equipment. Activities include determining fleet requirements in collaboration with departments, preparing specifications for acquisition, coordinating vehicle purchases, surplus vehicle disposal, and new vehicle up-fitting; custom reporting and consulting services; fleet fueling services; and maintenance and repair services at two City-owned shops and field services for construction equipment and fire apparatus; materials management

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Watershed &amp; Storm Drain Management &amp; Maint</b>	<b>27.50</b>	<b>30.50</b>	<b>30.50</b>
2230 - State Gas Tax	1.00	-	-
2990 - Public Works Grants	-	1.00	1.00
3100 - Sewer Service Fund	26.50	26.10	26.10
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	-	2.00	2.00
7760 - Grant Clearing	-	1.40	1.40
<b>Watershed &amp; Waterways</b>	<b>5.00</b>	<b>-</b>	<b>-</b>
2990 - Public Works Grants	1.00	-	-
3100 - Sewer Service Fund	1.00	-	-
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	3.00	-	-
<b>TOTAL</b>	<b>723.05</b>	<b>715.54</b>	<b>715.54</b>

services at two stock rooms; motor pool services; and specialized services such as vehicle wash.

### KEEP OAKLAND CLEAN AND BEAUTIFUL

The Keep Oakland Clean and Beautiful program maintains and enhances the cleanliness, health, and appearance of City streets and neighborhoods. Activities include street cleaning, vegetation control, litter and illegal dumping removal and eradication, homeless encampment and shrine abatement, support of special events and graffiti abatement. The program also supports volunteers in community cleanups and programs, including Citywide Earth Day.

### PARKS, GROUNDS AND MEDIANS

Parks, Grounds and Medians includes the maintenance of 134 parks and over 100 medians, totaling 640 acres. Activities include litter and debris removal, illegal dumping removal including homeless camps, turf mowing, irrigation repair, weeding, planting, fertilizing and pruning. Activities also include coordination and support of park volunteer projects, Integrated Pest Management, park greenwaste recycling, and review of Capital Improvement projects involving parks, dog parks, medians and buildings.

### PROJECT DELIVERY

Project Delivery manages and implements capital improvement projects in a professional, comprehensive, efficient, and cost effective manner. These projects serve

the community and city employees in the forms of new facilities, expanded facilities, increased comfort, safety, and modernization of facilities, improved access for the disabled, improved storm and sewer services and long-term maintenance, street beautification, and improved traffic and pedestrian safety.

### RECYCLING AND SOLID WASTE

Recycling and Solid Waste oversees City facility recycling and manages the City's solid waste collection franchise. Residential services for over 161,000 homes include weekly recycling, unlimited yard trimmings and food scraps, and garbage collection. Commercial and industrial services include garbage collection for over 5,600 businesses. The program ensures the City's compliance with the State requirement of diverting a minimum 50 percent of solid waste from landfill disposal, to further reduce the waste disposed to 75 percent by 2010 (in accordance with county and city mandate), and to achieve the City goal of Zero Waste by 2020. Activities include overseeing the implementation of the Construction and Demolition Debris Recycling Ordinance, and participating in planning and development of sustainability initiatives. This program also provides the Recycling Hotline 238-SAVE, and education and public information in support of all its activities.

### SANITARY SEWER MANAGEMENT AND MAINTENANCE

Sanitary Sewer Management and Maintenance is responsible for

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS

### SANITARY SEWER MANAGEMENT AND MAINTENANCE (CONT'D)

inspection, cleaning and repair of 1,034 miles of sewer pipeline and seven pump stations that collect sewage from over 400,000 people. Assistance is provided help to property owners by identifying problems with private sewer laterals.

### STREET AND SIDEWALK MANAGEMENT AND MAINTENANCE

Street and Sidewalk Management and Maintenance provides for safe and comfortable road surface conditions through resurfacing, base repair, and pot hole repair on 805 lane miles of asphalt pavement and 16 lane miles of concrete pavement roadway. Other street maintenance activities include speed bump installation, crack and joint sealing, repair of eight miles of guard rails, four miles of fencing, repair and/or removal of 404 cross culverts, and 150 blocks of pedestrian paths and stairways and soil removal. Sidewalk maintenance activities include preliminary and permanent repairs of 1,500 miles sidewalks and 1,198 mile curb and gutter repair. The program also includes repairs to an estimated 72 miles of concrete median strips.

### STREET LIGHT MANAGEMENT AND MAINTENANCE

Street Light Management and Maintenance operates, installs and maintains over 36,000 City owned street lights, providing illumination throughout the City of Oakland for pedestrian and vehicular traffic.

### SUSTAINABLE OAKLAND PROGRAM

Sustainable Oakland Program leads the protection of Oakland's natural resources and the health of our community through, energy efficiency, pollution prevention, environmental clean-up and promotion of sustainability. The program tracks Oakland's progress toward becoming a model sustainable city and is spearheading Oakland's Energy and Climate Action Plan efforts and internal

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Buildings & Facilities Management & Maint	\$23,682,750	\$22,907,352	\$24,367,514
Engineering Design & Infrastructure Plans & Programming	2,008,000	2,508,000	2,508,000
Fleet & Equipment Management & Maint	17,757,050	18,360,761	18,546,386
Keep Oakland Clean & Beautiful	17,823,640	18,376,619	18,385,344
Project Delivery	129,200	456,115	129,200
Recycling & Solid Waste	9,826,910	9,175,122	9,316,334
Safety and Liability	3,109,580	1,529,471	1,560,060
Sanitary & Storm Sewer Management & Maintenance	35,331,240	-	-
Sanitary Sewer Management & Maint	89,100	47,873,480	51,417,900
Street & Sidewalk Management & Maint	6,637,540	6,637,535	6,637,535
Street Light Management & Maint	123,360	123,350	123,350
Sustainable Oakland Program	70,550	191,495	191,495
Traffic Signal Management & Maint	123,360	123,350	123,350
Traffic Signs & Markings Management & Maint	19,210	19,210	19,210
Transportation & Pedestrian Safety	31,577,740	20,386,502	20,691,010
Tree Management & Maint	17,500	17,500	17,500
Watershed & Storm Drain Management & Maint	-	210,000	210,000
Watershed & Waterways	210,000	-	-
<b>TOTAL</b>	<b>\$148,536,730</b>	<b>\$148,895,862</b>	<b>\$154,244,188</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Agency Administration	(\$1,867,750)	(\$2,380,198)	(\$2,345,837)
Buildings & Facilities Management & Maint	22,407,300	23,902,628	24,290,006
Electrical Projects	678,300	1,000,037	1,017,320
Engineering Design & Infrastructure Plans & Programming	3,361,750	6,601,464	6,688,834
Fleet & Equipment Management & Maint	15,218,310	16,074,696	16,287,595
Keep Oakland Clean & Beautiful	14,986,010	15,459,153	15,774,986
Parks, Grounds & Medians	8,707,230	8,352,511	8,469,221
Project Delivery	6,129,020	3,258,612	2,989,661
Recycling & Solid Waste	8,304,980	8,097,341	8,201,589
Safety & Liability	5,169,660	3,589,560	3,620,150
Sanitary & Storm Sewer Management & Maintenance	60,350	-	-
Sanitary Sewer Management & Maint	7,672,890	11,118,480	10,537,261
Street & Sidewalk Management & Maint	6,161,450	6,550,538	6,409,534
Street Light Management & Maint	4,951,540	4,924,939	4,953,137
Sustainable Oakland Program	2,226,030	1,907,863	1,941,010
Traffic Signal Management & Maint	1,999,330	1,779,231	1,831,076
Traffic Signs & Markings Management & Maint	2,734,090	2,930,499	2,968,408
Transportation & Pedestrian Safety	5,064,070	3,700,161	3,766,995
Tree Management & Maint	\$3,047,850	\$2,298,010	\$2,023,849
Watershed & Storm Drain Management & Maint	\$3,669,520	\$4,366,939	\$4,470,267
Watershed & Waterways	673,260	-	-
<b>TOTAL</b>	<b>\$121,355,190</b>	<b>\$123,532,464</b>	<b>\$123,895,062</b>

**PROGRAM DESCRIPTIONS (CONT'D)**

**SUSTAINABLE OAKLAND PROGRAM**

sustainability teams. The program is dedicated to improving the environmental quality of the City of Oakland facilities, open spaces, rights-of-way, waterways and redevelopment projects through professional environmental assessment and cleanups, energy efficiency, implementation of best management practices, and coordination of creek volunteer restoration efforts. The program aggressively seeks grants to support these efforts enabling Oakland to be a top 10 green city in the nation.

**TRAFFIC SIGNAL MANAGEMENT AND MAINTENANCE**

Traffic Signal Management and Maintenance operates, inspects and maintains over 671 City owned traffic signals. Staff provides twenty four hour emergency service to accommodate vehicle and pedestrian movements throughout the City of Oakland.

**TRAFFIC SIGNS AND MARKINGS MANAGEMENT AND MAINTENANCE**

Traffic Signs and Markings Management and Maintenance is responsible for maintaining all traffic and street signs, striping and safety devices, including 200,000 traffic signs, 3,600 miles of lane striping, 400,000 linear feet of crosswalks and 6,000 legends. Activities include fabrication or purchasing, installing, repairing and replacing damaged traffic signs and poles. Replacing worn or faded street striping such as crosswalks, reflectors, center lines, lane lines, stop stencils, stop bars, and all curb markings. All work is performed according to the California Department of Transportation standards in conjunction with Article 3 of Chapter 2 of Division 11 of the California Vehicle Code.

**SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE**

<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
<b>Eliminate General Fund support</b>			
<b>Tree Services</b>			
Eliminate 5.0 FTE Tree Trimmer, transfer 2.0 FTE to Landscaping and Lighting Assessment District Fund (LLAD)	(7.00)	(\$744,188)	(\$773,006)
Eliminate 2.0 FTE Tree Worker Driver	(2.00)	(\$187,659)	(\$191,000)
<b>Park Maintenance</b>			
Transfer Gardener Crew Leader to LLAD	(3.00)	(\$319,623)	(\$325,185)
Eliminate Gardener II	(3.00)	(\$269,858)	(\$274,544)
Transfer Park Attendant (PT) to LLAD	(8.50)	(\$359,445)	(\$337,758)
Transfer Park Supervisor I to LLAD	(1.00)	(\$127,855)	(\$135,243)
Transfer Park Supervisor II to LLAD	(1.00)	(\$155,433)	(\$158,212)
Eliminate O&M	-	(\$321,821)	(\$324,486)
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
<b>1720 - Comprehensive Clean-up</b>			
Eliminate (Litter Enforcement Program - 3.00 FTE):			
Eliminate 2.0 FTE Litter/Nuisance Enforcement Officer	(2.00)	(\$285,940)	(\$291,672)
Eliminate 1.0 FTE Public Service Representative	(1.00)	(\$68,829)	(\$70,208)
Transfer Street Maintenance Leader to Sewer Service Fund	(0.30)	(\$39,676)	(\$40,265)
Transfer Public Works Maintenance Worker to Sewer Service Fund	(0.90)	(\$91,471)	(\$92,863)
Add 1.0 FTE Program Analyst II	1.00	\$102,950	\$105,014
Add 1.0 Street Maintenance Leader	1.00	\$97,233	\$99,182
O&M Reductions	-	(\$412,798)	(\$393,144)
<b>1750 - Multipurpose Reserve</b>			
Transfer 1.50 FTE Engineering Intern, PT to Capital Projects	(1.50)	(\$68,596)	(\$70,348)
Transfer 0.50 FTE Student Trainee, PT to Capital Projects	(0.50)	(\$24,771)	(\$25,800)
O&M Reductions	-	(\$194,591)	(\$179,591)
<b>2211 - Measure B: ACTIA</b>			
Add 1.00 FTE Electrician	1.00	\$102,163	\$104,211
Add 0.80 FTE Engineer, Assistant II (Office)	0.80	\$110,401	\$112,614
<b>2230 - State Gas Tax</b>			
Add 1.0 FTE Traffic Painter	1.00	\$98,021	\$99,986
Transfer Concrete Finisher to Sewer Service Fund	(0.34)	(\$35,597)	(\$36,311)
Add Heavy Equipment Operator	0.32	\$25,693	\$26,217
Transfer Public Works Maintenance Worker to Sewer Service Fund	(3.06)	(\$231,287)	(\$238,394)
Transfer Public Works Supervisor I to Sewer Service Fund	(0.68)	(\$83,994)	(\$85,626)
Transfer Street Maintenance Leader to Sewer Service Fund	(0.34)	(\$34,834)	(\$35,501)
<b>2231 - State Gas Tax-Prop 42 Replacement Funds</b>			
Transfer to 0.68 FTE Concrete Finisher to Sewer Service Fund	(0.68)	(\$71,195)	(\$72,622)
Add Heavy Equipment Operator	0.32	\$42,099	\$42,923
Transfer Public Works Maintenance Worker to Sewer Service Fund	(1.72)	(\$130,113)	(\$133,124)
Transfer Street Maintenance Leader to Sewer Service Fund	(2.74)	(\$265,556)	(\$274,294)

# PUBLIC WORKS AGENCY

## PROGRAM DESCRIPTIONS (CONT'D)

### TRANSPORTATION AND PEDESTRIAN SAFETY

The Transportation and Pedestrian Safety program enhances vehicular and pedestrian safety on City streets and around schools, parks and senior centers. Activities include designing traffic signs, signals, audible pedestrian signal heads, pavement markings, residential blue zones, speed bumps, circles, barriers and other traffic calming devices. This program also promotes alternative modes of transportation such as walking and bicycling.

### TREE MANAGEMENT AND MAINTENANCE

Tree Management and Maintenance provides tree maintenance and abatement of high risk tree conditions for 42,000 street trees and an estimated 200,000 trees growing on the city's public right-of-way, around City facilities, in parks, or open space properties. This program provides the tree-related emergency responses 24 hours per day/7 days per week. Other activities include enforcement of various sections of the Oakland Municipal Code including Street Trees and Shrubs, Protected Trees, View Preservation, Hazardous Trees, and Blight Ordinance.

### WATERSHED AND STORM DRAIN MANAGEMENT AND MAINTENANCE

Watershed and Storm Drain Management and Maintenance operates and maintains 402 miles of storm drains, 7,578 storm water inlets, 150 structures, four pump stations and 80 miles of creeks. Activities include the inspection, cleaning and repair of storm water structures such as inlets, maintenance holes, pipes and culverts. The program also seeks grant funding to manage and implement capital improvement projects, including creek restoration projects, estuary and habitat improvement projects and Lake Merritt water quality projects. The program promotes stewardship for creeks through volunteer community creek cleanups, the Adopt-a-Creek

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE (CONT'D)

ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
<b>2310 - Landscaping and Lighting Assessment District</b>			
Eliminate 2.0 FTE Tree Supervisor I	(2.00)	(\$252,740)	(\$257,305)
Add 2.0 FTE Tree Trimmer	2.00	\$224,179	\$228,069
Add 3.0 FTE Gardener Crew Leader	3.00	\$319,623	\$325,185
Eliminate 11.0 FTE Gardener II	(11.00)	(\$974,195)	(\$991,228)
Add 11.73 Park Attendant (PT)	11.73	\$486,582	\$486,582
Add 1.0 FTE Park Supervisor I	1.00	\$127,855	\$135,243
Add 1.0 FTE Park Supervisor II	1.00	\$155,433	\$158,212
Reduce Overtime	0.00	(\$70,000)	(\$70,000)
O&M	-	\$376,375	\$72,548
<b>3100 - Sewer Service Fund</b>			
Increase 15.00 FTE, O&M, Equipment and Capital funding to implement enhanced sewer maintenance activities supported by sewer service fee effective January 1, 2011. Transferred 12.92 FTE from other funds to align with work performed on sewer activities.			
Eliminate 0.50 FTE Construction Coordinator	(0.50)	(\$59,170)	(\$60,350)
Eliminate 1.0 FTE Construction Inspector (Field)	(1.00)	(\$87,397)	(\$89,149)
Eliminate 1.0 FTE Construction Inspector, Sr (Field)	(1.00)	(\$106,343)	(\$108,474)
Add 1.0 FTE Electrical Const & Maint Planner	1.00	\$125,130	\$127,638
Add 1.36 FTE Heavy Equipment Operator	1.36	\$169,132	\$171,786
Add 6.68 FTE Public Works Maintenance Worker	6.68	\$641,753	\$655,840
Add 1.02 FTE Concrete Finisher	1.02	\$134,772	\$136,911
Add 2.68 FTE Public Works Supervisor I	2.68	\$216,134	\$220,466
Add 6.0 FTE Sewer Maintenance Leader	6.00	\$572,340	\$583,818
Add 5.0 FTE Sewer Maintenance Worker	5.00	\$371,352	\$377,250
Add 1.0 FTE Spatial Data Analyst III	1.00	\$182,822	\$185,725
Add 4.38 FTE Street Maintenance Leader	4.38	\$538,873	\$553,287
Increase O&M	-	\$3,724,490	\$2,935,269
<b>4100 - Equipment</b>			
Eliminate 1.0 FTE Auto Equipment Worker	(1.00)	(\$72,069)	(\$73,514)
Eliminate 1.0 FTE Heavy Equipment Service Worker	(1.00)	(\$73,351)	(\$74,822)
Increase O&M	-	\$18,379	\$30,884
<b>4400 - City Facilities (Cont'd)</b>			
Maintenance for the East Oakland Sports Center, African-American Museum and Library, and Fire Station 18			
Add 0.50 FTE Admin Assistant I, PT	0.50	\$23,641	\$23,641
Add 3.0 FTE Custodian	3.00	\$179,725	\$183,330
Add 2.0 FTE Custodian, PPT	2.00	\$121,900	\$124,345
Add 0.50 FTE Custodian, PT	0.50	\$23,741	\$23,741
Add 0.50 FTE Maintenance Mechanic, PT	0.50	\$33,337	\$33,337
Eliminate 1.00 FTE Management Intern, PT	(1.00)	(\$46,721)	(\$46,721)
Eliminate 1.0 FTE Museum Guard	(1.00)	(\$72,599)	(\$73,990)
Add 1.25 FTE Stationary Engineer	1.25	\$122,527	\$124,983
<b>Reductions due to Proposed Library and Fire Station Closures</b>			
Eliminate 1.0 FTE Custodial Services Supervisor I	(1.00)	(\$125,948)	(\$127,922)
Eliminate 1.0 FTE Carpenter	(1.00)	(\$123,743)	(\$125,709)
Transfer 0.50 FTE Capital Improvement Project Coordinator to Grant Clearing Fund (7780)	(0.50)	(\$109,906)	(\$111,431)

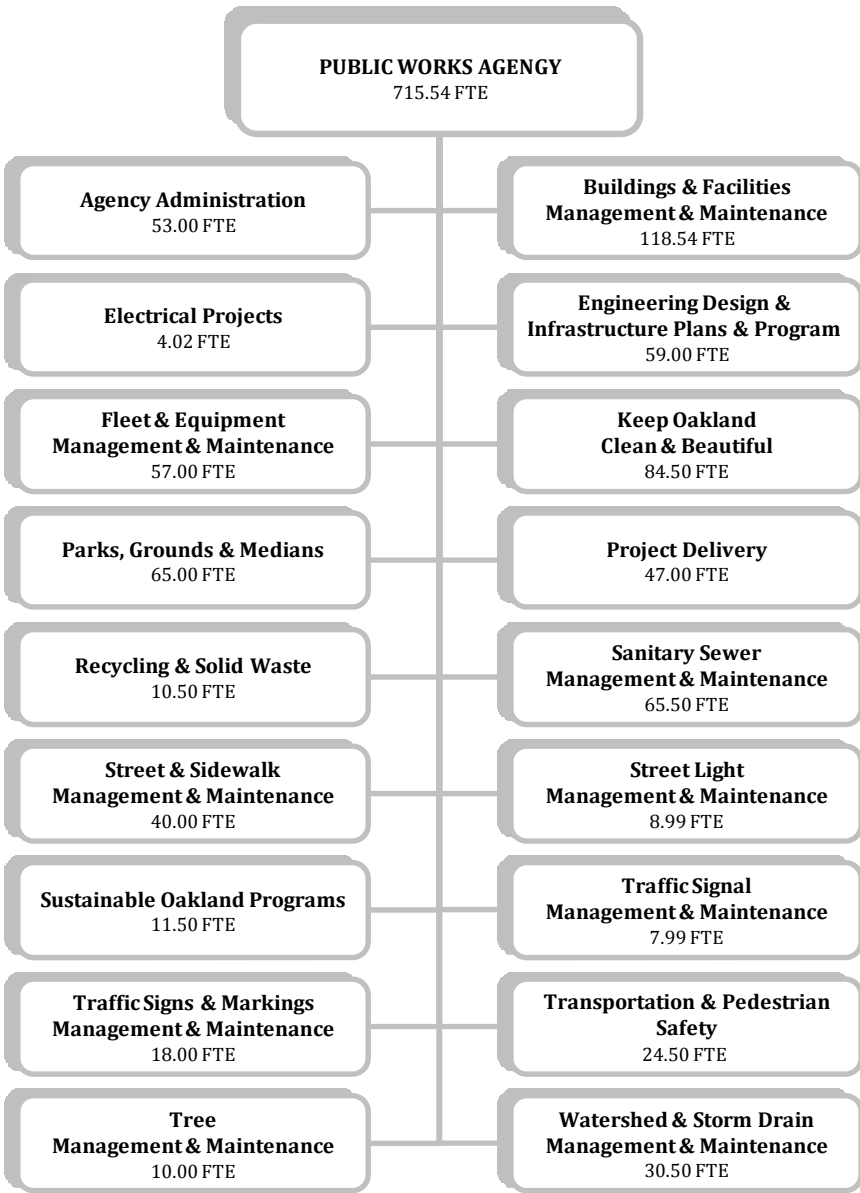


# PUBLIC WORKS AGENCY

**PROGRAM DESCRIPTIONS (CONT'D)**

**WATERSHED AND STORM DRAIN MANAGEMENT AND MAINTENANCE**  
 program, Citywide Creek-to-Bay-Day cleanup, erosion control and creek bank stabilization workshops, and native plant propagation programs.

<b>SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE (CONT'D)</b>			
<b>ALL Other Funds</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Eliminate 1.0 FTE Painter	(1.00)	(\$123,701)	(\$125,666)
Eliminate 9.50 FTE Custodian, PT	(9.50)	(\$570,261)	(\$583,542)
Eliminate 1.0 FTE Maintenance Mechanic	(1.00)	(\$107,554)	(\$109,262)
<b>7760 - Grant Clearing</b>			
Add 2.0 FTE Microcomputer Systems Specialist II	2.00	\$238,936	\$243,726
Eliminate 1.0 FTE Office Assistant II	(1.00)	(\$65,652)	(\$66,968)
Add 1.0 FTE Spatial Data Analyst III	1.00	\$144,865	\$147,772
Eliminate 0.20 FTE Surveying Technician, Sr (Field)	(0.20)	(\$17,480)	(\$17,830)
Transfer 0.50 FTE Capital Improvement Project Coordinator from Facilities Fund (4400)	0.50	\$109,906	\$111,431



**NOTES**

# COMMUNITY AND ECONOMIC AGENCY

## COMMUNITY AND ECONOMIC AGENCY

### MISSION STATEMENT

Produce sustainable development that embraces the three principles of environment, economy and equity to residents, workers, businesses and property owners through the implementation of projects, programs and the provision of services in order to improve the physical landscape and economic environment of the Oakland Community.

### BUSINESS GOALS

- Enhance existing revenue streams through economic development, better technology, information, and registration of vendors resulting in increased sales tax, property tax, business license tax and building permit fees; incorporate public improvements or impact fees on new development; leverage existing resources by seeking grants and enhancing volunteerism and sponsorship opportunities.
- Build on the new residential housing successes by continuing to attract new residents, focusing efforts on retail and mixed use projects Promote sustainable development through green building practices, economic development strategies, education, community participation, smart growth, and recycling efforts..
- Leverage redevelopment and development activities through coordination with other departments' programs and projects; facilitate redevelopment through strategic planning and public/private partnerships, while balancing competing demands for housing, industrial, and retail uses, including completing the revisions to the City's industrial lands policies.
- Enable Oakland residents to live and work in the City through the delivery of business services that create and retain quality jobs and through the delivery of workforce development

### SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND

Expenditures by Fund	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
1010 General Purpose Fund (GPF)	\$2,333,980	\$443,114	\$443,902
1710 Recycling Program	245,690	207,737	210,258
1750 Multipurpose Reserve	541,300	326,300	326,300
1770 Telecommunications Land Use	329,450	535,630	535,630
2104 Department of Commerce	16,770	-	-
2105 HUD-EDI Grants	-	-	(10,000)
2107 HUD-108	2,184,500	2,032,000	2,122,000
2108 HUD-CDBG	9,167,170	8,993,815	8,988,967
2109 HUD-Home	4,753,170	4,753,166	4,753,166
2185 Oakland Redevelopment Agency Grants	1,500,000	2,500,000	2,500,000
2195 Workforce Investment Act	5,369,220	6,126,107	6,131,774
2212 Measure B: Bicycle/Pedestrian	320	-	-
2413 Rent Adjustment Program Fund	-	1,174,734	1,160,696
2415 Development Service Fund	20,964,120	22,218,297	22,663,199
2419 Transient Occupancy Tax (TOT) Surcharge	-	340,308	340,308
3200 Golf Course	8,450	8,450	8,450
4200 Radio / Telecommunications	151,410	-	-
4450 City Facilities Energy Conservation Projects	-	8,578	8,578
5321 Measure DD: 2009B Clean Water	29,440	-	-
5505 Municipal Capital Improvement: Public Arts	281,620	271,258	274,926
7760 Grant Clearing	-	22,622	22,259
7780 Oakland Redevelopment Agency Projects (ORA)	13,725,010	15,066,478	15,382,417
<b>TOTAL</b>	<b>\$61,601,620</b>	<b>\$65,028,594</b>	<b>\$65,862,830</b>
GPF Percent to Total Department	3.8%	0.7%	0.7%
GPF Percent to Citywide GPF Expenditures	0.6%	0.1%	0.1%

programs that improve the skills and employability of youths and adults.

- Build on the new residential housing successes by continuing to attract new residents, focusing efforts on retail and mixed use projects.
- Promote quality affordable housing citywide through rehabilitation, construction, homebuyer assistance, code enforcement, enhanced community services, and the completion of a citywide affordable housing strategy
- Continue to increase overall effectiveness of code enforcement through establishing clear priorities, fostering better coordination with city departments, and promoting high property maintenance standards with community partners.
- Provide internal and external customer service that is responsive, timely, and accurate. Streamline processes to deliver results while including appropriate community involvement. Improve communication with residential and

business communities to enhance knowledge of and access to services.

### PRIOR REDUCTIONS

Since FY 2007-09 CEDA has reduced or transferred positions from the General Purpose Fund to the Development Services Fund (2415) and the Redevelopment Agency Fund (7780) mitigating service impacts.

### PROGRAM DESCRIPTIONS

#### BROADWAY/MACARTHUR/SAN PABLO

Manages projects for the Oakland Redevelopment Agency's Broadway/MacArthur/San Pablo Redevelopment Project Area. This project area was adopted in July 2000 and consists of two district sub-areas. The Broadway/MacArthur sub-area incorporates Auto Row on Broadway and Telegraph Avenue between 27th and 42nd streets. The San Pablo sub-

# COMMUNITY AND ECONOMIC AGENCY

## PROGRAM DESCRIPTIONS

### BROADWAY/MACARTHUR/SAN PABLO

(CONT'D)

area incorporates the portion of San Pablo from 53rd to 67th streets. The objective of this program is to eliminate blight; encourage in-fill development; and support key catalyst projects, including the MacArthur Transit Village.

### BUSINESS CREATION, ATTRACTION, RETENTION, & EXPANSION (B-CARES)

Consists of comprehensive business development programs to attract, retain and expand businesses and targeted industries in Oakland. Strategies include industry development services and fostering public and private economic development partnerships to bolster Oakland's competitive advantage and position in identified targeted industry cluster groups: health/life science; innovative digital media; clean & green; retail; logistics; and food production. Business assistance services include site location assistance, permitting assistance, marketing, financing and commercial lending services, technical assistance, merchant organizing and the development of business improvement districts. These services benefit consumers, employers, workforce, owners, investors, commercial brokers, property owners and developers in targeted industries and economic development opportunity areas.

### CEDA DIRECTOR'S OFFICE

Provides agency oversight and support services for policy development; human resource planning; management and training; accounting; budget development; fiscal and grants management; information technology systems and support; agenda management and contract administration. Ensures that the Agency meets its obligations and complies with federal, state, and local laws including labor and public records laws, financial management, and auditing

## AUTHORIZED POSITIONS BY PROGRAM

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Broadway/MacArthur/San Pablo</b>	<b>2.55</b>	<b>2.50</b>	<b>2.50</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	2.55	2.50	2.50
<b>Business Creation, Attraction, Retention, &amp; Expansion</b>	<b>17.00</b>	<b>14.00</b>	<b>14.00</b>
1710 - Recycling Program	1.00	1.00	1.00
2108 - HUD-CDBG	2.98	2.60	2.60
2195 - Workforce Investment Act	1.28	1.38	1.38
7780 - Oakland Redevelopment Agency Projects (ORA)	11.74	9.02	9.02
<b>Ceda Director's Office</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>
2415 - Development Service Fund	2.50	2.00	2.00
7760 - Grant Clearing	13.50	15.00	15.00
<b>Central City East</b>	<b>4.99</b>	<b>4.19</b>	<b>4.19</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.99	4.19	4.19
<b>Coliseum</b>	<b>8.65</b>	<b>8.35</b>	<b>8.35</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	8.65	8.35	8.35
<b>Commercial Lending</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
2105 - HUD-EDI Grants	1.80	1.80	1.80
2108 - HUD-CDBG	0.70	0.70	0.70
7780 - Oakland Redevelopment Agency Projects (ORA)	0.50	0.50	0.50
<b>Community Development (CDBG)</b>	<b>6.20</b>	<b>7.45</b>	<b>7.45</b>
2108 - HUD-CDBG	6.20	7.45	7.45
<b>Cultural Funding Program</b>	<b>1.50</b>	<b>-</b>	<b>-</b>
1010 - General Fund: General Purpose	1.50	-	-
<b>Development Permit Inspections</b>	<b>56.50</b>	<b>54.50</b>	<b>54.50</b>
2415 - Development Service Fund	56.00	54.00	54.00
7780 - Oakland Redevelopment Agency Projects (ORA)	0.50	0.50	0.50
<b>Development Review/Zoning</b>	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>
2415 - Development Service Fund	19.00	18.00	18.00
<b>Downtown Redevelopment</b>	<b>10.91</b>	<b>10.71</b>	<b>10.71</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	10.91	10.71	10.71
<b>Engineering &amp; Architectural Plan Approval</b>	<b>25.00</b>	<b>27.00</b>	<b>27.00</b>
2415 - Development Service Fund	25.00	27.00	27.00
<b>General Plan, Zoning Update &amp; Strategic Analysis</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>
2415 - Development Service Fund	10.60	13.60	13.60
4450 - City Facilities Energy Conservation Projects	-	0.50	0.50
7780 - Oakland Redevelopment Agency Projects (ORA)	3.40	1.90	1.90
<b>Historic Preservation</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
2415 - Development Service Fund	1.20	1.20	1.20
7780 - Oakland Redevelopment Agency Projects (ORA)	0.80	0.80	0.80
<b>Home Ownership &amp; Rehabilitation</b>	<b>21.80</b>	<b>21.45</b>	<b>21.45</b>
2108 - HUD-CDBG	11.77	10.77	10.77
2109 - HUD-Home	0.65	0.65	0.65
7780 - Oakland Redevelopment Agency Projects (ORA)	9.38	10.03	10.03
<b>Housing Development</b>	<b>16.10</b>	<b>16.20</b>	<b>16.20</b>
2109 - HUD-Home	1.32	1.42	1.42
7780 - Oakland Redevelopment Agency Projects (ORA)	14.78	14.78	14.78
<b>Marketing &amp; Special Events</b>	<b>7.50</b>	<b>5.50</b>	<b>5.50</b>
1010 - General Fund: General Purpose	2.00	-	-
7780 - Oakland Redevelopment Agency Projects (ORA)	5.50	5.50	5.50
<b>Oak Knoll</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	1.00	1.00	1.00
<b>Oarb-Bay Bridge Gateway</b>	<b>4.10</b>	<b>4.55</b>	<b>4.55</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.10	4.55	4.55
<b>Public Art Program</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>
5321 - Measure DD: 2009B Clean Water, Safe Parks & Open Space Trust Fund for Oakland	0.50	0.50	0.50
5505 - Municipal Capital Improvement: Public Arts	1.75	1.25	1.25
7780 - Oakland Redevelopment Agency Projects (ORA)	0.25	0.25	0.25
<b>Real Estate</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
1010 - General Fund: General Purpose	0.28	0.28	0.28
1770 - Telecommunications Land Use	1.72	1.72	1.72
7780 - Oakland Redevelopment Agency Projects (ORA)	5.00	5.00	5.00

# COMMUNITY AND ECONOMIC AGENCY

## PROGRAM DESCRIPTIONS

### CENTRAL CITY EAST

Manages projects for the Oakland Redevelopment Agency's Central City East (CCE) Project Area. The CCE Redevelopment area was adopted on July 29, 2003. Projects include revitalizing the waterfront, commercial, and residential areas by eliminating blight, improving the physical and economic environment, and addressing the affordable housing goals of the CCE Project Area. The CCE Implementation Plan includes eight major commercial streetscape improvement projects, a Facade Improvement Program, a Tenant Improvement Program, an Opportunity Sites Program that targets the redevelopment of key parcels within transit commercial corridors, and a Homeownership Rehabilitation Program.

### COLISEUM

Manages projects for the Oakland Redevelopment Agency's Coliseum Project Area. The project area was adopted in July 1995 and expanded in July 1997. The program catalyzes development of underutilized properties through strategic investment in complementary transportation and infrastructure projects and through direct assistance with matching grant programs. Employing multiple approaches to abate physical and economic blight, the project area has augmented leveraged private and public investment. By improving public facilities, increasing public safety and reducing blight, the Coliseum program encourages private development projects that create and sustain industrial, commercial, and residential communities.

### COMMERCIAL LENDING

Provides tools and resources for Oakland's business owners and entrepreneurs through commercial loans funded by HUD and the Oakland Redevelopment Agency. These resources promote business attraction, retention and expansion leading to the creation of jobs and economic development primarily in Oakland's low and moderate income communities and redevelopment areas. These various loan programs contribute to Oakland's economic revitalization by expanding the City's tax base by focusing

## AUTHORIZED POSITIONS BY PROGRAM (CONT'D)

Program	FY 2010-11 Midcycle Budget FTE	FY 2011-12 Proposed Budget FTE	FY 2012-13 Proposed Budget FTE
<b>Residential Rent Adjustment</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>
2413 - Rent Adjustment Program Fund	8.00	7.00	7.00
<b>West Oakland Redevelopment</b>	<b>4.20</b>	<b>3.60</b>	<b>3.60</b>
7780 - Oakland Redevelopment Agency Projects (ORA)	4.20	3.60	3.60
<b>Workforce Development</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
2195 - Workforce Investment Act	4.00	5.00	5.00
<b>TOTAL</b>	<b>263.50</b>	<b>258.00</b>	<b>258.00</b>

## SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY PROGRAM

### Revenue

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Business Creation, Attraction, Retention, & Expansion	\$0	\$444,000	\$452,000
Ceda Director's Office	1,155,000	1,077,027	1,193,004
Commercial Lending	2,201,500	2,032,000	2,122,000
Community Development (CDBG)	9,109,360	9,109,357	9,109,357
Cultural Funding Program	-	214,891	214,891
Development Permit Inspections	10,824,640	10,706,971	11,040,951
Development Review/Zoning	2,194,000	2,253,002	2,258,045
Engineering & Architectural Plan Approval	8,741,000	8,741,000	8,741,000
Home Ownership & Rehabilitation	2,170,480	3,170,480	3,170,480
Housing Development	4,753,170	4,753,166	4,753,166
Marketing & Special Events	16,830	127,532	127,532
Public Art Program	-	271,490	275,155
Real Estate	4,281,820	1,473,370	1,473,370
Residential Rent Adjustment	1,890,990	1,800,000	1,800,000
Workforce Development	5,724,390	6,050,000	6,050,000
<b>TOTAL</b>	<b>\$53,063,180</b>	<b>\$52,224,286</b>	<b>\$52,780,951</b>

### Expenditure

Program	FY 2010-11 Midcycle Budget	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget
Broadway/MacArthur/San Pablo	\$447,180	\$515,074	\$472,536
Business Creation, Attraction, Retention, & Expansion	2,823,790	2,644,955	2,707,166
Ceda Director's Office	1,318,370	1,448,931	1,558,206
Central City East	984,000	898,838	911,102
Coliseum	710,290	1,561,072	1,601,132
Commercial Lending	2,626,650	2,470,119	2,554,162
Community Development (CDBG)	3,588,240	3,286,173	3,334,544
Cultural Funding Program	201,770	201,326	201,326
Development Permit Inspections	10,395,710	10,266,365	10,421,646
Development Review/Zoning	2,705,060	2,743,351	2,784,371
Downtown Redevelopment	1,818,990	1,916,089	1,961,575
Engineering & Architectural Plan Approval	4,814,290	5,340,627	5,436,510
General Plan, Zoning Update & Strategic Analysis	2,241,990	2,711,495	2,764,181
Historic Preservation	200,980	213,401	215,922
Home Ownership & Rehabilitation	6,787,590	8,308,372	8,288,592
Housing Development	7,628,280	7,660,273	7,723,562
Major Projects	(37,380)	-	-
Marketing & Special Events	1,602,910	1,385,922	1,414,348
Oak Knoll	213,970	227,220	231,029
Oarb-Bay Bridge Gateway	749,370	871,250	897,283
Public Art Program	389,150	322,743	326,893
Real Estate	2,274,390	2,307,610	2,331,147
Residential Rent Adjustment	1,305,630	1,174,734	1,160,696
West Oakland Redevelopment	640,090	770,547	785,127
Workforce Development	5,170,310	5,782,107	5,779,774
<b>TOTAL</b>	<b>\$61,601,620</b>	<b>\$65,028,594</b>	<b>\$65,862,830</b>

# COMMUNITY AND ECONOMIC AGENCY

## PROGRAM DESCRIPTIONS

### COMMERCIAL LENDING (CONT'D)

lending activity in the City's economic development target industries; placing low-moderate income Oakland residents into sustainable jobs created by loan recipients; leveraging private investment through participation loans; and abating blight through financing commercial and mixed-used developments. This program awards professional services contracts to Oakland's small business community and administers several City funded loan programs, lending outreach, servicing of the City's loan portfolio and recruitment for job placement.

### COMMUNITY DEVELOPMENT BLOCK GRANTS

Manages and implements the City of Oakland's Community Development Block Grant (CDBG) program. The City utilizes CDBG funds to rebuild and revitalize depressed areas and sustain neighborhoods with full access to life enhancing services. CDBG program provides funding for housing, economic development and a variety of neighborhood improvement/public service projects for low and moderate income residents in the seven Community Development areas. Distribution of CDBG funds undergo an extensive citizen participation process resulting in approximately 50 contracts with non-profit organizations and several city departments for the provision of services. The CDBG program staff provides technical assistance to the seven Community Development District Boards and monitors the contracts and programs funded with CDBG funds.

### CULTURAL FUNDING

Supports Oakland-based art and cultural activities that reflect the diversity of the City for the citizens and visitors to Oakland.

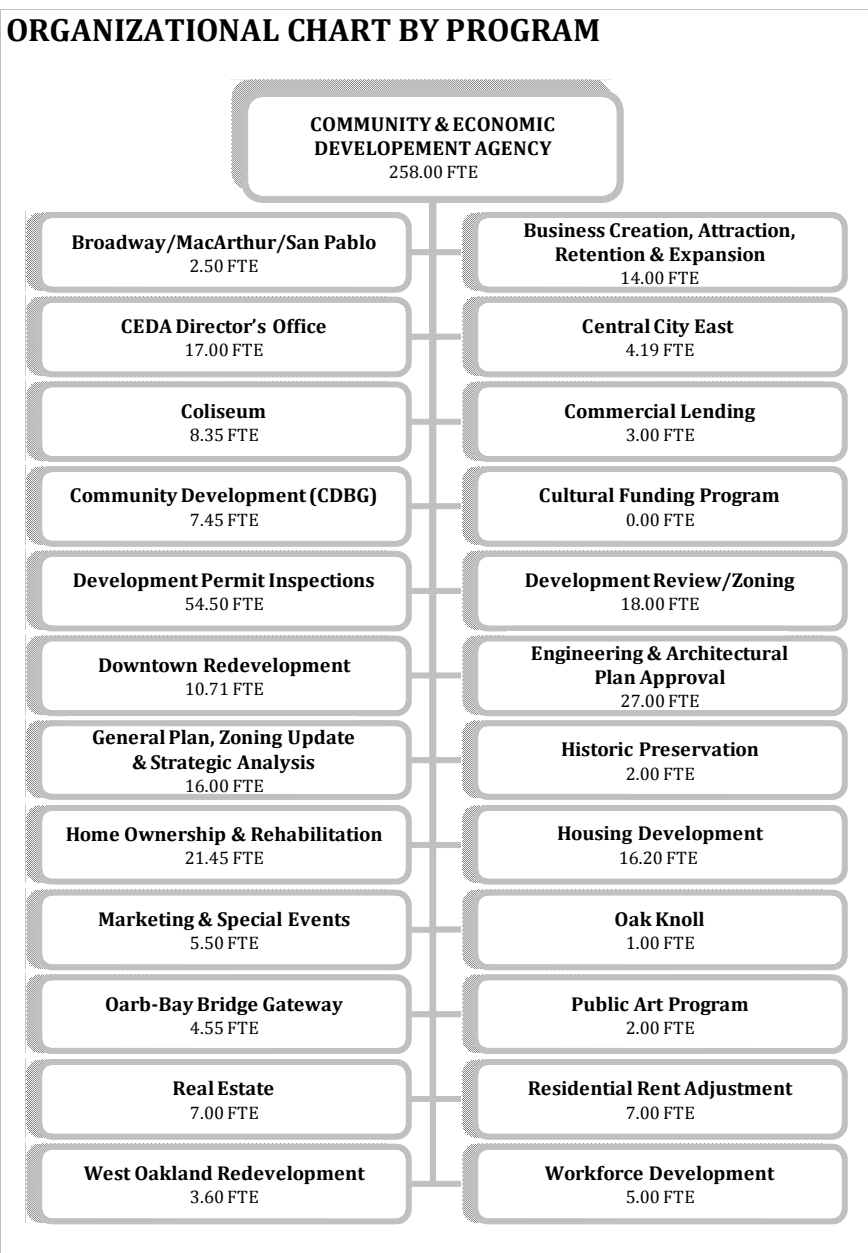
### DEVELOPMENT PERMIT & CODE ENFORCEMENT INSPECTIONS

This program assures conformance with the California Building, Electrical, Plumbing Mechanical Codes, and the Oakland Municipal Code regulating the construction of residential and non-residential buildings and structures, public and private infrastructure, and

## SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE

General Purpose Fund (GPF)	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Eliminate Film Coordinator	(1.00)	(\$114,087)	(\$116,374)
Eliminate Program Analyst I	(1.00)	(\$98,543)	(\$100,519)
Eliminate Program Analyst II, PPT	(0.50)	(\$51,475)	(\$52,507)
Eliminate Program Analyst III	(1.00)	(\$119,183)	(\$121,571)
Reduce Real Estate Operating Costs	-	(\$95,000)	(\$95,000)
Transfer In Revenue from Telecommunications Fund (1770)	-	\$200,000	\$200,000
ALL Other Funds	FTE	FY 2011-12 Changes	FY 2012-13 Changes
Transfer Out Revenue from Telecommunications Fund (1770) to GPF	-	(\$200,000)	(\$200,000)

## ORGANIZATIONAL CHART BY PROGRAM



---

# COMMUNITY AND ECONOMIC AGENCY

## PROGRAM DESCRIPTIONS

### DEVELOPMENT PERMIT & CODE ENFORCEMENT INSPECTIONS (CONT'D)

earthwork; and land use conditions. In addition, enforces the California Housing Law and the Oakland Municipal Code regulating the maintenance of buildings used for human occupancy and the surrounding property, remediation of geo-technical instabilities; land use activities on private property, and the vending of food and newspapers and the use of public telephones in the public right-of-way.

### DEVELOPMENT REVIEW/ZONING

Provides information on zoning regulations and reviews proposed development applications for approximately 20,000 people seeking information or application sign-offs at the Zoning Counter. Approximately 1,200 development applications are processed each year. Development applications have doubled over the past five years and fall into three main categories: 1) major cases, which are reviewed by the Planning Commission - 10%; 2) administrative cases decided by the Zoning Administrator after public notice and comments - 40%; and 3) residential design review cases decided by staff 50%.

### DOWNTOWN REDEVELOPMENT

The Downtown Development Program manages the Oakland Redevelopment Agency's Central District Redevelopment Project Area. Activities focus on attracting private investment into economically depressed areas, eliminating physical and economic blight conditions by redeveloping abandoned, unsafe or underutilized properties throughout the downtown; encouraging rehabilitation of historic buildings; building housing for all income levels, encouraging excellent urban design; investing in strategic public infrastructure projects to support existing or to attract new commercial real estate projects (office, retail/restaurants, hotels and entertainment venues). Completing the 10K Housing Initiative to attract 10,000 new residents to downtown; expanding public parking to replace surface parking lost through other redevelopment activities;

implementing streetscape and public infrastructure projects; and continuing the Façade and Tenant Improvement Program to provide funding assistance to upgrade and/or reoccupy vacant and underutilized buildings and retail spaces. The program includes implementation of the Broadway Retail Strategy, as well as the operation and maintenance of the Agency-owned Oakland Ice Center, Franklin 88 garage, UCOP garage and City Center Garage West.

### ENGINEERING & ARCHITECTURAL PLAN APPROVAL

This program assists builders, property owners, architects, engineers, and realtors in understanding and processing appropriate construction permits related to buildings and infrastructure with applicable state health and safety codes, regional environmental regulations, and city development and land subdivision ordinances, and provides records cataloging, archive retrieval, and interpretation services.

### HISTORIC PRESERVATION

Fosters the economic vitality and quality of life in Oakland by means of education, regulations, and incentives. Activities include maintaining a library/archive and citywide database on historic properties; providing information to residents, real estate agents, developers, staff and environmental consultants about historic properties; conducting design reviews involving historic properties; and providing staff support to the Landmarks Preservation Advisory Board, which designates and reviews landmark projects. Over the past year, the program land marked two buildings; performed four major environmental reviews; completed research on 500 properties in the West Oakland Redevelopment area; and, responded to over 3,000 calls, walk-ins and e-mail inquiries about building and design.

### HOME OWNERSHIP & REHABILITATION

This program provides financial and technical assistance for the purchase of homes and minor-to-substantial rehabilitation to very-low, low and moderate income persons. Counsels

and educates owners and first-time homebuyers about refinancing, purchasing and maintaining homes to promote safe, healthy and accessible neighborhoods, to identify and thwart predatory lending practices, as well as, fraudulent home improvement contracting. It promotes collaboration with lenders, general contractors, code enforcement, citizens and other housing agencies to expand opportunities for all homebuyers and to provide rehabilitation construction management services which identify and correct health and safety hazards and code violations in owner-occupied homes. Priority is given to assisting seniors and disabled persons to maintain the independence and security of homeownership.

### HOUSING DEVELOPMENT

This program helps implement the City and Redevelopment Agency affordable housing development programs. Staff works with for-profit and non-profit developers to revitalize neighborhoods and increase housing opportunities through new construction, substantial rehabilitation and preservation of rental and ownership housing for very low or low and moderate income households. Staff implements the City's annual Notice of Funding Availability (NOFA) process to make competitive funding awards for affordable housing projects; and monitors the City and Agency portfolio of over 75 projects to ensure proper management and maintenance and compliance with rent and income limits.

### MAJOR PROJECTS & STRATEGIC PLANNING

This program manages large development projects (over 50 units or 50,000 square feet). Performs complex environmental reviews (environmental impact reports or EIRs) including EIRs for new development areas of the Redevelopment Agency and comments on EIRs for other public agencies' projects. It works closely with applicants to expedite projects to the maximum extent feasible while ensuring good quality development, sensitivity to community issues, and legal defensibility. Completes 10 to 125 new projects each year (pre-application

# COMMUNITY AND ECONOMIC AGENCY

---

review and full project review), with a full caseload of active projects in

## **PROGRAM DESCRIPTIONS** (CONT'D)

various stages of review. Some of the most notable major projects include the Jack London Square, Leona Quarry, Wood Street, Uptown, Oak Knoll, MacArthur BART, and the Mandela Grand Mixed Use Project.

## **MARKETING & SPECIAL EVENTS**

This program is designed to position Oakland as a desirable place to live, work, visit, celebrate and do business. It supports economic development, redevelopment, commercial revitalization and cultural enrichment through the production of vital tools aimed at attracting business, development and investment; creates and conveys a clear, coordinated message about Oakland when communicating to the public, target audiences, and the media; oversees all of the City's multimedia communications, including citywide and economic development marketing, special events and walking tours, graphics, the Oakland film office, and tourism/visitor marketing through administration of the Oakland Convention & Visitors Bureau contract; produces the City's flagship annual Art & Soul Festival.

## **OAK KNOLL**

This program manages projects for the Oak Knoll Redevelopment Project Area with boundaries selected to include all of the federal lands subject to closure as part of the former Naval Medical Center Oakland, consisting of 183 acres, of which approximately 135 acres are developable. The Redevelopment Agency was conveyed 5.45 acres from the Department of the Navy, on which are 18 abandoned duplex family housing units. In March, 2006, SunCal

Oak Knoll, LLC purchased 167 acres of the site from the Department of the Navy for \$100,500,000. SunCal's master plan included 960 units of housing, including affordable and clustered apartments, single family units, and estate homes. The project also was to include up to 82,000 square feet of commercial retail. In October 2008, SunCal Oak Knoll, LLC filed for bankruptcy shortly following the collapse of the financial market and Lehman Brothers. Most of the more than 100 buildings on the site have been abated, but remain in place and blighted.

## **PUBLIC ART**

This program provides oversight for the commissioning of temporary and permanent works of art throughout Oakland; maintains City's art collection and disseminates public information on all projects; consults for the development of community-generated art projects; reviews proposed gifts of art to the City.

## **REAL ESTATE**

This program provides acquisition, disposal, property management, commercial/residential relocation, and leasing for all City of Oakland and Redevelopment Agency property. It provides real estate consultation services; conducts real estate appraisals; and acquires, manages, and disposes of City and Redevelopment Agency property. In addition, this program negotiates and monitors lease agreements with renters of City / Agency-owned property, leases property on behalf of the City/Agency, facilitates the assemblage of parcels for City / Agency projects, and advises the City Council and Redevelopment Agency of real estate aspects of major development projects.

## **RESIDENTIAL RENT ADJUSTMENT**

This program helps maintain decent, safe, affordable, and sanitary residential rental housing in the City of Oakland by limiting rent increases, monitoring removal of rental units from the market, and limiting evictions. Administers the Rent Adjustment Ordinance, the Just Cause for Eviction Ordinance and the Ellis Act Tenant Protection Ordinance. Additional responsibilities include processing appeals of Housing Code citations and appeals of denials of relocation benefits for tenants of buildings vacated by the Code Compliance section of the Building Services Department.

## **WEST OAKLAND REDEVELOPMENT**

This program manages projects for the West Oakland district including the West Oakland, Oak Center and Acorn Project Areas; provides funding that aids the City's efforts to stimulate commercial revitalization and local economic development; increase housing resources; funds public infrastructure investments; removes physical and economic blight throughout the district; allows the Redevelopment Agency to initiate various long-desired community revitalization activities in the West Oakland district.

## **WORKFORCE DEVELOPMENT**

This program manages Workforce Investment Act funds, staffs the Oakland Workforce Investment Board, supports business development through the administration of Enterprise Zone program and other business services initiatives, monitors city-funded job training programs including those funded under Measure Y, develop city-wide job training initiatives and coordinates the Mayor's Summer Jobs Program.



# NON-DEPARTMENTAL

## NON-DEPARTMENTAL

Non-Departmental comprises costs, programs, activities, debt and lease payments that are not assignable to a specific department.

### PRIOR REDUCTIONS

- Grants to local artists and art groups have declined from \$1.1 million in FY 2007-08 to \$730,000 in FY 2011-12.
- During the same period, citywide programs and subsidies have declined from a total of \$5.6 million to \$2.5 million. This category includes organizations such as:
  - Symphony in the Schools - decrease from \$100,000 to \$30,000
  - Oakland Asian Cultural Center - decrease from \$100,000 to \$60,000
  - Hacienda Peralta - decrease from \$180,000 to \$54,000
  - Vietnamese Senior Service Center - decrease from \$60,000 to \$37,000
  - Women's Business Initiative - decrease from \$150,000 to \$45,000
  - The Oakland Convention and Visitor's Bureau has declined in funding from \$650,000 in FY 2007-08 to receiving no funding in FY 2011-12.
  - Funding for the training of city staff has declined from \$227,000 in FY 2007-08 to \$0 in FY 2011-12.

### PROGRAM DESCRIPTIONS

#### CITYWIDE ACTIVITIES

Includes a wide variety of city-wide costs and programs. The other major component is subsidies to organizations outside City

<b>SUMMARY OF HISTORICAL EXPENDITURES AND PROPOSED BUDGET BY FUND</b>			
<b>Expenditures by Fund</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
1010 General Purpose Fund (GPF)	\$59,686,060	66,537,395	62,723,865
1100 Self Insurance Liability	2,414,640	5,099,101	5,099,101
1150 Worker's Compensation Insurance	(1,452,150)	(1,202,150)	(1,202,150)
1200 Pension Override Tax Revenue	59,339,430	53,378,387	55,185,782
1780 Kid's First Oakland Children's Fund	1,410	-	-
2419 Transient Occupancy Tax (TOT) Surcharge	(294,060)	1,788,318	1,788,318
3100 Sewer Service Fund	8,244,060	10,157,930	10,161,330
5310 Measure G: 2002A Zoo, Museum, Chabot	170	-	-
6014 Oakland Convention Center 1992	14,163,770	14,149,780	14,126,610
6015 COP-Oakland Museum 2002 Series A	3,681,350	4,095,610	-
6016 Civic Improvement Corp. 1985	3,941,560	-	-
6027 JPFA Capital Projects: Series 2005	11,093,750	11,127,760	11,164,010
6030 Taxable Pension Obligation: 1997 Series A	40,308,500	-	-
6032 Taxable Pension Obligation: 2001 Series	-	38,379,020	39,559,020
6036 JPFA Refunding Revenue Bonds: 2008 Series A-1	16,500,450	19,592,310	19,718,760
6037 JPFA Refunding Revenue Bonds: 2008 Series A-2	2,530,480	5,592,900	5,532,260
6063 General Obligation Bonds: Series 2005	11,091,070	11,125,760	11,162,090
6310 Measure G: 2002A Zoo, Museum, Chabot	2,549,250	2,551,260	2,555,010
6311 Measure G: 2006 Zoo, Museum	1,329,360	1,328,770	1,326,370
6320 Measure DD: 2003A Clean Water	4,429,510	4,429,390	4,430,300
6321 Measure DD: 2009B Clean Water	-	4,618,190	4,615,490
6520 Fire Area - Redemption	463,910	448,421	446,080
6530 Rockridge Area Water District	59,280	57,829	58,039
6540 Skyline Sewer District - Redemption	23,010	29,090	24,300
6554 LaSalle Utility Underground	29,670	-	-
6555 Piedmont Pines 2010 Utility Underground Phase I - Debt Service	-	4,238	4,238
6558 Grizzly Peak Utility Underground	7,320	-	-
6570 JPFA Pooled Assessment: 1996	21,200	23,200	22,400
6580 JPFA Pooled Assessment: 1997	34,240	-	-
6585 JPFA Reassessment District: Debt Service	505,180	482,170	484,080
6612 JPFA Lease Revenue Refunding Bonds	9,071,330	9,068,080	9,068,180
6999 Miscellaneous Debt Service	21,500,000	21,500,000	21,500,000
7320 Police and Fire Retirement System	11,700,000	10,185,843	9,624,258
<b>TOTAL</b>	<b>\$282,973,750</b>	<b>\$294,548,602</b>	<b>\$289,177,741</b>
GPF Percent to Total Department	21.1%	22.6%	21.7%
GPF Percent to Citywide GPF Expenditures	13.9%	15.5%	14.6%

**PROGRAM DESCRIPTIONS**

**CITYWIDE ACTIVITIES (CONT'D)**

governments. Examples of city-wide programs, and their annual costs, include the Clean Water Program (\$410,000); Joint Powers Authority Membership (\$150,000); State Lobbyist (\$130,000).

Examples of subsidies include City-wide Arts Grants (\$730,000); Oakland Zoo (\$635,000); Chabot Space and Science Center (\$297,000).

**DEBT/LEASE PAYMENTS**

Includes payments for debt related to financing of City administration buildings at Frank Ogawa Plaza (\$9 million); Oakland Convention Center (\$14 million); and payment for the Oakland-Alameda County Coliseum (\$10 million).

**FISCAL MANAGEMENT**

Fiscal Management includes a variety of fiscal items such as fund transfers, overhead cost recoveries, citywide insurance premiums, and contingency line items. The largest item is a cost recovery into the General Purpose Fund for \$14.5 million from other funds. This represents a reimbursement for services provided by General Government departments such as Personnel, the City Administrator, the City Attorney and Finance. Also included in Fiscal Management are payments from the General Purpose Fund to other funds with negative balances.

<b>BY PROGRAM</b>			
<b>Revenue</b>			
<b>Program</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Citywide Grants, Programs and Subsidies	(\$276,700)	\$1,970,917	\$1,970,917
Debt Service	203,849,310	201,763,376	198,385,962
Fiscal Management	44,933,660	52,363,277	53,228,086
<b>TOTAL</b>	<b>\$248,506,270</b>	<b>\$256,097,570</b>	<b>\$253,584,965</b>
<b>Expenditure</b>			
<b>Program</b>	<b>FY 2010-11 Midcycle Budget</b>	<b>FY 2011-12 Proposed Budget</b>	<b>FY 2012-13 Proposed Budget</b>
Citywide Grants, Programs and Subsidies	\$6,755,840	\$8,424,798	\$8,502,298
Debt Service	260,181,640	257,378,838	251,702,827
Fiscal Management	16,036,270	28,744,966	28,972,616
<b>TOTAL</b>	<b>\$282,973,750</b>	<b>\$294,548,602</b>	<b>\$289,177,741</b>

<b>SIGNIFICANT CHANGES IN BUDGET AND PERFORMANCE</b>			
<b>General Purpose Fund (GPF)</b>	<b>FTE</b>	<b>FY 2011-12 Changes</b>	<b>FY 2012-13 Changes</b>
Reduce Cultural Arts Grants by 100%		(730,120)	(730,120)
Eliminate MOU Negotiation Contract		(235,000)	(235,000)
Eliminate City/County Collaboration on Children & Youth		(100,000)	(100,000)
Reduce Zoo Subsidy to Minimum Baseline & Transfer to Parks & Recreation Department		(635,170)	(635,170)
Eliminate Chabot Space & Science Subsidy		(297,000)	(297,000)
Eliminate Asian Cultural Center Subsidy		(60,000)	(60,000)
Eliminate Countywide 211 Helpline Subsidy		(100,000)	(100,000)
Eliminate Vietnamese Senior Services Subsidy		(37,200)	(37,200)
Eliminate Hacienda Peralta Subsidy		(54,000)	(54,000)
Eliminate Women's Business Initiative Subsidy		(45,000)	(45,000)
Eliminate AIDS Prevention and Education Initiative Subsidy		(37,325)	(37,325)
Eliminate Symphony in the Schools Program Subsidy		(30,000)	(30,000)
Transfer City Physician to Workers Compensation Fund (1150)		(250,000)	(250,000)
Decreased Transfer to Kids' First Fund		(586,860)	(561,094)

# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM

### DEFINITION

The Capital Improvement Program (CIP) includes, in general, new and continuing projects that are intended to construct or significantly extend the life of existing facilities, parks/open space, streets, sidewalks, and sewers; purchase technology-related equipment and service contracts; mitigate traffic hazards; improve pedestrian and bicycle safety; and improve disabled persons' access to City facilities. CIP projects generally cost more than \$50,000.

### CATEGORIES

The 2011-13 Capital Improvement Program budget is organized around seven categories.

#### BUILDINGS AND FACILITIES

This category of projects includes new construction, replacement or improvement of recreation centers, fire stations, community centers, and other City buildings, facilities, and structures.

#### PARKS AND OPEN SPACE

Projects in this category include improvements to playgrounds and tot lots, park facilities and City swimming pools; and improvements to Oakland's waterways.

#### SEWERS AND STORM DRAINS

Projects in this category include reconstruction of sewer mains throughout the City as required by an Administrative Order issued to Oakland and other Bay Area communities by the

## CAPITAL IMPROVEMENT PROGRAM FY 2011-13

### Summary by Source

Source	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget	FY 2011-13 Total Budget
<b>City</b>			
1010 - General Fund: General Purpose	\$252,000	\$252,000	\$504,000
2116 - Department of Transportation	3,124,000	1,250,000	4,374,000
2140 - California Department of Transportation	100,000	100,000	200,000
2163 - Metro Transportation Com: Program Grant	3,492,000	1,260,000	4,752,000
2211 - Measure B: ACTIA	3,500,000	3,500,000	7,000,000
2212 - Measure B: Bicycle/Pedestrian Pass-Thru	1,000,000	1,000,000	2,000,000
2231 - State Gas Tax-Prop 42 Replacement Funds	2,330,000	2,550,000	4,880,000
2999 - Miscellaneous Grants	180,000		180,000
3100 - Sewer Service Fund	14,615,000	15,150,000	29,765,000
5510 - Capital Reserves	1,000,000	1,000,000	2,000,000
<b>Subtotal City</b>	<b>\$ 29,593,000</b>	<b>\$ 26,062,000</b>	<b>\$ 55,655,000</b>
<b>Oakland Redevelopment Agency</b>			
9450 - Coliseum: Operations	\$ 90,000	\$ 90,000	\$ 180,000
9504 - 1986 Bonds	516,700		516,700
9510 - Central District: Operations	1,331,317	1,360,397	2,691,714
9513 - City Center: Garage West Subsidy	2,705,000	2,750,000	5,455,000
9515 - Chinatown: Parking Lot	27,624	27,624	55,248
9516 - 1989 Bonds	2,031,400		2,031,400
9522 - Multi Service Center / Rent - County	98,113	98,113	196,226
9526 - Liability / Contingency / Finance	(19,000)		(19,000)
9529 - Broadway / MacArthur / San Pablo: Opera	50,000	50,000	100,000
9532 - Central District: TA Bond Series 2003	1,519,660		1,519,660
9533 - Central District: TA Bond Series 2005	1,500,000	260,900	1,760,900
9535 - Central District Tax Allocation Bonds Series	15,500		15,500
9536 - Central District Tax Allocation Bond Series	1,000,000		1,000,000
9540 - Central City East: Operations	50,000	50,000	100,000
9543 - Central City East: Tax Allocation Bonds Series	2,000,000		2,000,000
9546 - Oak Knoll: Operation	25,000	25,000	50,000
9553 - Unrestricted Land Sales Proceeds	1,816,066	5,505,000	7,131,066
9562 - Preservation Park: Loan Repayment Fund	546,630		546,630
9570 - OBRA: Operations	200,000	200,000	400,000
9572 - Joint Army Base Infrastructure Fund	1,500,000	1,500,000	3,000,000
9580 - Low Mod Operations	150,000	150,000	300,000
9590 - West Oakland Operations	25,000	25,000	50,000
<b>Subtotal ORA</b>	<b>\$17,179,010</b>	<b>\$ 12,092,034</b>	<b>\$29,271,044</b>
<b>TOTAL</b>	<b>\$46,772,010</b>	<b>\$ 38,154,034</b>	<b>\$84,926,044</b>

# CAPITAL IMPROVEMENT PROGRAM

## SEWERS AND STORM DRAINS (CONT'D)

United States Environmental Protection Agency and the State of California. The Order requires the City to plan and implement capital repairs and replacements to the aging sewer facilities and implement maintenance practices to prevent sewage discharges into creeks, lakes, and the San Francisco Bay. Funding for emergency repair and replacement of sewer and storm drain facilities is also included.

## STREETS AND SIDEWALKS

Projects in this category include street paving and rehabilitation, street safety projects, street lighting, and sidewalk repair, as well as streetscape beautification. These projects are designed to address the maintenance backlog of City streets and sidewalks.

## TECHNOLOGY ENHANCEMENTS

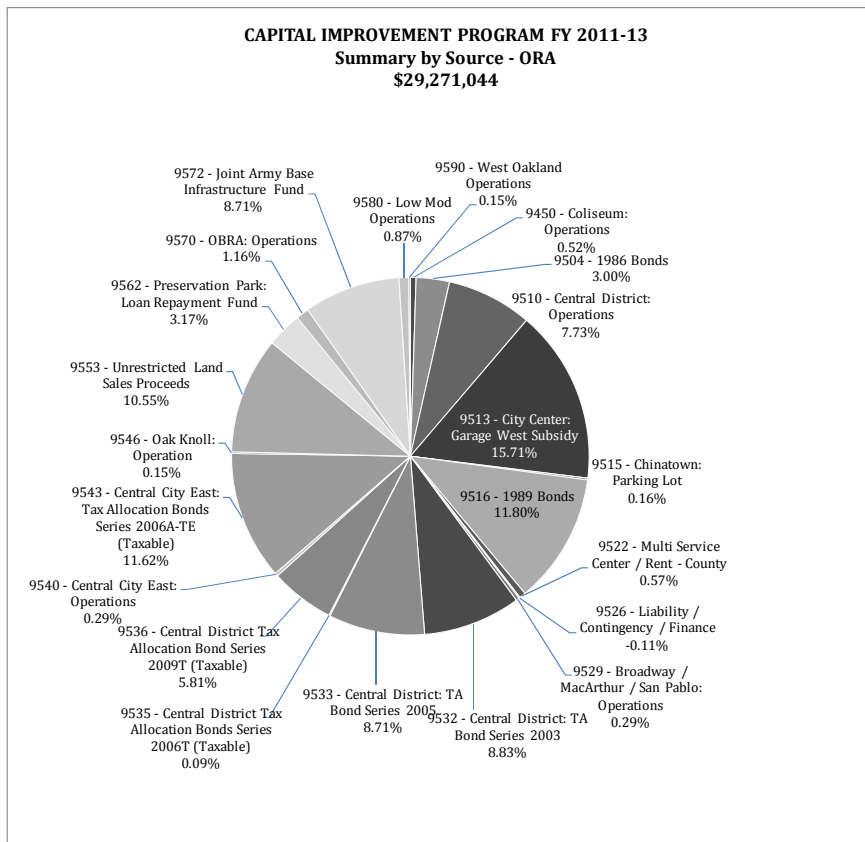
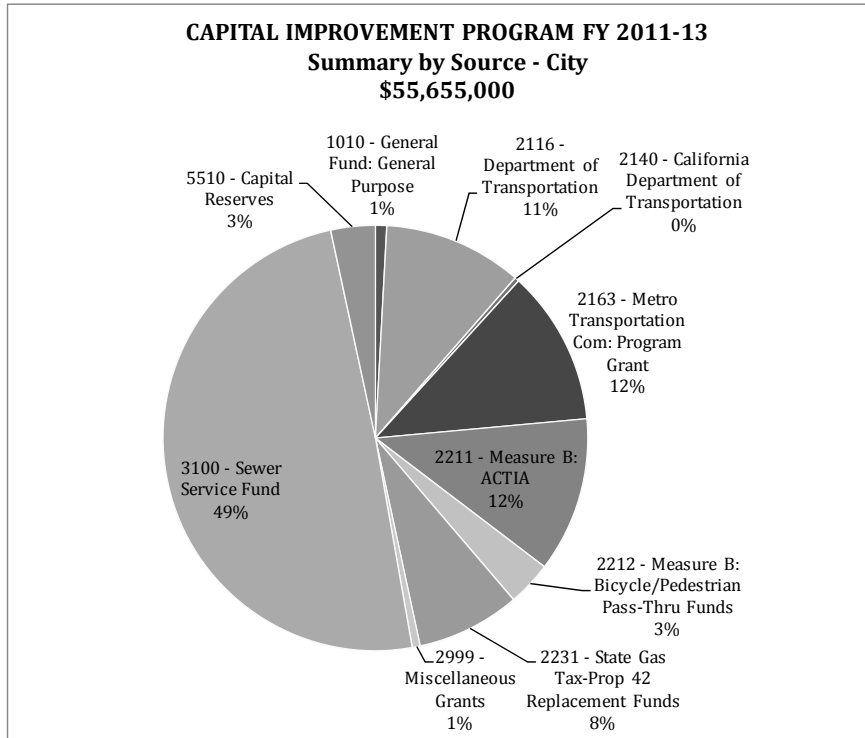
Projects in this category include all technology-related projects, including investments in hardware and software, and related service contracts.

## TRAFFIC IMPROVEMENTS

This category includes traffic and transportation-related improvements, including traffic calming, traffic signals, modernization of traffic signals and signal controllers, and signal synchronization. They are intended to improve the safety of all modes of travel: pedestrian, cyclist and automobile.

## MISCELLANEOUS

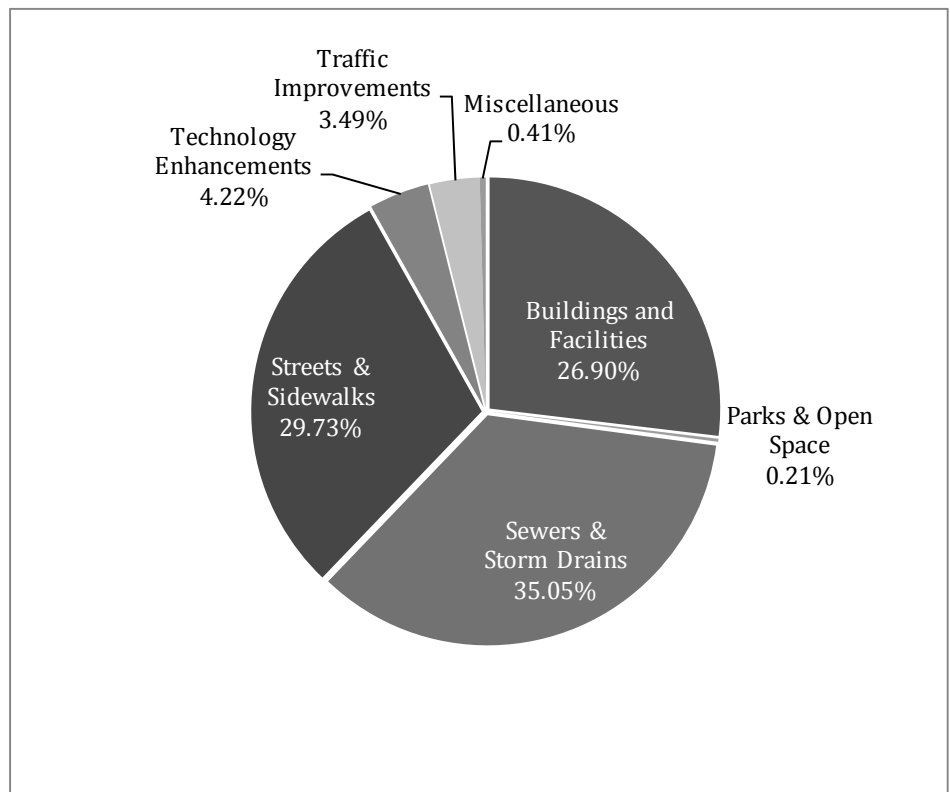
This category of projects includes those that cross multiple categories or do not intuitively fit under a single category.



# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM FY 2011-13 Summary by Category

Category	FY 2011-13 Proposed Budget	FY 2012-13 Proposed Budget	FY 2011-13 Total Budget
Buildings and Facilities	\$12,962,010	\$9,882,034	\$22,844,044
Parks & Open Space	180,000	-	180,000
Sewers & Storm Drains	14,615,000	15,150,000	29,765,000
Streets & Sidewalks	15,566,000	9,680,000	25,246,000
Technology Enhancements	1,790,000	1,790,000	3,580,000
Traffic Improvements	1,480,000	1,480,000	2,960,000
Miscellaneous	179,000	172,000	351,000
<b>Total</b>	<b>\$46,772,010</b>	<b>\$ 38,154,034</b>	<b>\$ 84,926,044</b>



# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM FY 2011-13

### Projects By Category

Category, Project	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget	FY 2011-13 Total Budget
<b>Parks &amp; Open Space</b>			
LINCOLN SQ-ALICE ST RECREATION CORRIDOR	\$ 180,000	\$ -	\$ 180,000
<b>Parks &amp; Open Space Total</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ 180,000</b>
<b>Sewers &amp; Storm Drains</b>			
RHS TELEGRAPH AV. 24TH ST.	\$ -	\$ 4,000,000	\$ 4,000,000
SHATTUCK,66TH, TELGRPH,59TH AVE	-	2,951,000	2,951,000
CITYWIDE EMERGENCY SEWER REPAIRS	2,000,000	2,000,000	4,000,000
GOLF LNKS RD, FONTAINE ST, CRST AVE	-	3,279,000	3,279,000
LINCLN, MACARTHUR, RHODA, COOLDGE TRC	4,208,000	-	4,208,000
LOCHARD ST, EDMONTWY, KERRIGAN DR SR	3,087,000	-	3,087,000
MOUNTN BLVD, GRNLY DR, LONG, KELLER DR	-	2,110,000	2,110,000
RHS DENNISON ST., EMBARCADERO, KING ST., AND FEDER	-	360,000	360,000
RHS MACARTHUR BLVD, MAPLE AVE., BARNER AVE. AND F	510,000	450,000	960,000
SR SAN LEANDRO, EDES, 85TH	4,810,000	-	4,810,000
<b>Sewers &amp; Storm Drains Total</b>	<b>\$ 14,615,000</b>	<b>\$ 15,150,000</b>	<b>\$ 29,765,000</b>
<b>Streets &amp; Sidewalks</b>			
MATCHING FUNDS FOR GRANT FUNDED PROJECTS	\$ 750,000	\$ 750,000	\$ 1,500,000
ADA CURB RAMP 30-YEAR TRANSITION PLAN	660,000	660,000	1,320,000
ADELINE SEISMIC RETROFIT	712,000	-	712,000
ARMY BSE JOINT INFRA DEV PRJ ORA	1,500,000	1,500,000	3,000,000
BRIDGE PREVENTIVE MAINTENANCE	2,412,000	1,250,000	3,662,000
CCE E 18TH STSCPE	500,000	-	500,000
CCE FTHLL-FRTVLE STSCPE	500,000	-	500,000
CCE FTHLL-SEM STSCPE	500,000	-	500,000
CCE MAC STSCPE	500,000	-	500,000
CITY SIDEWALK REPAIR - MEASURE B	310,000	310,000	620,000
CITY SIDEWALK REPAIR FUND - MEASURE B BICYCLE & PEDESTRIAN	250,000	250,000	500,000
CITYWIDE EMERGENCY ROADWAY REPRS ' CONTINGENCY FUND	400,000	400,000	800,000
CITYWIDE STREET RESURFACING - MEASURE B	550,000	550,000	1,100,000
CITYWIDE STREET RESURFACING - PROP 42	2,330,000	2,550,000	4,880,000
CITYWIDE STREET RESURFACING - FEDERAL LSF FUNDS	3,492,000	1,260,000	4,752,000
REPAIR AND REHAB OF CITY PATHS AND STAIRS	200,000	200,000	400,000
<b>Streets &amp; Sidewalks Total</b>	<b>\$ 15,566,000</b>	<b>\$ 9,680,000</b>	<b>\$ 25,246,000</b>

# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM FY 2011-13

### Projects By Category (Cont'd)

Category, Project	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget	FY 2011-13 Total Budget
<b>Technology Enhancements</b>			
ORACLE CORP SOFTWARE LICENSE	\$ 790,000	\$ 790,000	\$ 180,000
MOTOROLA IPSS SUPPORT AND MAINTENANCE COSTS	1,000,000	1,000,000	2,000,000
<b>Technology Enhancements Total</b>	<b>\$ 1,790,000</b>	<b>\$ 1,790,000</b>	<b>\$ 3,580,000</b>
<b>Traffic Improvements</b>			
BICYCLE FACILITIES DESIGN AND IMPLEMENTATION	\$ 350,000	\$ 350,000	\$ 700,000
I-880 NORTHBOUND / 29TH AVE - 23RD AVE	100,000	100,000	200,000
INTELLIGENT TRANSPORTATION ITS ITS	300,000	300,000	600,000
PEDESTRIAN FACILITIES DESIGN AND IMPLEMENTATION	150,000	150,000	300,000
PEDESTRIAN/BIKE SAFETY	250,000	250,000	500,000
TRAFFIC SIGNAL MANAGEMENT	330,000	330,000	660,000
<b>Traffic Improvements Total</b>	<b>\$ 1,480,000</b>	<b>\$ 1,480,000</b>	<b>\$ 2,960,000</b>
<b>Buildings &amp; Facilities</b>			
9th & Franklin Block	\$ 27,624	\$ 27,624	\$ 55,248
1800 SAN PABLO ORA	6,400,000	-	6,400,000
CENTRAL DISTRICT PLANNING	1,331,317	1,360,397	2,691,714
CITY CENTER GARAGE WEST OPER	2,055,000	2,055,000	4,110,000
DOWNTOWN FACADE IMPRVMT PRG	1,500,000	695,000	2,195,000
FOX COURTS DDA	(100,000)	-	(100,000)
MALONGA PUB FAC	300,000	-	300,000
OAKLAND ICE CENTER	(64,934)	2,010,000	1,945,066
ON-CALL CAPITAL IMPROVEMENT PROJECT	252,000	252,000	504,000
RETAIL/ENT DIST CATALYST DEV FY01	(100,000)	-	(100,000)
RETAIL/ENTERTAINMENT CATALYST PROJ	805,000	-	805,000
SCOTLAN CNVNTN CTR OPERATIONS	2,517,000	2,638,000	5,155,000
TELEGRAPH PLAZA GARAGE	305,000	305,000	610,000
TEN K RESIDENTS FOR DOWNTOWN	(19,000)	-	(19,000)
THOMAS L BERKLEY SQUARE RESIDENTIAL	(1,500,000)	-	(1,500,000)
TOURAIN HOTEL/HENRY ROBINSON MULTI SERVICE CENTER	98,113	98,113	196,226
UC-OFFICE OF THE PRESIDENT	180,000	180,000	360,000
UPTOWN FOREST CITY	(1,090,500)	-	(1,090,500)
UPTOWN GARAGE	65,390	260,900	326,290
<b>Buildings &amp; Facilities Total</b>	<b>\$ 12,962,010</b>	<b>\$ 9,882,034</b>	<b>\$ 22,844,044</b>

# CAPITAL IMPROVEMENT PROGRAM

---

## CAPITAL IMPROVEMENT PROGRAM FY 2011-13 Projects By Category (Cont'd)

Category, Project	FY 2011-12 Proposed Budget	FY 2012-13 Proposed Budget	FY 2011-13 Total Budget
<b>Miscellaneous</b>			
BROADWAY CORRIDOR REV LOAN FUND	\$ 179,000	\$ 172,000	\$ 351,000
<b>Miscellaneous Total</b>	<b>\$ 179,000</b>	<b>\$ 172,000</b>	<b>\$ 351,000</b>
<b>Grand Total</b>	<b>\$ 46,772,010</b>	<b>\$ 38,154,034</b>	<b>\$ 84,926,044</b>



**Insert Tab**



## **CITY OF OAKLAND BUDGET AND FINANCIAL POLICIES**

<b>Policy</b>	<b>Entity</b>	<b>Date of Adoption</b>	<b>Resolution /Ordinance #</b>
Reserve Policy - General Fund and Capital Improvement Fund	City	April 13, 2010	Ordinance No.12946
Debt Management Policy – FY 2007-08	City and ORA	June 22, 2010	City Resolution No. 80695 ORA Resolution No. 2007-0055
Investment Policy – FY 2007-08	City and ORA	July 6, 2010	City Resolution No.82866 ORA Resolution No. 2010-0075
Long-Term Financial Planning Policy	City	June 10, 2008	Resolution No.77923
Policy on Balanced Budgets	City	July 15, 2003	Resolution No.77922 .
Policy on Charges for Services	City	July 15, 2003	Resolution No.77924

---

DRAFT

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

APPROVED AS TO FORM AND LEGALITY

INTRODUCED BY COUNCIL MEMBER  
2010 APR -1 PM 6:24

CITY ATTORNEY

## OAKLAND CITY COUNCIL

ORDINANCE No. \_\_\_\_\_ C.M.S.

**ORDINANCE AMENDING ORDINANCE NO. 12496 C.M.S. TO CLARIFY GENERAL PURPOSE FUND (GPF) RESERVE REQUIREMENTS; REQUIRE A MAYORAL DECLARATION OF FISCAL EMERGENCY AND APPROVAL BY COUNCIL OR A COUNCIL DECLARATION OF FISCAL EMERGENCY BEFORE THE GPF RESERVE CAN BE DRAWN DOWN; REQUIRE THAT EXCESS REAL PROPERTY TRANSFER TAX REVENUES BE USED TO BUILD UP THE GPF RESERVE, PAY BACK NEGATIVE INTERNAL SERVICE FUND BALANCES, ESTABLISH SET-ASIDES FOR OTHER POST-EMPLOYMENT BENEFITS (OPEB) AND POLICE AND FIRE RETIREMENT SYSTEM (PFRS) LIABILITIES, AND FUND CAPITAL IMPROVEMENTS PROJECTS; REQUIRE THAT ONE-TIME REVENUES BE USED TO REPAY NEGATIVE FUND BALANCES IN INTERNAL SERVICE AND OTHER FUNDS; AND PROVIDE CRITERIA FOR PROJECT CARRYFORWARDS AND ENCUMBRANCES IN THE GPF; AND REQUIRE THAT PROPOSED CHANGES TO PROGRAMS, POLICIES AND SERVICES INCLUDE FISCAL IMPACTS AND MAINTAIN A BALANCED BUDGET.**

**WHEREAS**, on June 30, 2009, the City Council adopted Ordinance No. 12946 C.M.S., which revised the amended reserve policy for the City's undesignated general fund balance to clarify the established reserved requirements; establish criteria for the use of GPF reserve, use of excess Real Estate Transfer Tax (RETT) revenue, and use of one-time revenues; and; to minimize drawdowns from the GPF reserve by previously approved project carryforwards and purchase order encumbrances and

**WHEREAS**, to ensure fiscal prudence and responsibility, the City desires to amend its reserve policy to require that proposed changes to City programs, policies and services include fiscal impacts and maintain a balanced budget; now therefore,

### **THE COUNCIL OF THE CITY OF OAKLAND DOES ORDAIN AS FOLLOWS:**

SECTION 1. The City Council finds and determines the forgoing recitals to be true and correct and hereby adopts and incorporates them into this Ordinance.

SECTION 2. The Municipal Code is hereby amended to add, delete, or modify sections as set forth below (section numbers and titles are indicated in **bold type**; additions are indicated by underscoring and deletions are indicated by ~~strike-through~~ type; portions of the regulations not cited or not shown in underscoring or strike-through type are not changed).

SECTION 3. Ordinance No. 12946 C.M.S. is hereby amended in its entirety to read as follows:

**A. General Purpose Fund Reserve Policy**

1. Council hereby declares that it shall be the policy of the City of Oakland to provide in each fiscal year a reserve of undesignated, uncommitted fund balance equal to seven and one-half percent (7.5%) of the General Purpose Fund (Fund 1010) appropriations for such fiscal year (the "General Purpose Fund Reserve Policy").

2. Each year, upon completion of the City's financial audited statements, the City Administrator shall report the status of the General Purpose Fund Reserve to City Council and on the adequacy of the 7.5% reserve level. If in any fiscal year the General Purpose Fund Reserve Policy is not met, the City Administrator shall present to Council a strategy to meet the General Purpose Fund Reserve Policy. Each year, the City Administrator shall determine whether the 7.5 % reserve level requires adjustment, and recommend any changes to the City Council.

3. The amounts identified as the General Purpose Fund Reserve may be appropriated by Council only to fund unusual, unanticipated and seemingly insurmountable events of hardship of the City, and only upon declaration of fiscal emergency. For the purposes of this Ordinance, "fiscal emergency" may be declared (1) by the Mayor and approved by the majority of the City Council or (2) by a majority vote of the City Council.

**B. Capital Improvements Reserve Fund**

1. There is hereby established a fund in the Treasury of the City of Oakland to be known as the "Capital Improvements Reserve Fund".

2. On an annual basis, an amount equal to \$6,000,000 shall be held in the Capital Improvements Reserve Fund. Revenues received from one-time activities, including the sale of real property, shall be deposited into the Capital Improvements Reserve Fund, unless otherwise provided in Sections D and E of this ordinance or otherwise directed by a majority vote of the City Council. Interest earnings on monies on deposit in the Capital Improvements Reserve Fund shall accrue to said fund and be maintained therein.

3. Monies on deposit in the Capital Improvements Reserve Fund may be appropriated by Council to fund unexpected emergency or major capital maintenance or repair costs to City-owned facilities and to fund capital improvement projects through the Five-Year Capital Improvement Program.

4. Each year, upon completion of the City's financial audited statements, the City Administrator shall report the status of the Capital Improvements Reserve Fund to City Council. If in any fiscal year the required Capital Improvements Reserve Fund threshold of \$6,000,000 is not met, the City Administrator shall present to Council a strategy to meet the said threshold.

**C.** Prior to appropriating monies from the reserves established by this Ordinance, the Budget Office shall prepare an analysis of the proposed expenditure and the City Administrator shall present such analysis to the City Council. Upon review and approval of the proposed expenditure by the City Council, and appropriate fiscal emergency declaration necessary for the use of GPF reserve, the City Administrator will have the authority to allocate from the reserves. For the purposes of this Ordinance, "fiscal emergency" may be declared (1) by the Mayor and approved by the majority of the City Council or (2) by Council majority vote.

**D. Use of Excess Real Estate Transfer Tax (RETT) Revenues To Build Up the GPF Reserve, Pay Back Negative Internal Service Fund balances, Establish Set-Asides for Other Post-Employment Benefits (OPEB) and Police and Fire Retirement System (PFRS) Liabilities, and Fund Capital Improvements Projects.**

To ensure adequate levels of the General Purpose Fund reserves and to provide necessary funding for municipal capital improvement projects, the City shall require that excess Real Estate Transfer Tax revenues be defined and used as follows:

- 1) The "excess" Real Estate Transfer Tax (RETT) revenue is hereby defined as any annual amount collected in excess of the "normal baseline" collection threshold of \$40 million.
- 2) The excess Real Estate Transfer Tax collections, as described in this section, shall be used in the following manner:
  - a. Replenish General Purpose Fund (GPF) reserves until such reserves reach to 10 percent of current year budgeted GPF appropriations.
  - b. After such reserves have been replenished, the order of use of the remaining excess collection is as follows: 50 percent to repay negative internal services funds balances; 30 percent set aside for the Police and Fire Retirement System (PFRS) liability until this obligation is met; 10 percent to establish a trust for Other Post-Employment Retirement Benefits (OPEB); and 10 percent to replenish the Capital Improvements Reserve Fund until it reaches \$10,000,000.
- 3) Use of the "excess" RETT revenue for purposes other than those established above may only be allowed upon declaration of a fiscal emergency. For the purposes of this Ordinance, "emergency" may be declared (1) by the Mayor and approved by the majority of the City Council or (2) by a majority vote of the City Council.

**E. Use of One Time Revenues To Repay Negative Fund Balances in Internal Service and Other Funds; and Provide Criteria for Project Carryforwards and Encumbrances in the GPF.**

- 1) From time to time, the City may receive "one time revenues", defined as financial proceeds that will not likely occur on an ongoing basis, such as sales of property or proceeds from the refinancing of debt, but not including additional Real Estate Transfer Tax revenues discussed in Section "D" above.
- 2) Fiscal prudence and conservancy requires that one time revenues not be used for recurring expenses, that outstanding negative balances in various City funds be paid off, and that municipal capital projects addressing health and safety issues be adequately funded. Therefore, upon receipt of one time revenues, such revenues shall be used in the following manner, unless legally restricted to other purposes: 50 percent to pay off negative fund balances in the Internal Service Fund, and another 50 percent to pay off negatives in all other funds.
- 3) Use of the "one time revenues" for purposes other than those established above may only be allowed upon declaration of a fiscal emergency. For the purposes of this Ordinance, "emergency" may be declared (1) by the Mayor and approved by the majority of the City Council or (2) by a majority vote of the City Council.

#### **F. Criteria for Project Carryforwards and Encumbrances in the General Purpose Fund.**

Previously approved but unspent project appropriations ("carryforwards"), as well as funding reserved to pay for purchases or contracts that are entered into in the current year but are not paid for until the following year ("encumbrances"), draw down funding from reserves. Fiscal prudence requires that such drawdowns be limited in the General Purpose Fund (GPF). Therefore:

- 1) Funding for non-operating projects and purchases shall be restricted within the General Purpose Fund; ~~capital purchases and projects in particular shall not be funded from the General Purpose Fund.~~
- 2) In cases when non-capital, operating projects and purchases must be funded in the General Purpose Fund, these shall be included in an annual budget and supported with new annual revenues.
- 3) Carryover of unspent project carryforwards and encumbrances in the GPF from one year into the next, with no new funding, will be allowed only on an exception basis.
- 4) In the beginning of each fiscal year, before project carryforwards and encumbrances are carried over from the prior year, and no later than August 1:
  - The Budget Director shall liquidate all unspent project carryforwards and encumbrances in the GPF and advise affected City departments of said action.
  - The Budget Director shall provide a report of all unspent project carryforwards and encumbrances to the City Council for review and direction.
- 5) Departments may request to retain some or all of the liquidated GPF carryforwards and encumbrances, only if and when such balances are deemed essential to the delivery of city projects, programs and services, and only if the liquidation of such balances would be in violation of legislative or legal requirements, could lead to health or safety issues, and/or would greatly impact essential City projects, programs and services.
- 6) A request to retain some or all of the liquidated carryforwards or encumbrances must be submitted in writing to the Budget Director within five (5) working days of receiving an advisory from the Budget Office about said liquidations, and must detail specific reasons necessitating such a request, including but not limited to those stated in item (3) above.
- 7) The Budget Director, upon review of a department's request, shall recommend an action to the City Administrator within five (5) working days of receiving the department's request.
- 8) The City Administrator, in consultation with the Budget Director, shall make a final determination of any and all requests for exceptions by departments, by August 20, and all requesting departments should be so notified by August 30.

#### **G. Requirement That Before The City Council Takes Any Action That Has A Fiscal Impact Or Cost, The Council Must (1) Identify And Approve The Funding Source To Fully Fund The Cost Of The Proposed Council Action, Such As The Approval Of Or Changes To A Policy, Program, Services, Or Positions And (2) Make Any Adjustments To The Budget That Are Necessary To Maintain A Balanced Budget**

From time to time, the City Council may present changes to existing City policy, programs and/or services that may have a cost not anticipated in the most recently adopted or amended



policy budget. Fiscal prudence requires that prior to City Council approval of such changes in policy, program, and/or services, the following occur:

- 1) Identification of existing, viable funding source to fully fund the cost of the proposed actions. If new programs and/or initiatives are presented as cost-covering, an analysis of such cost-coverage be conducted prior to approval of the proposed changes to program, policies or services, and that such analysis of cost-coverage be conducted annually through the life of said program, policy or service change. If cost-coverage of said program, policy and/or services changes is deemed not to be cost-covering in any year per audited financials, it must be re-presented for City Council approval in order for its appropriation to continue. Such program, policy and/or service may be suspended until the City Council re-approves appropriation at the Council's own discretion; and
- 2) Propose any adjustments to the most recently adopted/amended budget necessary to maintain a balanced budget for City Council approval in concert with approval of the proposed changes to program, policies and/or services.

Exceptions to this policy exist if proposed changes to policy, program and/or services are time-sensitive requiring an immediate change in policy or program, such as ongoing programmatic expense as a result of a legal settlement. Such urgency may be determined by a majority vote of the City Council. Staff must return to the City Council within 60 days to present a report analyzing these fiscal impacts and any required proposal for maintaining a balanced budget as necessary for Council review and approval.

SECTION 4. This ordinance shall be effective immediately, if passed by the affirmative vote of at least six City Council members; if this ordinance is passed by the affirmative vote of five City Council members, it will be effective seven days after final passage.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2009

PASSED BY THE FOLLOWING VOTE:

AYES--- BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, QUAN, REID and PRESIDENT BRUNNER

NOES---

ABSENT---

ABSTENTION---

ATTEST: \_\_\_\_\_  
LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California

---

[INCLUDING EXHIBIT A AND EXHIBIT B]

FILED  
OFFICE OF THE CITY CLERK  
INTRODUCED BY COUNCIL MEMBER \_\_\_\_\_

2010 JUN 10 PM 1:31

APPROVED AS TO FORM AND LEGALITY

  
AGENCY ATTORNEY

## REDEVELOPMENT AGENCY OF THE CITY OF OAKLAND

RESOLUTION NO. \_\_\_\_\_ C. M. S.

### RESOLUTION ADOPTING THE OAKLAND REDEVELOPMENT AGENCY'S DEBT MANAGEMENT POLICY AND SWAP POLICY FOR FISCAL YEAR 2010-2011

**WHEREAS**, an annual debt management policy which provides guidance to the Oakland Redevelopment Agency (the "Agency") staff and the Agency by identifying parameters for issuing debt and for managing the Agency's debt portfolio would be beneficial to the Agency; and

**WHEREAS**, an annual swap policy which provides guidance to Agency staff and the Agency by identifying parameters for issuing "swaps" and for managing the Agency's swap agreements would be beneficial to the Agency; and

**WHEREAS**, the proposed debt management policy and swap policy are to be effective for the 2010-2011 fiscal year and until subsequent policies are adopted; and

**WHEREAS**, the proposed debt management policy and swap policy have been considered at a public meeting of the Agency; and now, therefore, be it

**RESOLVED**, that the Debt Management Policy of the Agency for fiscal year 2010-2011, in substantially the form attached hereto as Exhibit A, is hereby approved and adopted, with such changes, additions, amendments or modifications as are approved by the Agency Administrator, in consultation with the Agency Attorney; and be it

**FURTHER RESOLVED**, that the Swap Policy of the Agency for fiscal year 2010-2011, in substantially the form attached hereto as Exhibit B, is hereby approved and adopted, with such changes, additions, amendments or modifications as are approved by the Agency Administrator, in consultation with the Agency Attorney; and be it

**FURTHER RESOLVED**, that this Resolution shall take effect immediately upon its passage.

IN AGENCY, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2010

**PASSED BY THE FOLLOWING VOTE:**

AYES: - DE LA FUENTE, KERNIGHAN, NADEL, QUAN, BROOKS, REID, KAPLAN, AND PRESIDENT BRUNNER

NOES -

ABSENT -

ABSTENTION -

ATTEST:

\_\_\_\_\_  
LATONDA SIMMONS  
Secretary of the Redevelopment Agency of the  
City of Oakland, California

INTRODUCED BY COUNCIL MEMBER

APPROVED AS TO FORM AND LEGALITY

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

*Karen M. Boyd*  
CITY ATTORNEY

2010 JUN 10 PM 1:30

OAKLAND CITY COUNCIL

82866

RESOLUTION NO. \_\_\_\_\_ C.M.S.

RESOLUTION ADOPTING THE CITY OF OAKLAND INVESTMENT POLICY FOR FISCAL YEAR 2010-2011

WHEREAS, the City of Oakland may annually render to the City's legislative body a statement of its investment policy; and

WHEREAS, as part of best practice and sound financial management the City will continue to submit its annual investment policy to the City's legislative body; and

WHEREAS, last year, the City revised and adopted an Investment Policy for fiscal year 2009-2010; and

WHEREAS, a proposed City of Oakland Investment Policy for fiscal year 2010-11 is presented herewith, to be in effect until a subsequent policy is adopted; now therefore be it

RESOLVED, that the proposed City of Oakland Investment Policy for fiscal year 2010-2011 is adopted.

In Council, Oakland, California, JUL 6 2010, 2010

PASSED BY THE FOLLOWING VOTE:

AYES- ~~BRUNNER~~, KERNIGHAN, NADEL, QUAN, ~~BRUNNER~~, REID, KAPLAN, AND PRESIDENT  
BRUNNER - 6

NOES- 0

ABSENT- Brooks-1

ABSTENTION- 0

Excused- De La Fuente-1

ATTEST:

*Latonda Simmons*  
LATONDA SIMMONS

City Clerk and Clerk of the Council of the  
City of Oakland, California



INTRODUCED BY AGENCY MEMBER

APPROVED AS TO FORM AND LEGALITY

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

*Katherine M. Boyd*  
AGENCY COUNSEL

2010 JUN 10 PM 1:44  
**REDEVELOPMENT AGENCY  
OF THE CITY OF OAKLAND**  
2010 - 0075  
RESOLUTION NO. \_\_\_\_\_ C.M.S.

**RESOLUTION ADOPTING THE OAKLAND REDEVELOPMENT AGENCY'S  
INVESTMENT POLICY FOR FISCAL YEAR 2010-2011**

WHEREAS, the Oakland Redevelopment Agency may annually render to the Agency's legislative body a statement of its investment policy; and

WHEREAS, as part of best practice and sound financial management the Agency will continue to submit its annual investment policy to the Agency's legislative body; and

WHEREAS, last year, the Agency revised and adopted an Investment Policy for fiscal year 2009-2010; and

WHEREAS, a proposed Oakland Redevelopment Agency Investment Policy for fiscal year 2010-11 is presented herewith, to be in effect until a subsequent policy is adopted; now therefore be it

RESOLVED, that the proposed Oakland Redevelopment Agency Investment Policy for fiscal year 2010-2011 is adopted.

IN AGENCY, OAKLAND, CALIFORNIA, JUL 6 2010, 2010

PASSED BY THE FOLLOWING VOTE:

AYES- ~~De La Fuente~~, KERNIGHAN, NADEL, QUAN, ~~Brooks~~, REID, KAPLAN, AND PRESIDENT

BRUNNER - 6

NOES - 0

ABSENT - Brooks - 1

ABSTENTION - 0

Excused - De La Fuente - 1

ATTEST

*Latonda Simmons*  
LATONDA SIMMONS

Secretary of the Redevelopment Agency  
of the City of Oakland, California

---



**DRAFT** City Attorney

OFFICE OF THE CITY CLERK  
4. 21. 2010

2008 MAY 29 PM 4:02

# OAKLAND CITY COUNCIL

RESOLUTION NO. \_\_\_\_\_ C.M.S.

**RESOLUTION AMENDING RESOLUTION NO. 77923 C.M.S. REGARDING  
THE CITY OF OAKLAND LONG-TERM FINANCIAL PLANNING POLICY  
TO ADD A SPECIFIC DATE WHEN THE FIVE-YEAR FINANCIAL PLAN  
IS TO BE PROVIDED TO THE CITY COUNCIL**

**WHEREAS**, the City of Oakland's Five-Year Financial Plan is the City Administrator's Manager's best assessment of future revenues, expenditures and operating results over a five year forecast period; and

**WHEREAS**, the Five-Year Financial Plan includes analysis of economic and demographic data at the national, local and state level, and analyzes revenue and expenditure trends for the General Purpose Fund and other major funds such as the Landscape and Lighting Assessment District and the Oakland Redevelopment Agency; and

**WHEREAS**, the Five-Year Financial Plan forecasts major revenue and expenditure components of the aforementioned funds; and

**WHEREAS**, a long-term financial planning policy is intended to help the City make prudent and informed financial decisions on matters such as economic development, tax policy and labor negotiations; and

**WHEREAS**, the implementation of a long-term financial planning policy will help the City attain a favorable rating from credit rating agencies; and

**WHEREAS**, the implementation of a long-term financial planning policy should not result in significant increases in staff costs; now, therefore be it

**RESOLVED**: that the City Council of the City of Oakland hereby finds, determines, declares and resolves as follows:

**Section 1.** All of the recitals set forth above are true and correct.

**Section 2.** In order to insure that City of Oakland decision makers have the information to allow them to prudently manage the City's fiscal resources, the City Council hereby adopts the financial policy, as set forth below:

CITY OF OAKLAND LONG-TERM FINANCIAL PLANNING POLICY

*I. Purpose/Definition*

The Five-Year Financial Plan ("Plan") forecasts the City's revenues and expenditures over a five-year period. The Plan focuses on the General Purpose Fund, and other major funds such as the

Landscape and Lighting Assessment District and the Oakland Redevelopment Agency. The intent of the Plan is to allow the City Council and the City Administrator Manager to put current funding decisions in the context of forecasted economic conditions. Specifically, long-term financial planning improves the City's ability to make informed decisions regarding labor negotiations, economic development projects and tax policy. The Plan shall incorporate economic and demographic data at the national, local and state level, as well as other data that aids in forecasting.

Credit rating agencies are likely to favor the City's intention to plan ahead because such planning provides for greater financial stability, and signals a prudent approach to financial management. Five-year planning also brings the City into compliance with current "best practices" of other governmental entities.

## II. General Responsibilities

### City Administrator Manager

The City Administrator Manager shall be responsible for producing an updated Five-Year Financial Plan on an annual basis. The Plan shall be produced and distributed by October 1 of each year, prior to the beginning of any annual budget deliberations by the Council. The Budget Office, under the supervision and direction of the City Administrator Manager currently performs this function.

### Other Departments

Other departments shall be responsible to the City Administrator Manager for providing such information as the City Administrator Manager requires to produce the Plan in a timely manner. Currently, the Budget Office under the supervision and direction of the City Administrator Manager oversees this process.

### The City Council and the City Administrator Manager

The City Council and the City Administrator Manager shall make use of the information contained in the Plan as they consider any action that would have a significant impact on the City's revenue or expenditures over a five-year period.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2008 .

#### **PASSED BY THE FOLLOWING VOTE:**

AYES-- BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, AND  
PRESIDENT DE LA FUENTE,

NOES--  
ABSENT--

ABSTENTION--

ATTEST: \_\_\_\_\_  
LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

APPROVED AS TO FORM AND LEGALITY

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

CITY ATTORNEY

OAKLAND CITY COUNCIL

2003 JUN 12 PM 5:07

RESOLUTION NO. 77922 - C. M. S.

**RESOLUTION ADOPTING THE CITY OF OAKLAND'S POLICY ON BALANCED BUDGETS**

**WHEREAS**, the Government Finance Officers Association (GFOA) recommends that jurisdictions adopt policies that define a balanced budget, encourage commitment to balanced budgets under normal circumstances, and provide for disclosure when a deviation from a balanced budget is planned, or when it occurs; and

**WHEREAS**, unbalanced budgets can lead to increased interest charges, which reduces monies available for operations and services; and

**WHEREAS**, balanced budgets ensure responsible use of the taxpayers' dollars to provide City services; now therefore, be it

**RESOLVED:** that the City Council of the City of Oakland hereby finds, determines, declares and resolves as follows:

**Section 1.** All of the recitals set forth above are true and correct.

**Section 2.** The City Council hereby adopts a balanced budget policy, as set forth below:

CITY OF OAKLAND'S POLICY ON BALANCED BUDGETS

*I. Purpose/Definition*

The City shall adopt balanced budgets, i.e., containing appropriated revenues equal to appropriated expenditures. This policy entails the following additional definitions and qualifications:

1. The budget must be balanced at an individual fund level.
2. City policies on reserve requirements for individual funds must be taken into account. The appropriated expenditures to be included in the balanced budget equation must include the appropriations necessary to achieve or maintain an individual fund's reserve target.
3. Appropriated revenues can include transfers from fund balance where such fund balance is reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. Transfers from fund balance are not to be counted as revenue if the fund balance is not reasonably expected to exist by the end of the fiscal year preceding the year of the adopted budget. (Note: The precise definition of 'fund balance'

will vary from fund to fund, depending on the fund's characteristics and accounting treatment.)

*II. General Responsibilities*

The City Manager, shall be responsible for ensuring that the budget proposed to the City Council by the Mayor / City Manager adheres to the balanced budget policy. Currently, the Budget Office under the supervision and direction of the City Manager, performs this function.

*III. Annual Monitoring & Reporting*

Each fiscal year, once prior year information has been made available by the Controller's Office, the City Manager, shall produce a balanced budget report to the Council. The report shall state, for each fund in which current year appropriations exist, whether the actual year-end data from the prior year has caused any individual fund to be in violation of the balanced budget policy. If so, the the City Manager, shall recommend steps to be taken to bring that fund back into compliance with the policy. Currently, the Budget Office, under the supervision and direction of the City Manager performs these functions.

**JUL 15 2003**

In Council, Oakland, California, \_\_\_\_\_, 2003

**PASSED BY THE FOLLOWING VOTE:**

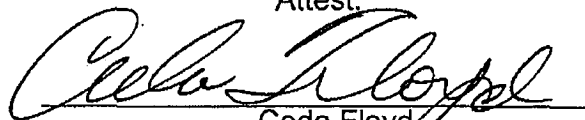
Ayes-           BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN AND  
                  PRESIDENT DE LA FUENTE    - 8

Noes-            Ø

Absent-          Ø

Abstention-     Ø

Attest:



Ceda Floyd  
City Clerk and Clerk of the  
Council of the City of  
Oakland, California

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

*[Signature]*  
 CITY ATTORNEY  
 OFFICE OF THE CITY CLERK  
 OAKLAND

## OAKLAND CITY COUNCIL

RESOLUTION NO. 77924 C.M.S.

2003 JUN 12 PM 5:07

---

**RESOLUTION ADOPTING A POLICY ON CHARGES FOR THE CITY OF OAKLAND'S SERVICES**

**WHEREAS**, a Master Fee Schedule for the City of Oakland was established in 1976 and has been maintained since that date, with changes approved by Council; and

**WHEREAS**, the Master Fee Schedule allows the public and City staff to obtain a better understanding of all fees, rates and permits charged by the City of Oakland; and

**WHEREAS**, existing procedures and responsibilities regarding the Master Fee Schedule are contained in the City's Administrative Instruction 19, but have never been formally adopted by the City Council; and

**WHEREAS**, it is the goal of the City that all financial policies of the City of Oakland be consolidated and formally approved by the City Council; now therefore be it

**RESOLVED:** that the City Council of the City of Oakland hereby finds, determines, declares and resolves as follows:

**Section 1.** All of the recitals set forth above are true and correct

**Section 2.** The City Council hereby adopts a policy on fees and charges as set forth below:

**POLICY ON CHARGES FOR THE CITY OF OAKLAND'S SERVICES**

*I. Purpose*

This policy states procedures and regulations to be followed regarding charges for the City of Oakland services.

*II. Applicable Legislation*

The Master Fee Schedule was established by the City Council in Ordinance No. 9336 C.M.S. on June 29, 1976, in order to:

1. Provide easier access to and a better understanding by the public of all the City of Oakland's charges for service;

2. Provide equity in distributing the cost burden for City services on the beneficiary and the taxpayer, consistent with sound fiscal and management principles;
3. Provide for charges that reflect the cost, when deemed appropriate by the City Council, of services provided by the City of Oakland. Services include personnel, facilities, or equipment.
4. Provide for annual revision of charges.

At the same meeting, the Council passed Ordinance No. 9337, C.M.S. which amended or repealed certain sections of Oakland City Codes and certain ordinances and resolutions, as necessary, to effect the Master Fee Schedule. The effect of this ordinance was to delete or amend any existing references to charges or charge policy. Any charges or charge policies are to appear only in the Master Fee Schedule.

### *III. General Responsibilities*

#### City Manager

The City Manager, shall be responsible for the general maintenance and control of the Master Fee Schedule, including, but not limited to:

1. The review of all requests for the addition to, or the deletion, or modification of charges or policies in the Master Fee Schedule;
2. The maintenance of the Master Fee Schedule, including annual revisions and reprinting of the document, upon Council approval of modifications;
3. Ensuring that ordinances passed into law which affect the City's charges become part of the Master Fee Schedule; and
4. Reviewing the City's charges on a regular basis to make certain: 1) that they reflect the cost of services provided by the City; and 2) that they provide equity in distributing the cost burden onto the service recipient and the taxpayers, consistent with sound fiscal and management principles.

These responsibilities currently are performed by the Budget Office under the City Manager supervision and control.

#### Other Departments

All agencies/departments that levy charges on the public shall be responsible to the City Manager for:

1. Including all charges which are levied on the public in the Master Fee Schedule;
2. Keeping updated copies of the Master Fee Schedule available and in clear display for the public;

3. Proposing fees which reflect the cost of services provided by the City; and
4. Reviewing their charges annually, or upon changes in the cost of providing service (such as union-negotiated increases), and proposing changes in charges consistent with the intent of the Master Fee Schedule.

*IV. Annual Review and Approval*

The City Manager shall be responsible for coordinating an annual review of the Master Fee Schedule in conjunction with the two-year budget or mid-cycle budget. The purposes of the review are: 1) to adjust charges to reflect changes in the cost of providing services; 2) implement new charges; and 3) delete charges that are no longer used. Although the need for charge modifications should be methodically considered during the annual update, this should not be construed to preclude the implementation of new charges at any time during the year.

Every year during the budget process (May-June), the City Manager, shall prepare an agenda report for the City Council, outlining modifications to charges proposed for the following year, with anticipated revenue changes by department. The agenda report must be accompanied by an ordinance reflecting the proposed changes, for Council consideration and approval. The Council shall approve any proposed changes by July 1 of the fiscal year for which the proposed changes are proposed.

The Budget Office, under the direction and supervision of the City Manager currently performs these functions.

JUL 15 2003

In Council, Oakland, California, \_\_\_\_\_, 2003

PASSED BY THE FOLLOWING VOTE:

Ayes- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN AND  
PRESIDENT DE LA FUENTE -8

Noes- 0

Absent- 0

Abstention- 0

*Celia Floyd*  
*City Clerk*  
*City of Oakland*

**Insert Tab**





## BUDGET TERMINOLOGY

<b>AAMLO</b>	African American Museum & Library at Oakland
<b>ABAT</b>	Alcohol Beverage Action Team
<b>Accrual Basis Accounting</b>	Accrual basis accounting records the financial effects of transactions and other events and circumstances that have cash consequences in the periods in which those transactions, events and circumstances occur, regardless of the timing of related cash flows.
<b>ACS</b>	Automated Collection System
<b>ACTIA</b>	Alameda County Transit Investment Authority
<b>Actual</b>	Actual refers to the expenditures and/or revenues realized in the past.
<b>ADA</b>	Americans with Disabilities Act
<b>Adjusted Budget</b>	The status of appropriations as of a specific date between July 1 at the beginning of the fiscal period and June 30 at the end of the period. Includes the adopted budget, budget amendments, prior year encumbrances, approved project carryforwards from prior years, and transfers between accounts, divisions and departments.
<b>Adopted Budget</b>	Revenues and appropriations approved by the City Council in June immediately preceding the new fiscal period.
<b>Agency / Department</b>	A major unit of the municipal organization which is managed by an Agency / Department Director and comprised of a number of divisions which are functionally related to one another.
<b>Appropriation</b>	An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.
<b>Appropriation Resolution</b>	The official enactment by the City Council to establish legal authority for City officials to obligate and expend funds.
<b>ARRA</b>	The American Recovery and Reinvestment Act of 2009 is an economic stimulus package enacted by the 111th United States Congress in February 2009
<b>BAC</b>	Budget Advisory Committee
<b>BART</b>	Bay Area Rapid Transit
<b>Baseline Budget</b>	Projected spending, revenue and deficit levels based on the assumption that current policies will continue unchanged for the upcoming year
<b>BID</b>	Business Improvement District

# GLOSSARY

---

## BUDGET TERMINOLOGY(continued)

<b>Biennial Budget</b>	Budget lasting or enduring for two fiscal years
<b>Budget</b>	A financial plan for a specific period of time (fiscal period) that matches all planned revenues and expenditures with various municipal services.
<b>Budget Adjustment</b>	A legal procedure utilized by City staff to revise a budget appropriation. City staff has the prerogative to adjust expenditures within departmental budgets. Council approval is required for transfers between departments, and for additional appropriations from fund balance or new revenue sources.
<b>Budget Calendar</b>	The schedule of key dates or milestones that the City follows in the preparation, adoption and administration of the budget.
<b>Budget Document</b>	A financial and planning tool that reflects the proposed (and later adopted) revenues and appropriations for the City (including operating and capital), performance standards, targets, organizational structure and goals, along with historical financial information.
<b>Budgetary Control</b>	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available resources.
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAO</b>	City Administrator's Office
<b>Carryforward</b>	Appropriations brought forward from a previous fiscal year to continue or complete a specific project, program or activity.
<b>CDBG</b>	Community Development Block Grant
<b>CEDA</b>	Community and Economic Development Agency
<b>CIP</b>	Capital Improvement Program
<b>COIN</b>	Caring for Oaklanders in Need
<b>Contingency Reserve</b>	Portion of a fund's balance legislatively mandated at a particular minimum level. For example, the City Council has set policies for the General Fund reserve (of 7.5 percent), Capital reserve (of \$6 million). Please see the Financial Policies and Legislation sections of this Policy Budget for details on the City Council's reserve policies.
<b>CORE</b>	Citizens of Oakland Respond to Emergencies Program
<b>CPRB</b>	Citizen's Police Review Board

**BUDGET TERMINOLOGY**(continued)

<b>CSO</b>	Central Service Overhead
<b>Department / Agency</b>	A major unit of the municipal organization which is managed by an Agency / Department Director and comprised of a number of divisions which are functionally related to one another.
<b>DHS</b>	Department of Human Services
<b>Division</b>	A unit of the municipal organization which reports to a department or agency.
<b>EBMUD</b>	East Bay Municipal Utilities District
<b>EDI</b>	Economic Development Initiative
<b>EEC</b>	Enhanced Enterprise Community
<b>EEO</b>	Equal Employment Opportunity
<b>EIR</b>	Environmental Impact Report
<b>Encumbrance</b>	Obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.
<b>Enterprise Fund</b>	A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that the revenues are adequate to meet all necessary expenditures.
<b>EOC</b>	Emergency Operations Center
<b>Expenditure</b>	The actual expending of financial resources, as recorded in the City's financial system.
<b>Expenditure Category</b>	A basis for distinguishing types of expenditures. The major expenditure categories used by the City of Oakland are personnel services; operations and maintenance; and capital outlay.
<b>FEMA</b>	Federal Emergency Management Agency
<b>Fiscal Year</b>	A twelve-month time period signifying the beginning and ending period for recording financial transactions. The City of Oakland has specified July 1 through June 30 as its fiscal year.

# GLOSSARY

---

## BUDGET TERMINOLOGY(continued)

<b>FMA</b>	Finance and Management Agency
<b>FMS</b>	Financial Management System (old pre-Oracle)
<b>FSA</b>	Fire Services Agency
<b>FTE</b>	An FTE or full-time equivalent is defined as a staff year. For example, two employees who work one-half time are considered one full-time equivalent.
<b>Fund</b>	An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. The City uses different funds to account for expenditures from various revenue sources. Restricted funds may be expended for purposes specified by law or grantor regulations. Discretionary or unrestricted funds may be spent for any lawful purpose designated by the City Council.
<b>Fund Balance</b>	The net effect of assets less liabilities at any given point in time. The total fund balance includes a designated / reserved portion, usually for encumbrances, projects, or other prior commitments, as well as an undesignated / unreserved (i.e. "available") portion.
<b>Fund Group</b>	A group of funds with similar restrictions and accounting treatment. The seven fund groups included in the City's budget are: general funds; special revenue funds; enterprise funds; internal service funds; capital projects funds; debt service funds; and trust
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>General Purpose Fund</b>	Revenues from most of the City's taxes, fees and service charges. Discretion of the City Council. Most City departments receive General Purpose Fund support.
<b>GIS</b>	Geographic-based Information System
<b>GOB</b>	General Obligation Bond
<b>GPF</b>	General Purpose Fund
<b>Grant</b>	A contribution by a government, other organization, or a private individual, to support a particular function. Grants may be classified as either categorical or block, depending upon the amount of discretion allowed the grantee. Grants may be competitive or based on allocation.
<b>HAAB</b>	Housing Advisory and Appeals Board
<b>HJKCC</b>	Henry J. Kaiser Convention Center
<b>HMIP</b>	Home Maintenance & Improvement Program

**BUDGET TERMINOLOGY**(continued)

<b>HOPWA</b>	Housing Opportunities for Persons with AIDS
<b>HR</b>	Human Resources
<b>HUD</b>	Federal Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation & Air Conditioning
<b>IAFF</b>	International Association of Firefighters
<b>IMMS</b>	Integrated Maintenance Management System
<b>ISTEA</b>	Intermodal Surface Transportation Efficiency Act
<b>IT</b>	Information Technology
<b>ITD</b>	Information Technology Division (Finance & Management Agency)
<b>JPA</b>	Joint Powers Authority
<b>KTOP</b>	TV Channel 10—Oakland’s Government Channel
<b>LAN</b>	Local Area Network
<b>LBE</b>	Local Business Enterprise
<b>Letter of Transmittal</b>	The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the City Administrator.
<b>LLAD</b>	Landscaping and Lighting Assessment District
<b>MIC</b>	Municipal Improvement Capital Fund
<b>MSC</b>	Municipal Service Center
<b>MTC</b>	Metropolitan Transportation Commission
<b>NCR</b>	Neighborhood Commercial Revitalization
<b>NEH</b>	National Endowment for the Humanities
<b>NSC</b>	Neighborhood Service Coordinator

# GLOSSARY

---

## BUDGET TERMINOLOGY(continued)

<b>Modified Accrual Basis</b>	Modified Accrual Basis accounting recognizes an economic transaction or event as revenues in the operating statement when the revenues are both measurable and available to liquidate liabilities of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Similarly, expenditures are generally recognized when an event or transaction is expected to draw on current spendable resources.
<b>OBRA</b>	Oakland Base Reuse Authority
<b>OCA</b>	Office of the City Attorney
<b>OMCF</b>	Oakland Museum of California Foundation
<b>OMERS</b>	Oakland Municipal Employees Retirement System
<b>OPACT</b>	Oakland Police and Clergy Together
<b>OPED</b>	Oakland Paratransit for the Elderly & Disabled
<b>Operations and Maintenance</b>	Expenditures related to operating costs including supplies, commodities, contract services, materials, utilities and educational services.
<b>OPOA</b>	Oakland Police Officers' Association
<b>OPR</b>	Office of Parks and Recreation
<b>ORA</b>	Oakland Redevelopment Agency
<b>OSCAR</b>	Open Space, Conservation and Recreation
<b>OSHA</b>	Occupational Safety & Health Administration
<b>OUSD</b>	Oakland Unified School District
<b>PAL</b>	Police Athletic League
<b>PERS</b>	State Public Employees' Retirement System
<b>Personnel Services</b>	Expenditures related to employee compensation including wages and salaries, fringe benefits, retirement, premiums, allowances and special / supplemental pay such as shift differentials.
<b>PFRS</b>	Oakland's Police and Fire Retirement System
<b>POB</b>	Pension Obligation Bond

**BUDGET TERMINOLOGY**(continued)

<b>Program Budget</b>	Programs, and associated program codes, are created to articulate the programmatic functions performed by the City organization. Each program is linked to a Mayor/Council goal and a Citywide objective. Using program codes, the budget (both revenues and expenditures) can be described in programmatic terms. This enables the Mayor and Council to view how much is being committed and/or spent to achieve their goals and objectives.
<b>PSA</b>	Police Services Agency
<b>PSB</b>	Public Sector Budgeting, an Oracle module currently used in the City of Oakland to develop the biennial policy budget.
<b>PTS</b>	Permit Tracking System
<b>PWA</b>	Public Works Agency
<b>Reserved Fund Balance</b>	A portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>Revenue</b>	Funds that the City receives as income. It includes such items as taxes, licenses, user fees / charges for services, fines/penalties, grants, and internal revenue.
<b>RLF</b>	Revolving Loan Fund
<b>SBE</b>	Small Business Enterprise
<b>SCDI</b>	Sustainable Community Development Initiative
<b>SLBE</b>	Small Local Business Enterprise
<b>THP</b>	Transitional Housing Program
<b>Transfer</b>	A movement of budgetary or actual revenues or expenditures between organizational units, accounts, projects, programs or funds. Transfers between funds appear as an expenditure ("transfer out") in one fund and revenue ("transfer in") in the other. Transfers between fiscal years represent the carryforward of funds received in previous years to be expended in the new year and appear as a revenue in the new year. Transfers between departments, funds or from one fiscal year to another must be approved by City Council.
<b>UBC</b>	Uniform Building Code
<b>UCR</b>	Uniform Crime Report
<b>USAR</b>	Urban Search and Rescue



# GLOSSARY

---

## BUDGET TERMINOLOGY(continued)

<b>VLF</b>	Vehicle License Fee
<b>WIA</b>	Workforce Investment Act